

FIRSTONTARIO CENTRE • FIRSTONTARIO CONCERT HALL • THE STUDIO

# CORE

ENTERTAINMENT



# 2013-2017 REVIEW

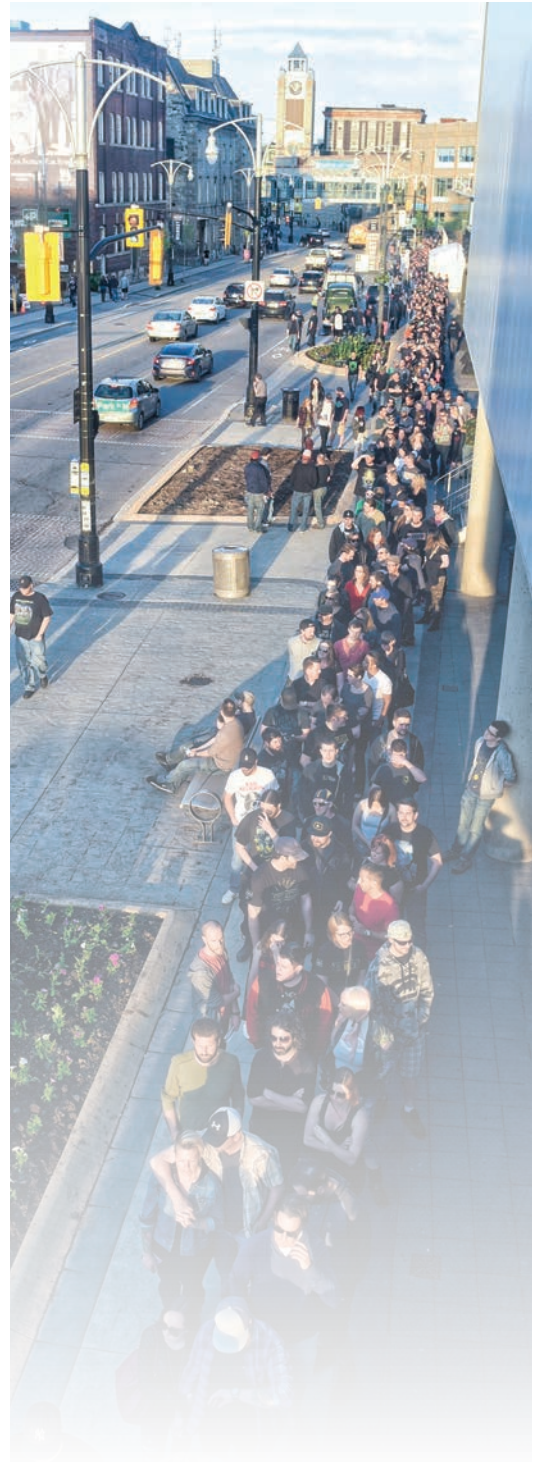


**SPECTRA**  
BY COMCAST SPECTACOR



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# EXECUTIVE SUMMARY

## INTRODUCTION

Spectra, in partnership with Live Nation, is pleased to submit a summary of the record breaking 2017 operating results, as well as a synopsis of the close to five year Spectra management experience of the Core Entertainment facilities on behalf of the City of Hamilton.

Spectra is committed to enriching the City of Hamilton. Since 2013, our team of experienced industry professionals in Hamilton, supported by the depth of the Spectra and Live Nation organization, has delivered customized solutions and game-changing efficiencies that have instilled operational excellence and a seamless experience for customers and guests. Our expertise has provided diverse event content, proficient facility operations, subsidy reducing solutions, financial returns, and engaging marketing strategies for the Core Entertainment facilities, FirstOntario Centre, FirstOntario Concert Hall and The Studio.

## MAJOR HIGHLIGHTS

On average, the Spectra/Live Nation partnership has generated an annual operational savings to the City of approximately \$500,000 per year since 2014, and in 2017, we were able to increase these savings to \$599,000 making it the best year yet!

We enhanced the core use of each of the facilities under the Core Entertainment brand by attracting high calibre events through our partnership with Live Nation, as well as the other Spectra managed facilities in Ontario and throughout Canada.

Spectra has developed increased ancillary revenue around shows through proven Spectra programs.

Spectra's corporate network has allowed for information sharing, shared resources and the development and execution of industry best practices in Hamilton.

Spectra has attracted 42 full time Canadian employees to further their careers at Core Entertainment, 8 of whom have relocated to Hamilton from other Spectra managed facilities. In addition, the Core Entertainment employees represented by Locals 129, 772 and 173 have integrated well and have played a key role in the success of the Core Entertainment operation.

## SUMMARY AND CONCLUSION

Since 2013, Spectra, in partnership with Live Nation, has worked closely with the City of Hamilton to execute specific new and ongoing strategies to ensure that FirstOntario Centre, FirstOntario Concert Hall and The Studio have provided maximum benefit to the City of Hamilton.

# REGIONAL VICE PRESIDENT & INTERIM GENERAL MANAGER



Mr. John Hertel  
Director  
Strategic Partnerships & Communications  
City Manager's Office  
City of Hamilton

Dear Mr. Hertel

Spectra Venue Management, along with our partner Live Nation, are very pleased to present to you our outstanding 2017 operating results for the Core Entertainment facilities including the FirstOntario Centre, the FirstOntario Concert Hall, and the Studio. In addition to the record breaking 2017 operating results, we are also including a synopsis of the success and growth of the Core Entertainment facilities since Spectra assumed management responsibility in 2013.

On March 1st, 2013, the Spectra/Live Nation partnership, working in conjunction with the City of Hamilton, began the first full year of operation of the now Core Entertainment complex. On average we have generated an operational savings to the City of approximately \$500,000 per year since 2014, and in 2017, we were able to increase this savings to \$599,000, making it our best year yet.

The flexibility and wide scope of all three facilities has allowed Spectra to attract a wide variety of events, including high profile big name concerts, smaller, more intimate shows, family shows, sporting events, consumer shows, motor sports, industry award gatherings, community events, and more. Additionally, Spectra has worked closely with major tenant Hamilton Bulldogs to assist in the transition from the AHL to the OHL, and to successfully present 34 games each season, hosting over 120,000 fans.

