



Feasibility Study for a

# MAJOR SPORT AND EVENT CENTRE

in the City of Peterborough

Council Presentation | March 2018



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Phase 1 Purpose

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Key questions/matters of inquiry addressed in this interim reporting

- Q1: Is the PMC worth re-investing in as a multi-use sport and event centre (MUSEC)?
- Q2: Should the City be involved in the events business?
- Q3: What is the Market for Events?

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# KEY ISSUES/QUESTIONS



## **Q1:** Is the PMC worth re-investing in as a MUSEC?



# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges

### History of Investment

#### Approximate Capital Costs

<u>Date</u>	<u>Nominal \$</u>
1956	941,675
2003	14.0M
2007	242,900
2008	37,700
2017	1.17M
2018	1.42M
2019	3.40M
2020 to 2030	4.00M
<b>TOTAL</b>	<b>\$25.21 M+</b>

*Source: City of Peterborough*

### Building Challenges

- Functional Challenges
- Building Condition

### Functional Challenges

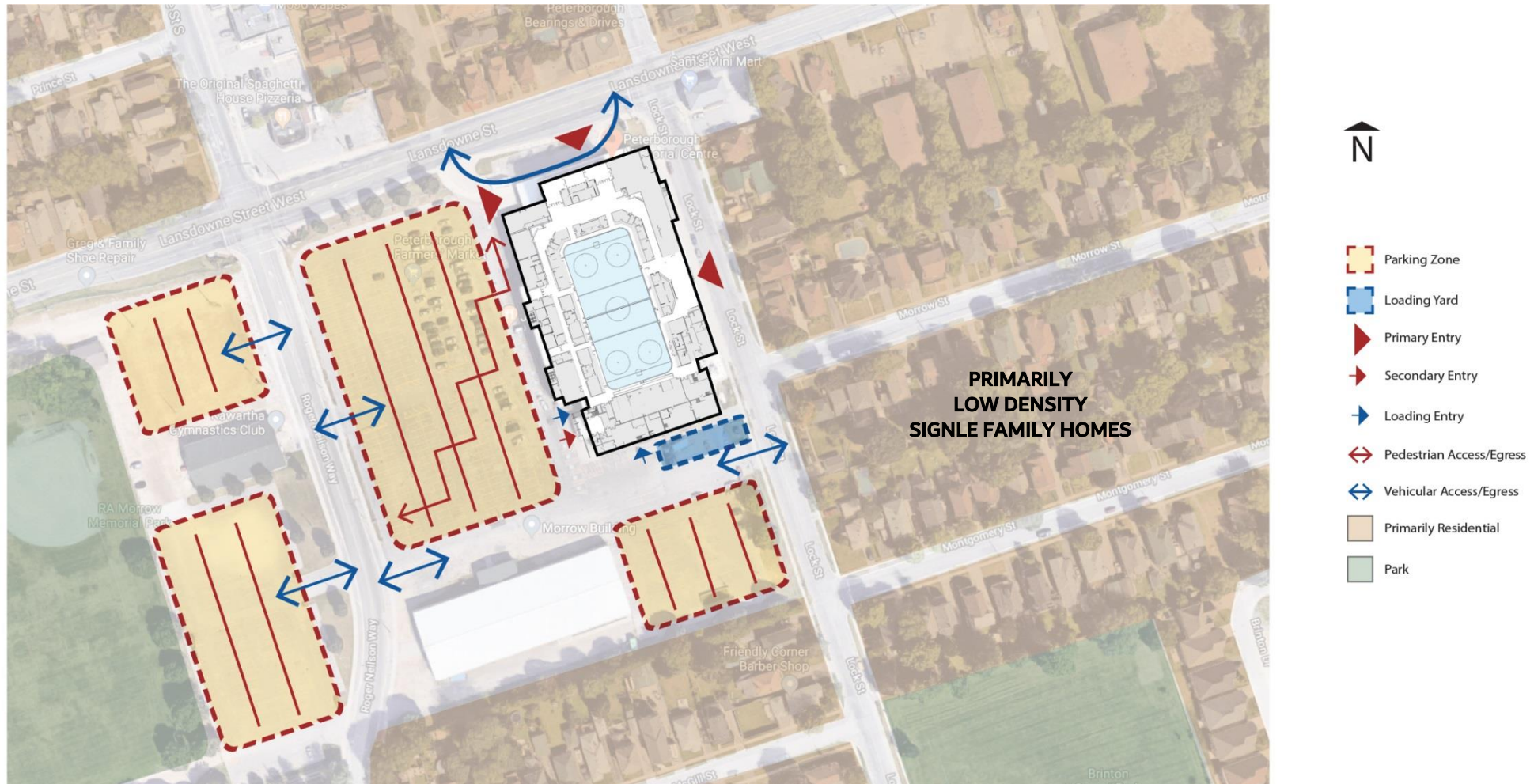
- Site & Context
- Ice Surface
- Circulation
- Utilization & Location