This success is the direct result of the combined effort of Spectra and Live Nation applying proven resources and cutting edge industry experience to support the everyday operation of the Core Entertainment facilities. This support is essential to keep pace and to continue to grow in an ever changing, increasingly competitive industry. All aspects of the everyday operation, including event booking, patron experience, event management, operations, labour management, marketing, ticketing/box office, sponsorship sales, financial systems and control, budgeting, and client relations are supported by corporate industry professionals, including the many Spectra resources throughout our 11 facilities close by in Ontario, and the Live Nation office in Toronto.

Looking ahead, 2018 is shaping up to be another strong year, and increased emphasis will be placed on building upon every key aspect of the operation to enable the Core Entertainment facilities to continue to grow and best serve the citizens of Hamilton. An essential element to all of this success is the support and strong working relationship Spectra has established with you and the City of Hamilton. As the facilities owners it is important that you are engaged and continually provide input so we at Spectra can ensure that we are working hard on your behalf to realize the goals you and the community have set for the facilities.

Thank you very much for your engagement and support.

Sincerely

Tim Murphy  
Regional Vice President and Interim General Manager  
Spectra Venue Management

## Tim Murphy

**Regional  
Vice President  
& Interim  
General Manager**

Spectra Venue  
Management

# CHAIRMAN LIVE NATION CANADA



John Hertel  
Director  
Strategic Partnership and Communications  
City Manager's Office  
City of Hamilton

**Riley O'Connor**

**Chairman**

Live Nation Canada

Dear John,

I thought this would be a good time to reflect on the Spectra/Live Nation partnership in the management of the Core Entertainment facilities.

Our Partnership has brought combined resources in operations, marketing, ticketing and sponsorship using best practices and management experience. A key driver to keeping the City of Hamilton on the global live entertainment stage is presenting a diverse genre of artists.

Since 2013, the City of Hamilton facilities have played host to iconic rock artists from Motley Cruë to Black Sabbath. Canadian Artists who have left their imprint on the world stage from Rush to Bryan Adams, The Tragically Hip to Sarah McLachlan. We have seen a broad spectrum of country artist from Luke Bryan to Dixie Chicks, Hip Hop and modern rockers: Kanye West and the Red Hot Chili Peppers. The City of Hamilton has also played host to artists recognized around the globe such as Elton John and Paul McCartney.

The Spectra/Live Nation partnership works closely to ensure a consistent fan experience within the City of Hamilton facilities with guest services and on time running of productions. Spectra and Live Nation are driven in performance with positive fiscal results. We continually look for growth opportunities in content and expanded revenue streams.

We look forward to building the live entertainment business and bringing economic value to the City of Hamilton.

Sincerely,

A handwritten signature in black ink that reads "Riley O'Connor".

Riley O'Connor  
Chairman  
Live Nation Canada

# OWNER HAMILTON BULLDOGS HOCKEY CLUB



**Michael Andlauer**

**Owner**

Hamilton Bulldogs

Mr. John Hertel  
Director  
Strategic Partnerships & Communications  
City Manager's Office  
City of Hamilton

Dear Mr. Hertel

It is very important to the Hamilton Bulldogs to have a close and positive working relationship with the owner and manager of the arena we call our home!

For the past five seasons Spectra Venue Management & Live Nation have managed the FirstOntario Centre in a very professional and diligent manner. They know what they are doing and they have deep corporate resources to support this operation. They treat the Bulldogs with respect as their prime tenant partner. They are not only familiar with arena management but hockey ownership as well. Their parent company, Comcast Spectacor, owns the NHL Flyers which play their home games at Spectra's headquarters building, the Wells Fargo Center in Philadelphia.

Live Nation's commitment to Hamilton and the FirstOntario Centre cannot be underestimated. They work closely with Spectra but more importantly provide much of the entertainment programming that complement our Bulldog season ticket holders.

On behalf of the Hamilton Bulldogs, we salute Spectra Venue Management & Live Nation and look forward to more years of our successful partnership.

Sincerely

Michael Andlauer  
Owner, Hamilton Bulldogs

# DIRECTOR STRATEGIC PARTNERSHIPS & COMMUNICATIONS



Mr. Tim Murphy  
Regional Vice President & Interim General Manager  
Spectra Venue Management

Congratulations Tim and Team,

The momentum continued to grow in 2017 as a result of the steady growth of ticketed and community events across the venues, which produced strong financials that enabled the City of Hamilton to recognize an operating profit sharing contribution. Also, with Council's support, we were able to have capital dollars allocated to the buildings to improve lighting, security, and the movement of patrons on new escalators and elevators.

Our major tenants, the Hamilton Bulldogs and the Hamilton Philharmonic Orchestra also had banner year's thanks in part to the strong support from the Spectra team. The Bulldogs led their division most of the way and look strong for a playoff run. The HPO brought amazing performances and sold out audiences to the FirstOntario Concert Hall.

Shows featuring major acts like Maroon 5, Green Day, Jeff Dunham and Red Hot Chili Peppers, as well as great hockey from the Bulldogs and a World Junior pre-tournament game brought thousands of patrons to FirstOntario Centre. The Concert Hall was very busy with great international and local performances as well as community events. All of these contribute prominently to the vitality and economy of the City. Our City sponsored "First Responders" game with the Bulldogs was another great success, and our jointly sponsored "Walk/Run" program for the community has grown significantly in participation in 2017.

The year ahead is shaping up to be just as exciting. Best wishes for continued success.

Regards,

John Hertel  
Director  
Strategic Partnerships & Communications  
City Manager's Office  
City of Hamilton

## John Hertel

### Director

Strategic Partnerships & Communications

City Manager's Office

City of Hamilton

# 2013-2016 NOTABLE SHOWS & EVENTS



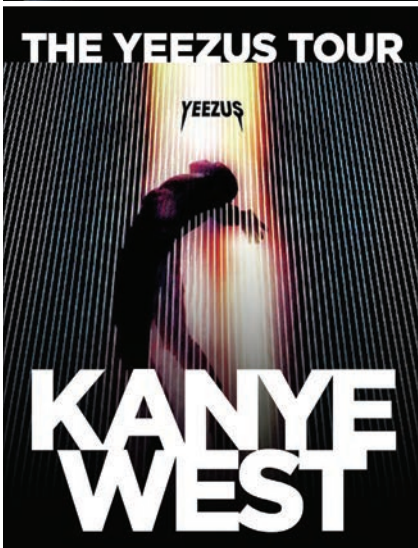
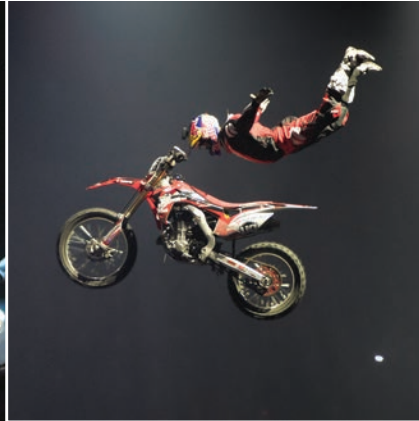
## 2013

- Spectra facility managers of FirstOntario Centre, FirstOntario Concert Hall and The Studio form a joint partnership with Live Nation, the world's number one concert promoter, ensuring the long-term success of all three venues.
- Spectra Regional Canadian meetings held at The Studio. Eight marketers representing 13 arenas and convention centres meet with industry leader Bob Schwartz, Vice President of Marketing, for a two day intensive workshop focusing on Marketing and PR initiatives training, sharing and revenue generation.
- Monster Jam ticket sales "jump" over previous shows at FirstOntario Centre doubling ticket sales from its last show at the venue in 2010.
- Oprah takes over Hamilton and inspires fans at FirstOntario Centre.
- Demand for The Lumineers tickets sells out two venues and ends up playing to a sold out crowd in FirstOntario Centre's "Club Core" set up.
- Spectra holds its first pre-show block party to celebrate Rock and Roll Hall of Fame Canadian rock legends RUSH.
- Sirius XM Radio concert at The Studio featuring Billy Talent sells out. The band donates all proceeds to the Lac-Megantic Red Cross.
- Sidney Crosby "skates" his way to Hamilton to film a Tim Horton's commercial at FirstOntario Centre.
- The puck drops for the Hamilton Bulldogs 18th AHL season at FirstOntario Centre.
- Dixie Chicks make their triumphant return to Hamilton with their Long Time Gone Tour.
- The Spectra Marketing Team duplicates a successful promotion executed at Spectra managed Abbotsford Centre and sets up the first ticket sales kiosk at Mapleview Shopping Centre in Burlington to promote "Give The Gift Of Entertainment This Holiday Season". In partnership with the Hamilton Bulldogs, just over \$50,000 in sales was generated in the 30 day period in December 2013.
- The Spectra team in Hamilton partners with the number one radio station in Hamilton, 102.9 K-Lite, to host a free family skate over the holidays.

CLICK TO WATCH  
**YouTube**



# 2013-2016 NOTABLE SHOWS & EVENTS



## 2014

- Called an “action sport collective” Nitro Circus brings their first ever North American show to Hamilton.
- Elton John and his band return to FirstOntario Centre after a four year absence. The tour featured iconic hits and classic album tracks from his incredible five-decade career, as well as a selection of new songs.
- Kanye West - The Yeezus Tour adds a stop at FirstOntario Centre.
- After selling out The Studio in 2013, R5 returns to Hamilton in less than a year, rocking out with over 2,700 of their fans at FirstOntario Centre.
- Black Sabbath sells out FirstOntario Centre.
- The Backstreet Boys get “everybody to rock their body” at FirstOntario Centre. The band enjoys seeing their “likeness” used in a video to help promote their show in Hamilton.



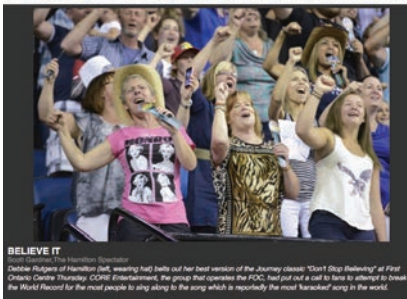
ENTERTAINMENT

- Spectra unites Hamilton venues under new “Core Entertainment Brand”.
- Spectra launches the new state-of-the-art CoreEntertainment.ca website.

# 2013-2016 NOTABLE SHOWS & EVENTS



Fists pump as 85 sing Journey hit in record attempt



## 2015

- Spectra receives international recognition by industry leaders and publications.
- New sound system installed at FirstOntario Concert Hall gets picked up as feature story in ProSound Web.
- The 2015 Junos held at Core Entertainment's FirstOntario Centre was front and centre in industry publication Pollstar.
- A trade shot featuring management members at Core Entertainment along with Dean Brody and Paul Brant gets highlighted in the coveted Backstage Photopass section of Pollstar Magazine.
- The Spectra team at Core Entertainment takes over the front page of news publication Hamilton Spectator for closing down the street to throw a block party before Kenny Chesney's show at FirstOntario Centre.
- Spectra managed FirstOntario Centre lands on the front page of the Hamilton Spectator in an attempt to break a RecordSetter.com record of greatest number of people singing Journey's hit song "Don't Stop Believin'" in unison as part of a PR stunt to promote its upcoming Journey show at the venue.
- Iconic multi-platinum recording-artist Bryan Adams plugged into the FirstOntario Centre in celebration of the 30th Anniversary of Reckless.
- Canada's largest music award show the 2015 Juno Awards takes over the city of Hamilton as well as FirstOntario Centre. Both the city and the venue get world media attention.
- FirstOntario Concert Hall becomes the backdrop to Netflix's Original Series and wildly popular Hemlock Grove.
- Shakey Graves plays a sold out crowd at The Studio.
- Once again, both Hamilton and FirstOntario Centre are placed on the world's stage as the 2015 ISU World Synchronized Skating Championships come to town. Over 15 countries are represented.

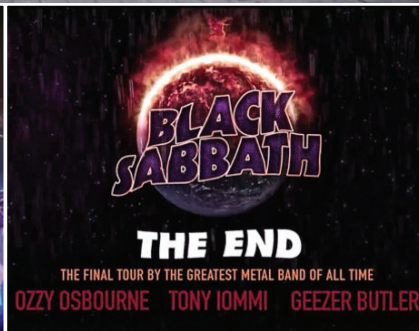
# 2013-2016 NOTABLE SHOWS & EVENTS



## 2015

- International superstar Shania Twain sets out on first North American tour in over a decade after acclaimed Las Vegas residency ROCK THIS COUNTRY TOUR makes FirstOntario Centre a stop on her tour.
- Grammy Award winning “Weird Al” Yankovic the biggest-selling comedy recording artist in history sells out FirstOntario Concert Hall.
- South Asian stand-up comedian, actor, TV host, producer and singer Kapil Sharma performs at FirstOntario Centre.
- Marvel Universe LIVE! takes the live entertainment experience to a whole new level, with a mind-blowing show unlike anything you’ve seen before. Favourite Marvel Super Heroes including Spider-Man and The Avengers (Iron Man, Black Widow, Hulk and more) and threatening villains come to life in an action-packed arena performance.
- The Studio turns into St. Mary High School’s Formal creating a new opportunity for community involvement.
- Jazz At Lincoln Centre Orchestra with Wynton Marsalis brings his only Southern Ontario stop to FirstOntario Concert Hall.
- Jeff Dunham returns to FirstOntario Centre for the first time since 2010.