### Site Challenges

- Parking is not evenly distributed around the facility, and the main entry points off Landsdowne & Locke Street have a poor relationships to the primary parking area.
- A lack of sidewalks, lighting, wayfinding, and general poor condition of the site.

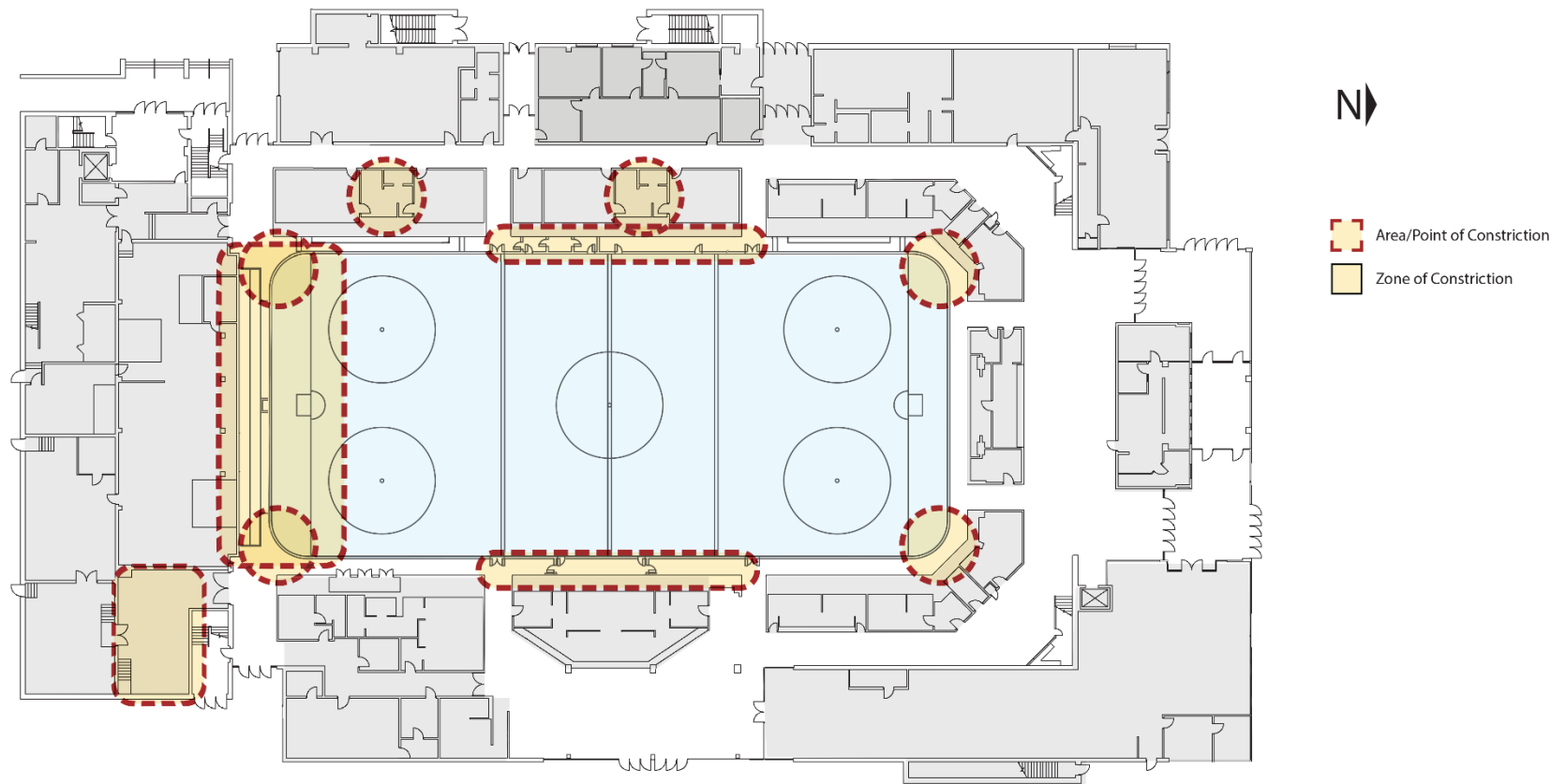
# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges