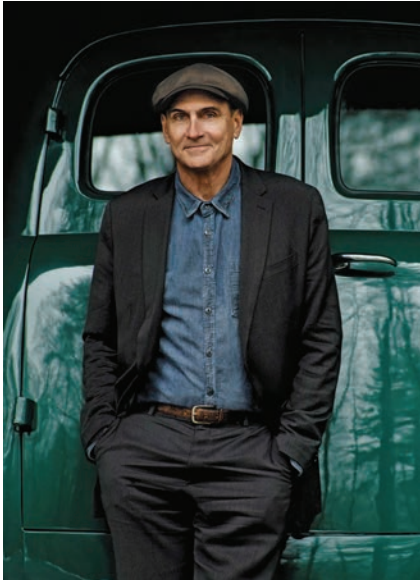
# 2013-2016 NOTABLE SHOWS & EVENTS



## 2016

- Spectra managed venues continue to be recognized by industry and main stream publications.
  - Garth Brooks – Pollstar Backstage Pass.
  - Chicago along with Earth, Wind and Fire – Pollstar Backstage Pass and show image.
  - Billboard Magazine recognizes FirstOntario Centre as a Top Canadian Venue in 2016.
  - Looking back at 2016 Hamilton Spectator highlights many of the shows at Core Entertainment venues as highlights for the year.
- Hamilton favourite, Blue Rodeo play two sold out shows at FirstOntario Concert Hall.
- The final tour by the greatest Metal Band of all time, Black Sabbath. Ozzy Osbourne, Tony Iommi and Geezer Butler close the final chapter in the final volume of the incredible Black Sabbath story with farewell performance at FirstOntario Centre.
- The 91st Highlanders Athletic Association holds the yearly Indoor Games at FirstOntario Centre. The goal of this event is to promote youth Athletics in the Golden Horseshoe Region. The meet has been held every year since 1908, except in the war years – making it the oldest continually operating indoor track and field meet in North America.
- Garth Brooks takes over Hamilton for 5 shows in 4 days. At the on sale for the shows Garth Brooks smashed his past Hamilton and Toronto ticket sales record combined in 45 minutes. He last played Copps Coliseum (now FirstOntario Centre) in Hamilton, September 5th, 1996 and SkyDome in Toronto, September 6th, 1996 and sold a combined 47,910 tickets. The day of the on-sale he sold 54,048 tickets for his shows at FirstOntario Centre.
- In its 122nd year the City of Hamilton played host to the annual Around The Bay Road Race. Approximately 13,000+ athletes, plus coaches, volunteers, family and friends visited Hamilton during this time frame.
- Platinum and gold winning artists Brighton Rock returned to Hamilton after 25 years making a stop and selling out The Studio in celebration of their 30th anniversary of their album Young Wild and Free.

# 2013-2016 NOTABLE SHOWS & EVENTS



## 2016

- Five-time GRAMMY® Award winner James Taylor makes a stop at FirstOntario Centre as part of his 2016 North American Tour.
- The larger-than-life rock icon Meat Loaf, brought his over-the-top and one-of-a-kind show to a sold out FirstOntario Concert Hall.
- Keifer Sutherland moved away from acting to go on a Canadian tour to support his new country album. Fans of the actor were “wowed” when he played our intimate Studio.
- Sir Paul McCartney’s historic debut appearance in Hamilton making his first stop ever to our city as part of his One On One global tour.
- Iconic Canadian band, The Tragically Hip make an electrifying, emotional and never forgotten stop in Hamilton as part of their Man Machine Poem tour.
- FirstOntario Centre played host to the 26th Canada Kabaddi Cup.



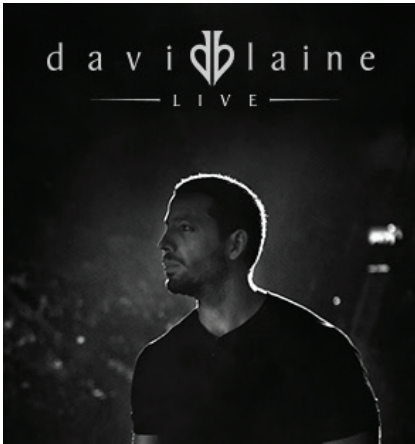
# 2017 NOTABLE SHOWS & EVENTS



## 2017

- After selling out The Studio in 2013, and opening for Dierks Bentley at FirstOntario Centre in 2014, local country star Tim Hicks kicks off the year with a headline show at FirstOntario Concert Hall.
- FirstOntario Centre transforms into a hub of opportunity as McMaster University and Mohawk College come together for Connect to Careers, touted as Hamilton's largest job fair.
- Hamilton's own Arkells sell out the "Club Core" set up at FirstOntario Centre. This unique configuration is the only one of its kind in Ontario and allows for up to 5,000 GA capacity on the floor.
- Returning after an eight year absence, Green Day ROCKS FirstOntario Centre.
- FirstOntario Concert Hall continued to host an increasing number of dance competitions and graduations.
- Hamilton favourites father and son duo Bill & Joel Plaskett sell out The Studio.
- Hamilton's Food & Drink show make Spectra managed FirstOntario Centre their new home.
- Florida Georgia Line brings their fans to their feet with their first stop to FirstOntario Centre.
- Red Hot Chili Peppers announce a first time ever stop in Hamilton as part of their Getaway Tour. To celebrate, the Spectra team in Hamilton throws a pre-show street party prior to the show.

# 2017 NOTABLE SHOWS & EVENTS



## 2017

- In his first stop to FirstOntario Concert Hall, David Blaine amazes a sold out crowd.
- The Heritage Cup of Lacrosse pits Team Canada against Team USA. Canada wins in this first time event at FirstOntario Centre.
- Canadian Pop and Indie bands, Scott Helman & Ria Mae, USS (2 shows) and Alvways play to sold out crowds in The Studio.
- Two-time GRAMMY-nominated blues-rock guitar icon Joe Bonamassa plays to a full house at FirstOntario Concert Hall.
- The National perform to a sold out crowd at FirstOntario Concert Hall.
- Supporting our tenant partners the Hamilton Bulldogs, the World Junior Pre-Tournament skated into the FirstOntario Centre. Canada beats Switzerland 8 – 1.



# RENOVATIONS & FACILITY IMPROVEMENTS

Working in partnership with the City of Hamilton Facility Management Team, the focus has been to create great experiences for fans attending any of the Core Entertainment venues.

Spectra's corporate office provides support, information and best practices to the Core Entertainment venues and staff through bi-weekly calls amongst all Directors of Operations (Convention Centres, Stadiums, Arenas etc.). The benefit of this network not only allows us to share information but also share resources such as equipment, purchasing, best practices, as well as utilizing experienced staff to support other Spectra venues.

## A SNAPSHOT OF SPECTRA'S CORPORATE SUPPORT IN HAMILTON

### ICE MAINTENANCE STRATEGIES

- Assistance from Philadelphia Flyers with ice maintenance strategies. This was a thorough examination of our practices and conditions supporting our unique ice setup of FirstOntario Centre.

### 360 LED RING

- Daktronics display system. Assistance in the procurement process & products for the new power LED ring at FirstOntario Centre.

### NATIONAL SERVICE AGREEMENTS

- The ability to utilize national service agreements procured by Spectra to reduce overhead. Examples that we have adopted: temporary labour rates, micro main CMMS, stage right materials, Guillevin supplies, Athletica supplies and Garrett Security Systems to name a few.

### EQUIPMENT RENTAL & SHARED RESOURCES

- Operational equipment for shows and entertainment is easily obtained for free from sister venues in Ontario if required. Without these connections there would be significant increase in expenses due to the need to out-source certain operational equipment.

Under the direction of Matt McDowall, Director of Operations, Spectra's Building Operations team in Hamilton has accomplished and completed a great many projects in partnership with the City of Hamilton Facility Management Team and internal staff.

Since 2013, venue capital projects have focused on revenue generation, client experience, health & safety, event readiness and facility maintenance.

## FIRSTONTARIO CENTRE

- In 2013, Spectra invested in a complete 360 LED ribbon to replace the antiquated static billboards around the arena. The LED ribbon not only helps with fan engagement but, is used to generate additional revenue for sponsorship.
- New acrylic glass for the hockey rink was needed to meet the ongoing requirements of Ontario Hockey League. This glass is to NHL standards and was installed by Athletica. The original glass was tempered creating not only a safety hazard to patrons if shattered but was also labour intensive during change over for various events held at the arena.
- After restoring the event level of FirstOntario Centre an opportunity existed to utilize this area more effectively. Additional washrooms were created and tied in to our existing plumbing/electrical system to cater to the needs of growing event level crowds.
- The scoreboard at FirstOntario Centre could only be trimmed to a certain height which posed not only an issue for rigging around an existing show but also impeded particular events that could be executed in this arena. We re-set the trim heights and elevated our current rigging plans, cabling and loads which allows shows to easily execute in the area while reducing stagehands costs for load ins and load outs.



- In 2017 the installation of new LED light fixtures, replaced the old system of HID lighting. This has not only created a better fan experience and flexibility for hockey games and shows alike but will save the city in excess of \$50,000 a year on utilities.

CLICK TO WATCH 

- At the end of 2017, a successful bid from the City of Hamilton Facility Management Team saw an injection of approximately \$4.3 million to help refurbish and renovate the elevator and escalators at FirstOntario Centre. The Spectra team in Hamilton has been working closely with the lead project manager regarding options and design.



# RENOVATIONS & FACILITY IMPROVEMENTS

## ADDITIONAL IMPROVEMENTS AT FIRSTONTARIO CENTRE

- Rigging and engineering report & design (for show loads and capacities).
- Drain replacement and roofing project.
- Digital upgrades to all concourse televisions.
- Electrical tie in of walk in freezers to our back up generator.
- Updating the security systems as well as urban landscaping outside the venue.
- Striping and sealing the entire exhibition hall floor and redistributed space.
- Replacing the York St roll up doors.
- Concourse painting.
- Power sanded all in bowl aisles.

## FIRSTONTARIO CONCERT HALL

- The original orange carpet at FirstOntario Concert Hall has been updated and replaced in phases. The third phase, (stairwell), is expected to be completed in 2018. The new carpet brings a fresh feel and atmosphere to the FirstOntario Concert Hall. The remainder of the carpeting on the walls and the inside of the Great Hall are expected to be replaced in the future.
- New furniture has been added in the lobby, mezzanine, first and second balconies. The furniture makes the area more welcoming to guests and compliments the current transitioning color scheme of the carpet renovations.
- The acquisition of a new, in-house, audio system has modernized the Great Hall while producing fantastic quality of sound for guests and producers alike.

## ADDITIONAL IMPROVEMENTS AT FIRSTONTARIO CONCERT HALL & THE STUDIO

- Skylight replacement and repair.
- Great Hall and Studio audio board replacements.
- New lighting board system.
- New upstage black curtain drop.
- Elevators replaced to double shaft.
- New dance floor for dance competitions.
- New line sets for the theatre fly system.



- The FirstOntario Concert Hall replaced all its front of house lighting systems and controls to help make the building become more energy independent. Further upgrades of the stage lighting will see expected energy savings of between \$50,000 – \$60,000 a year.

## THE STUDIO

- Complete audio & lighting board.
- Second level riser fabrication.
- New stage replacement.
- Upstage curtain refurbishment.
- Second level floor replacement.
- SL & SR lighting truss installation.
- New sound baffling system.
- Projector screen & projector installation.

## OPERATIONAL INITIATIVES

### RECYCLING PROGRAM

- Recognizing the venues lack of a recycling program was a lost revenue stream, the Operations Department implemented a process to help offset additional overhead. This program meant the collection of cans after every game and concert. This program established in 2016, has thus far generated more than \$16,000 to the bottom line.