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### Circulation Functional Challenges

#### *Event Level*

- General lack of breathing room;
- undersized for maximum capacity events;
- Tight circulation is further compromised by:
  - a limited number of access points queuing, and poor placement of kiosks and vendor tables.
- These issues are particularly pronounced in the north corners of the building.

Participants cross spectator circulation areas when moving to and from the ice surface. This is particularly pronounced by the front-of-house placement of the Petes and Visiting Team rooms.

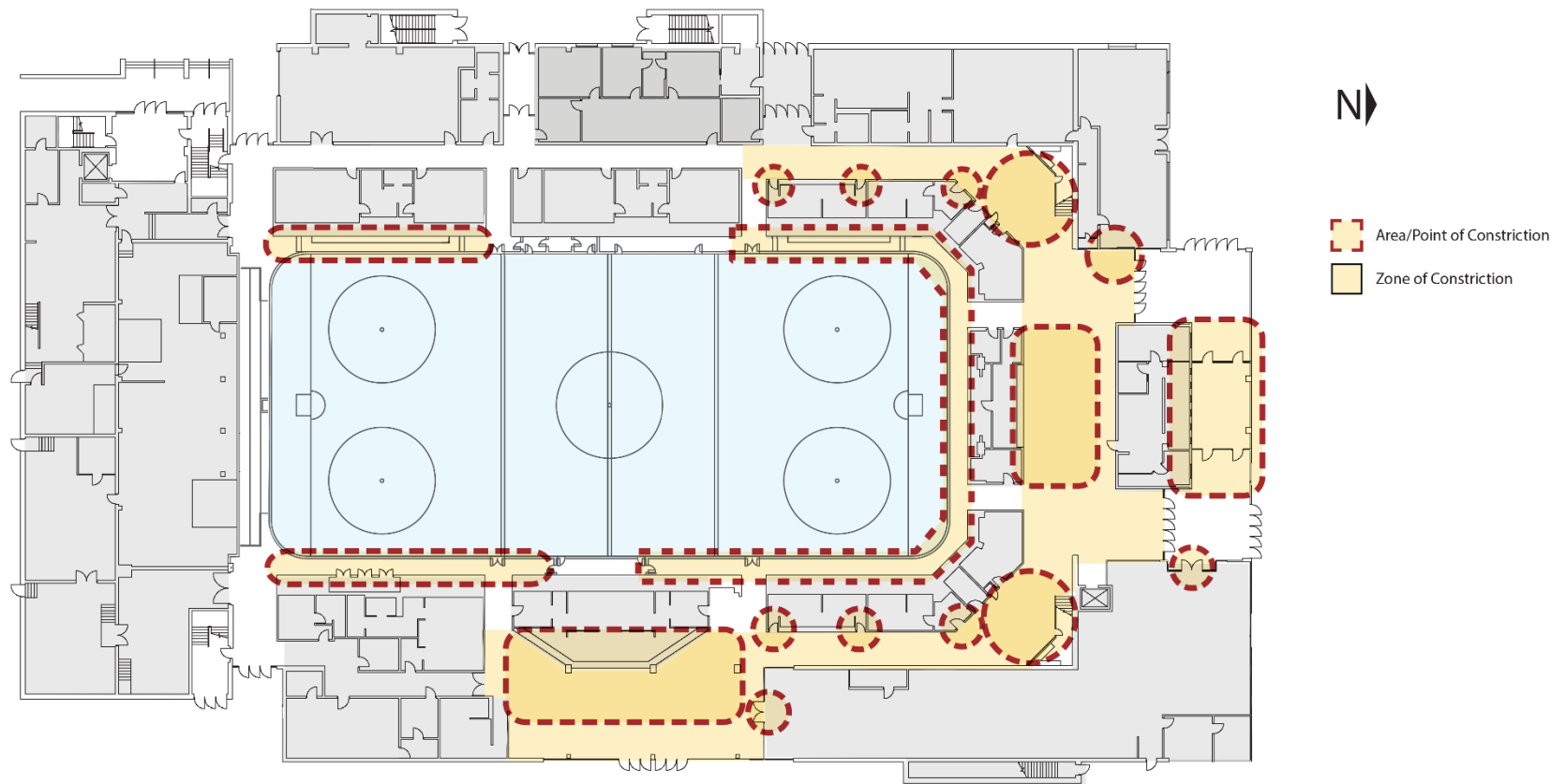
#### *Spectator Level*

- Seat spacing is tight throughout the facility, with steep and restricted access aisles. These aspects negatively affect spectator level circulation.
- Access to seating areas is convoluted, and challenged to accommodate maximum capacity events.
- This is particularly evident in the north corners of the building, where barrier free viewing locations are often compromised.