### BASKETBALL COURT

- Leveraging Spectra's relationships and contacts with other arenas we rented out our basketball court to other arenas for

use by the Harlem Globetrotters. Though this required far more planning the results speak for themselves. To date this program has generated more than \$29,000 to the bottom line.

### CLEANING IN HOUSE

- The extremely important operational function of cleaning was switched from an independent sub-contractor to complete local Spectra control, which helped us save approximately \$140,000 to date. Not only has this saved money but it has allowed us to have more control and direction of the procedures, practices and standards at our venues.

# KEY PARTNERSHIPS



Live Nation Entertainment is the global leader for live entertainment comprised of four market leaders: Live Nation Concerts, Live Nation Entertainment (Ticketmaster) and Live Nation Media/Sponsorship.

In March 2013, Spectra, facility managers of FirstOntario Centre, FirstOntario Concert Hall and The Studio formed a joint partnership with Live Nation ensuring the long-term success of all three venues.

The Spectra/Live Nation partnership encompasses all aspects of venue management, event booking and promotion.

## LIVE NATION SHOWS #AtTheCore

### 2013

- Motley Crue
- Celtic Thunder
- The Price Is Right (2)
- RUSH
- Great Big Sea
- Trailer Park Boys
- Volbeat
- Jethro Tull
- R5
- Brad Paisley
- Jillian Michaels
- Dixie Chicks
- Johnny Reid
- Eric Church
- Marilyn Mason
- Sarah Brightman
- Matt Good
- Blue Rodeo (2)
- Monster Truck

### 2014

- Alice In Chains
- John Fogerty
- IL Divo
- Backstreet Boys
- Kanye West
- Jan Arden
- Black Sabbath
- R5
- Mother Mother
- Demi Lovato
- Barenaked Ladies
- Sam Roberts
- Dierks Bentley
- Blue Rodeo (2)
- Sarah McLachlan
- Elton John
- Brian Regan
- YES
- Hedley
- Dean Brody
- Lights
- Jason Aldean
- Goo Goo Dolls
- USS

### 2015

- Bryan Adams
- Counting Crows
- Dean Brody + Paul Brant
- Matt Good
- Journey
- Mavericks
- Luke Bryan
- The Next Step
- The Tenors
- Three Days Grace
- ZZ Top
- Trailer Park Boys
- BNL
- Alan Doyle

### 2016

- Paul McCartney
- Black Sabbath
- James Taylor
- The Next Step
- Marianas Trench
- Tragically Hip
- Blue Rodeo (2)
- Chicago EWF
- Hedley
- Meatloaf

### 2017

- Dallas Smith
- Brian Regan
- Peppa Pig
- Dierks Bentley
- Colin James
- Simple Plan
- Dixie Chicks
- Daniel O'Donnell
- Tim Hicks
- Florida Georgia Line
- David Blaine
- Bobby Bazini
- Green Day
- Dean Brody
- USS (2 shows)
- Maroon 5
- Jackson Browne
- Avvays
- Red Hot Chili Peppers
- Lewis Black
- Scott Helman & Ria Mae
- Big Wreck
- Matt Good
- Blue Rodeo (2)
- Mother Mother

### 2018 (TO DATE)

- Avenged Sevenfold
- Big Wreck
- Nitty Gritty Dirt Band
- Hedley
- Chris Hadfield
- Our Lady Peace & Matt Good
- Kevin Hart
- I Mother Earth & Finger Eleven
- Peppa Pig
- Santana
- Jim Cuddy Band
- The Debators
- Shania Twain
- LetterKenny

# KEY PARTNERSHIPS



## HAMILTON BULLDOGS

The Hamilton Bulldogs are a major junior hockey team that is currently a member of the Ontario Hockey League. The Bulldogs play their home games at FirstOntario Centre. First established in 1996 following the relocation of the Cape Breton Oilers, the American Hockey League Bulldogs would become the main affiliate of the Edmonton Oilers until 2001. That year local interests were secured to purchase the Quebec Citadels from the Montreal Canadiens and move them to Hamilton. The team was merged with the current Bulldogs forming a joint affiliate with Edmonton and Montreal. The Oilers would relocate in 2003 leaving Montreal as the sole affiliate of the Bulldogs. The team was purchased in 2004 by Burlington businessman Michael Andlauer and would see several years of success including winning the Calder Cup in 2007. The Canadiens would remain the associated with the AHL Bulldogs until 2015, when the team was sold back to Montreal and moved to St. John's, Newfoundland. Andlauer purchased a majority share of the OHL's Belleville Bulls and would relocate them to Hamilton in time for the 2015-2016 season.

# KEY PARTNERSHIPS



## TICKETMASTER

Ticketmaster is part of the Live Nation Entertainment family. In the beginning of 2010, Live Nation and Ticketmaster Entertainment merged to create Live Nation Entertainment. This gives fans access to more fan-friendly options.



## THE HAMILTON PHILHARMONIC ORCHESTRA

The Hamilton Philharmonic Orchestra has been an important and integral part of the community for over a century, tracing its roots back to the 1880s when the first orchestral ensemble was formed in Hamilton. In 1949, the Hamilton Philharmonic Orchestra was founded as a professional ensemble, and has plays an important role in shaping the cultural landscape of the City of Hamilton and the surrounding region.



## TOURISM HAMILTON

Tourism Hamilton is an innovative destination management organization dedicated to significantly increasing new and return tourist visitation to Hamilton.



## RESTAURANT ASSOCIATES

Restaurant Associates is recognized as the nation's premier hospitality company, operating over 100 prestigious locations. Restaurant Associates, based in New York City, provides premium food services to museums, performing arts centers, aquariums, corporate dining, educational facilities and off-premise catering events in New York City, Boston, Hartford, Atlanta, Washington D.C., Philadelphia and Toronto. Restaurant Associates is a subsidiary of Compass Group North America, the world's leading foodservice organization.



## NORTHWEST PROTECTION SERVICES

Northwest Protection Services is the largest event security company in Canada and are regularly responsible for security services at events like Aerosmith, Canadian Music Week, Eric Clapton, Kid Rock, Mary J. Blige, BMO Field Toronto FC, Ozzfest, Pearl Jam, U2, Weezer, World Youth Day, as well as many others.

# THE GROWTH OF OUR SPECTRA TEAM IN HAMILTON

Spectra is dedicated to recruiting and developing individuals with the skills, experience, desire, and values to contribute to the continued growth and success of our organization. Together we transform events into experiences. These experiences create excitement, turn heads, and make memories.