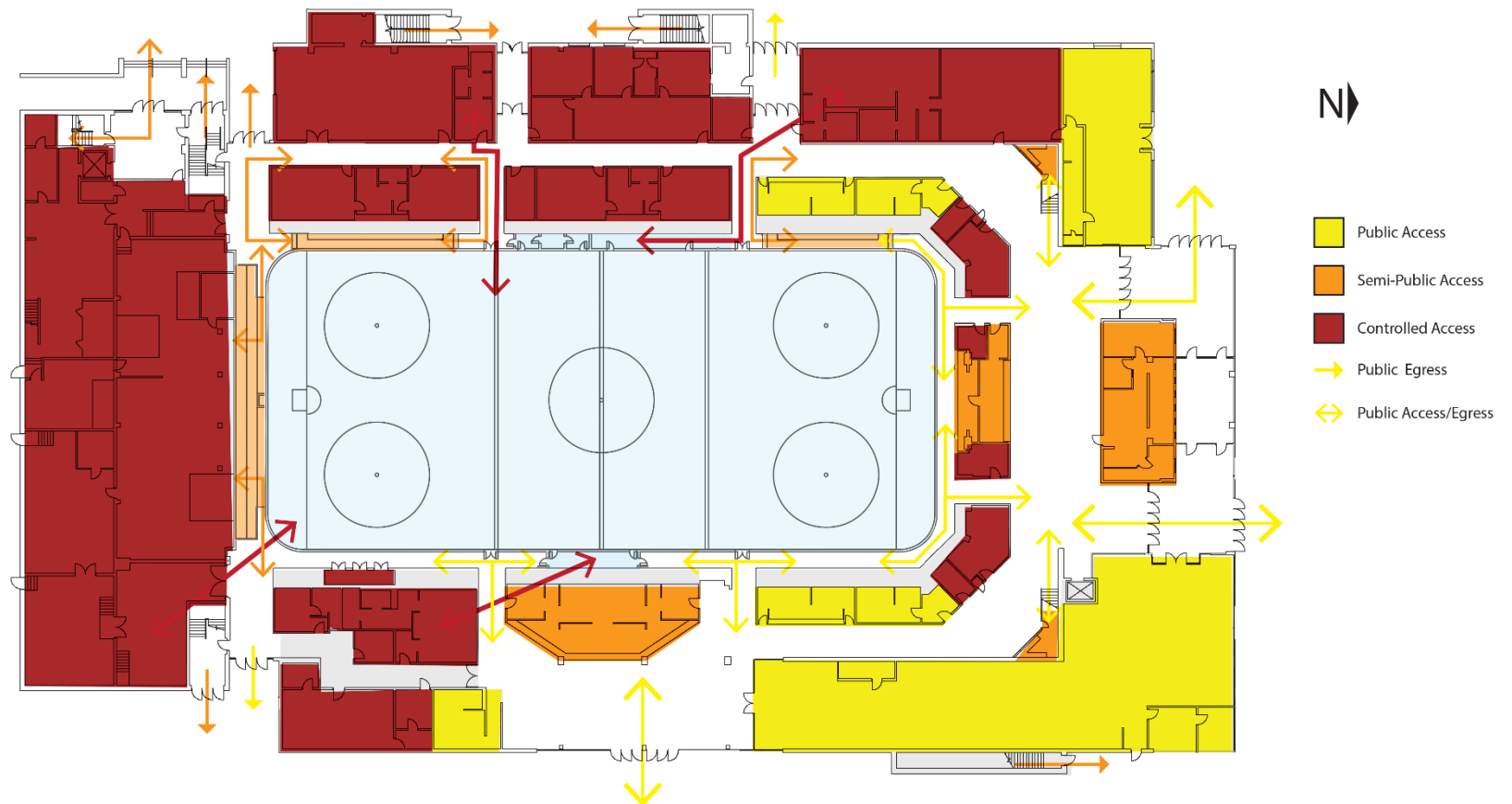
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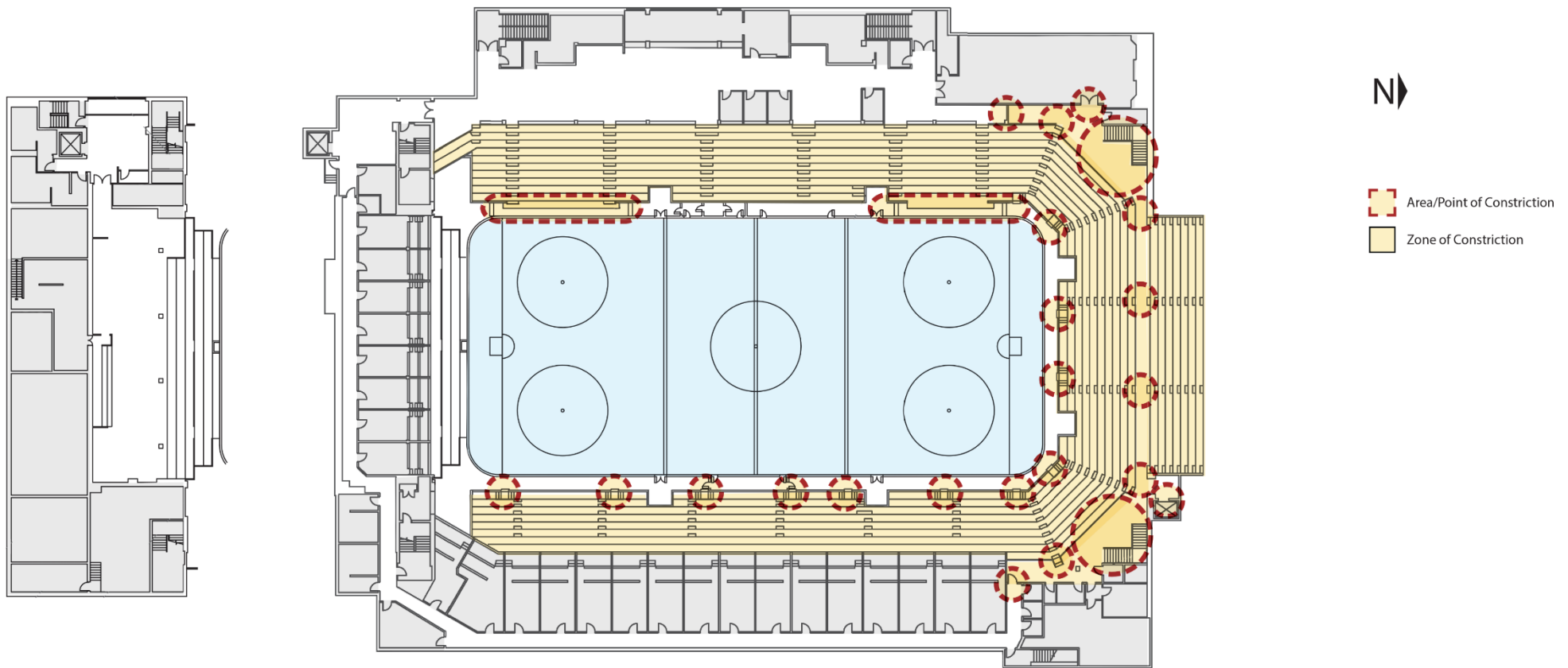
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# Q1: Is the PMC worth re-investing in as an MUSEC?

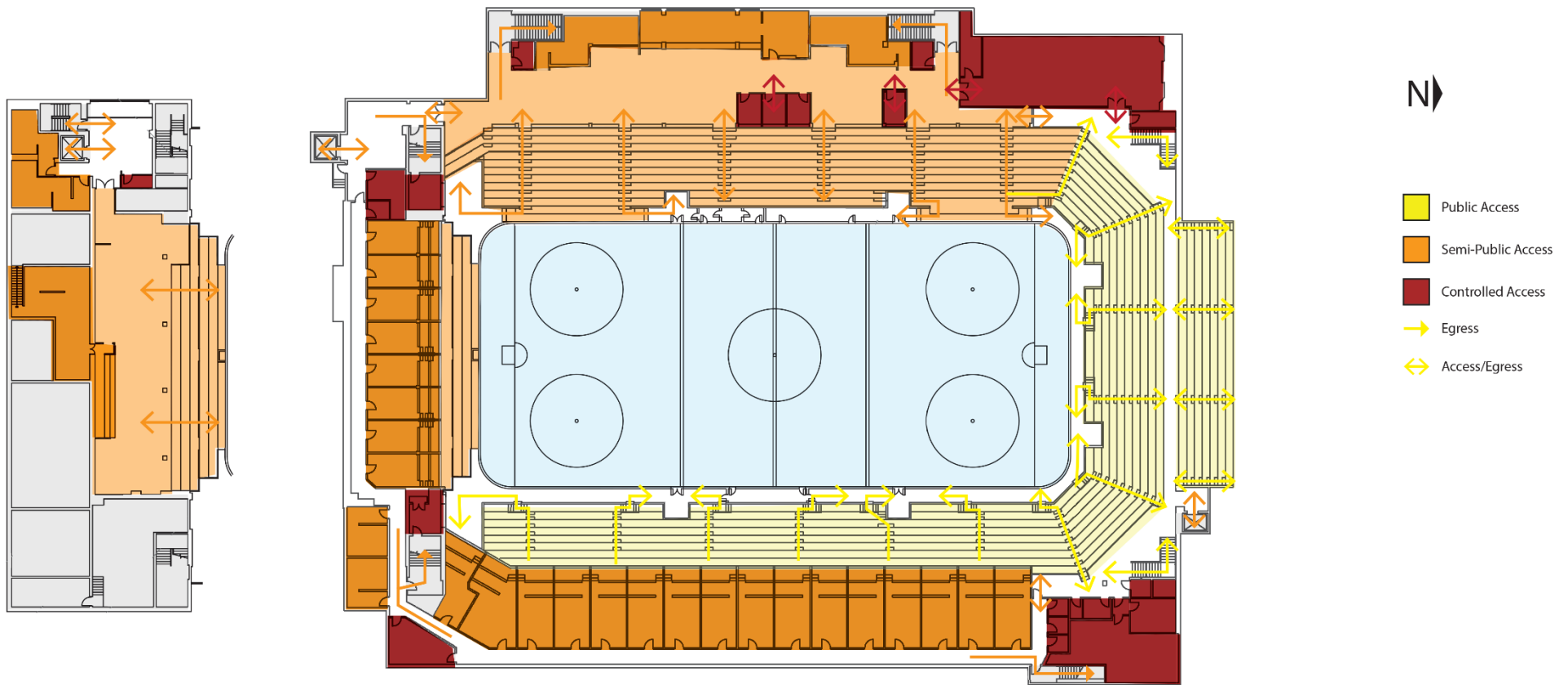
## Illustrative | Investment and Challenges





# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges



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## Illustrative | Investment and Challenges

### Utilization/Location Functional Challenges

#### *Event Level*

- The number of public washroom facilities appear to be undersized;
- Petes team space is undersized, and poorly arranged with respect to current OHL and Major Series Lacrosse standards.
- The Centre falls significantly short in meeting basic demands of contemporary shows and special events.
- Undersized: back of house loading, staging, media broadcasting, dedicated dressing rooms, green room, event power, communications, sound system, dedicated rigging points, and roof height.