The growth of our Canadian talent here in Hamilton is no exception.



## Allison Green

- With Spectra 15 ½ years
- Director of Finance - Core Entertainment
- Regional Director of Finance - Spectra Venue Management
- Director of Finance - Budweiser Gardens



## Michaela Putman

- With Spectra 10 years
- Director of Marketing - Core Entertainment
- Regional Director of Marketing - Spectra Venue Management
- Director of Marketing - Abbotsford Centre



## James Beechey

- With Spectra 4 ½ years
- Senior Finance Manager - Core Entertainment
- Accounting Manager - Budweiser Gardens
- Senior Accountant - Canalside
- Staff Accountant - WFCU Centre



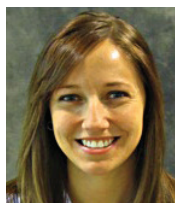
## Jill Kurtz

- With Spectra 8 ½ years
- Assistant Director of Marketing - Core Entertainment
- District Marketing Director - Spectra Venue Management
- Regional Director of Marketing - Spectra Venue Management
- Senior Marketing Manager - Core Entertainment
- Marketing Manager - Core Entertainment
- Group Sales Manager - Budweiser Gardens
- Group Sales Manager - Abbotsford Centre
- Group Sales Intern - Budweiser Gardens



## Matt McDowall

- With Spectra 9 years
- Director of Operations - Core Entertainment
- Operations Manager - Core Entertainment
- Event Manager - Core Entertainment
- Event Manager - Iowa Events Center
- Event Manager - Abbotsford Centre



## Lauren Crandall

- With Spectra 11 years
- Director of Events- Core Entertainment
- Spectra Leadership Institute
- Assistant Director of Events- Mattamy Athletic Centre
- Event Manager & Senior Event Manager - Budweiser Gardens



## Blair McGauchie

- With Spectra 7 ½ years
- Operations Manager - Core Entertainment
- Guest Services Manager - Core Entertainment
- Event Services Manager - Budweiser Gardens
- Event Services Supervisor - Budweiser Gardens
- Event Staff - Budweiser Gardens



## Rachel Down

- With Spectra 11 years
- Event Manager - Core Entertainment
- Sr. Event Services and Security Manager - Core Entertainment
- Guest Services Manager - Core Entertainment
- Part-Time Event Staff Supervisor - Budweiser Gardens
- Part-Time Event Staff - Budweiser Gardens

# FINANCIAL SUCCESSSES & BENEFITS

Spectra has the unique advantage of ongoing support from a network of 18 Spectra managed facilities in Canada. This dynamic ensures the best possible opportunity for success, proven systems and resources that generate the best possible opportunity to drive the guest experience and generate revenue for the City of Hamilton.

Spectra has saved the City approximately \$500,000 per year since 2014. In 2017, the city received an additional savings of \$99,000.

Achieving cost savings to the city came through efficiencies in the on-site Spectra operation of the venues, shared resources with the Spectra corporate office and other Spectra managed facilities within Ontario, our partnership with Live Nation and Ticketmaster, and the development of new revenue streams.

Some of the programs, initiatives and new revenue sources brought in by the Spectra organization include:

## VENUE NAMING RIGHTS

- FirstOntario Centre - annual net revenue \$140,000
- FirstOntario Concert Hall - annual net revenue \$87,500

## TICKETMASTER REVENUE

In 2014, Spectra along with Live Nation renegotiated the vitally important ticketing agreement with Ticketmaster. Through the new Ticketmaster deal convenience fee revenue increased an average of 40% compared to the agreement, with 2017 seeing a 50% increase.

## ATM PURCHASE

In 2016, Spectra purchased the existing venue ATM's and added an additional ATM to FirstOntario Centre. By taking the ATM's in house Spectra generated approximately \$20,000 of new revenue in 2017.

## MARKETING & GROUP SALES

Spectra's companywide marketing departments generate revenue through ad plan programs, group sales, suite rentals and dinner packages. The marketing and group sales team in Hamilton has generated over \$500,000 in revenue since 2014 with these programs.

In 2017, the marketing department also generated over \$30,000 in net revenue through a focus on developing partnerships and finding new opportunities to generate revenue.

# 2017 CORE ENTERTAINMENT FACILITIES FINANCIAL PERFORMANCE

## FOR THE YEAR ENDING DECEMBER 31, 2017

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>VARIANCE</b>
<b>NUMBER OF EVENTS</b>	201	198	3
<b>ATTENDANCE</b>	384,715	370,500	14,215
Direct Event Income	\$1,551,916	\$1,473,110	\$78,806
Surcharge Revenue	457,528	476,283	(18,755)
Convenience Fee Revenue	667,474	639,884	27,590
Suite Ticket Revenue	30,685	26,231	4,454
Ancillary Revenue	689,881	739,429	(49,548)
<b>TOTAL EVENT INCOME</b>	<b>3,397,484</b>	<b>3,354,937</b>	<b>42,547</b>
<b>OTHER INCOME</b>	<b>636,922</b>	<b>654,520</b>	<b>(17,598)</b>
<b>INDIRECT EXPENSES</b>	<b>(4,844,582)</b>	<b>(5,128,374)</b>	<b>283,792</b>
<b>*NET OPERATING INCOME (LOSS)</b>	<b>(810,176)</b>	<b>(1,118,917)</b>	<b>308,741</b>
<b>City Contractual Contribution</b>	<b>1,402,000</b>	<b>1,402,000</b>	<b>—</b>
<b>NET Loss Savings</b>	<b>591,824</b>	<b>283,083</b>	<b>308,741</b>
Spectra Base Incentive Fee	450,000	283,083	
Spectra additional share of net loss savings - 30%	42,548	—	42,548
City share of additional net loss savings - 70%	\$99,276		\$99,276

\* The Spectra Management agreement with the City of Hamilton guarantees the annual operating loss will not exceed (\$1,402,000). The Spectra management fee compensation is calculated only on improvements to the annual benchmark loss of (\$1,402,000). Spectra receives as management fee 100% of improvement between the annual operating loss reduction from (\$1,402,000) to \$952,000. Once the annual operation loss reduction improvements exceed \$952,000, 70% of all additional savings revert to the City of Hamilton.

# COMMUNITY INVOLVEMENT

Spectra has a firm commitment to enrich the communities we serve driven by our guest first philosophy. From that starting point, our team in Hamilton has been committed to making a difference and creating positive experiences for guests who attend our events, community partners and the people who reside in Hamilton.

Since 2013, the charitable arm of our organization driven by the Spectra team in Hamilton donated in kind gifts and volunteer hours to over 500 charitable organizations within our community.



DANCE COMPETITIONS & GRADUATIONS



STREET TEAM



PRE/POST PARTIES



WALK/RUN TRACK



GIVING BACK



GIVING BACK

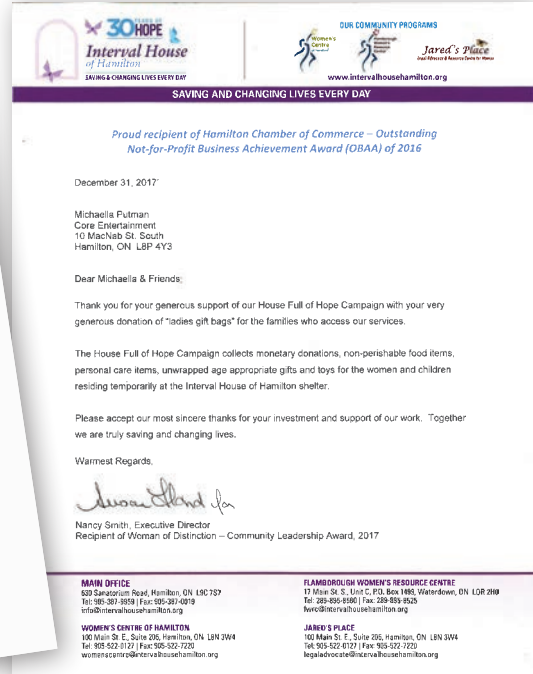
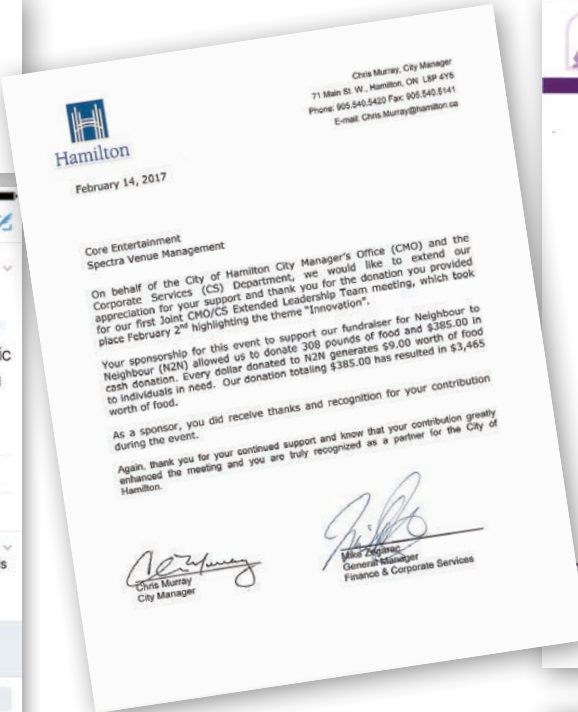


# TESTIMONIALS

Re: Hampers

Thank you so much, we so appreciate all that you do for us here at Davey.

Liz Lucas



This letter is first to thank you and Core Entertainment for your generous contribution to our Children's Concert program.

I write as well to express my appreciation to the stage staff. They have been so helpful and participatory in making these concerts a success.

The roar of the packed Great Hall with children were not just for the performers but for each and every one of you whose collaboration in lighting, sound and placement made the most of the very short rehearsal time we had to work with. These are the most important concerts we present as they make a lasting lifetime impression on young minds and hearts who late on become supporters and audience members. You helped create a positive experience they will never forget.

Bravo IATSE crew, and thank you,

Boris Brott O.C., O.Ont., O.Que., D. Mus., LL.D.

I want to thank you all for another great working experience with your great team. The show was a great success, and everyone contributed to making a most smooth operation yesterday, and a most successful one to boot.

Jill, your willingness to always listen to an old fart like me, and at the same time convince me to go with a number of your excellent suggestions, turned the sales on this show around to the degree that we ended up going into %. For months I was just praying that we would get to break even.

Sam, you continue to be a great ambassador for the venue your efficiency with how you get things done, and expediency and your attention to details, and with the great attitude with which you bring to everything when we work together.

Brian, hell, I doubt that I could throw anything at you that you wouldn't be able to fix, and at the same time, never show the least bit of stress doing it.

James, you are definitely a great addition to the team. You were right on the ball in having things ready on a timely basis, and being able to wrap up both the Show Settlement and our co-pro settlement quicker than I might have ever expected.

You guys make a great team to be working with, and as always, you make me look forward to the next time we can do this again.

Cheers,

Rob Bennett

rbi productions inc.

# TESTIMONIALS

## Thank you Jill

We would like to take a moment to say thank you Jill for giving us the tickets for the Monster Jam. We all had an awesome time at the show and enjoyed it very much!

We really enjoyed going into the pit and watching the entire show. Some of our favourite moments were; when Scooby-Doo lost his nose, the freestyle competition and when the trucks crushed the cars.

We really appreciated getting to go to Monster Jam. You gave us an opportunity we would not have had. When Steve told us about it, we were very excited and could not wait to go!

We all would like to thank you sincerely, for giving us the opportunity to have this experience.

Thanks Very Much, Alfonso M, Grant C, Jonathan C, John P, Rob C, Frank C, Gilbert C, Bill G, Rob Y. Kristine M  
And Steve Mesaglio



Thanks so much Toni.

The service you guys are offering is quite unexpected and a pleasant surprise!!

Top notch!!

Our group is also taking advantage of the early entry at the Lounge for dinner and drinks. Do you know if we will have access to the merch table upon entry at 530? We are already registered and booked in for the pre-show in the Lounge.

Thanks again. Looking forward to tomorrow.

Matt Thomas

GM BATL London

CLICK TO WATCH 



**DOOR TO THE CORE AND MORE!**

**WIN 2 TICKETS TO EVERY EVENT FOR AN ENTIRE YEAR PLUS NIGHT OUT PACKAGES!**

Partners include: CORE ENTERTAINMENT, STAYBRIDGE SUITES, Fresh RADIO 95.3, 108, FirstOntario Centre, FirstOntario Concert Hall, THE Studio, and URV unique restaurant group.