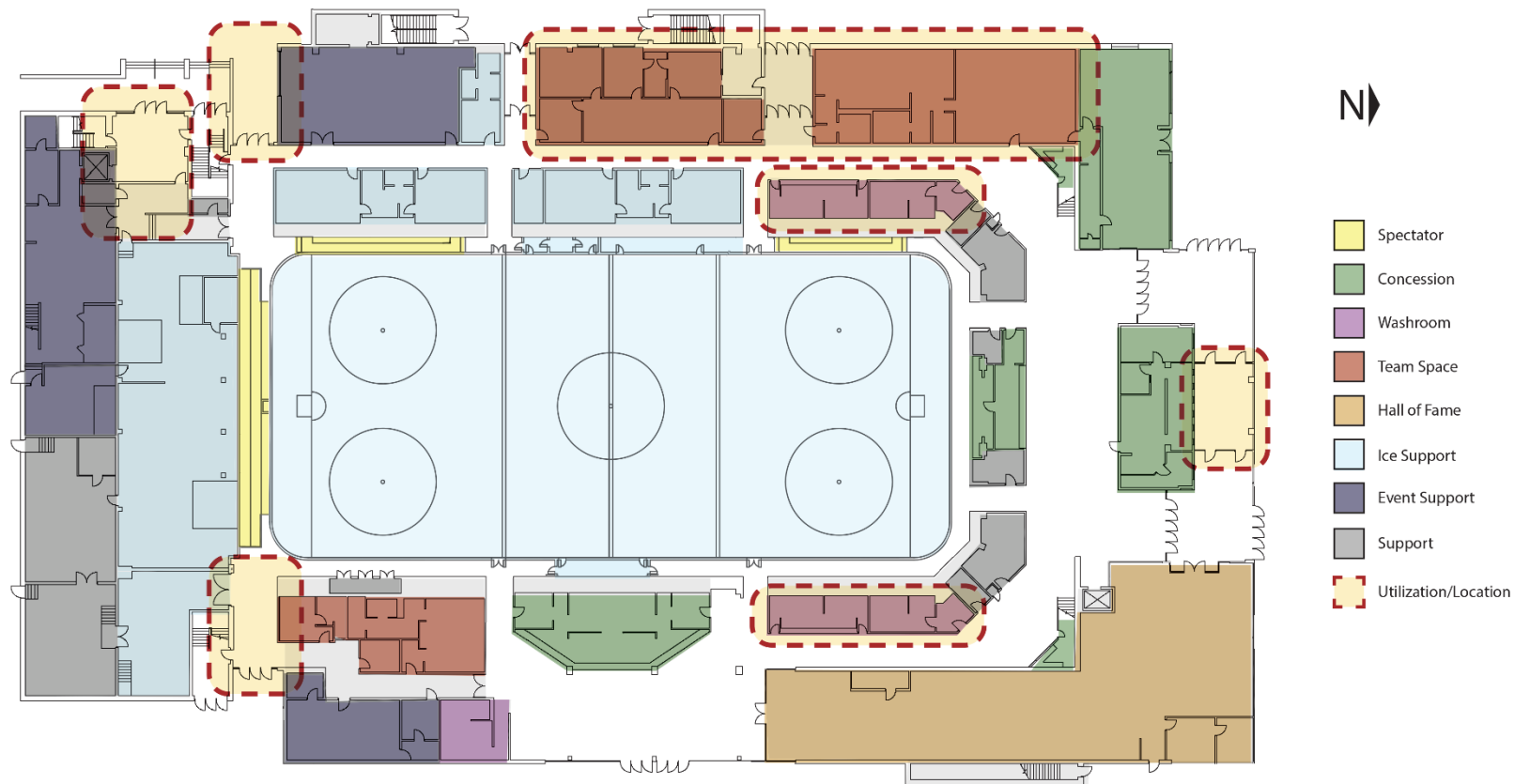
**Key Takeaway:** Given the robust nature of the Centre's concrete structure, and the placement of the executive suites, the total seat count is fixed for the foreseeable future.

#### *Spectator Level*

- The number of public washroom facilities appear to be undersized, and fixtured for maximum occupancy events.
- The north corners of the spectator area are underserved, and should have their own washroom facilities.
- Access to seating areas is convoluted, and challenged to accommodate maximum capacity events, and causes spectator participant circulation conflicts.

# Q1: Is the PMC worth re-investing in as an MUSEC?

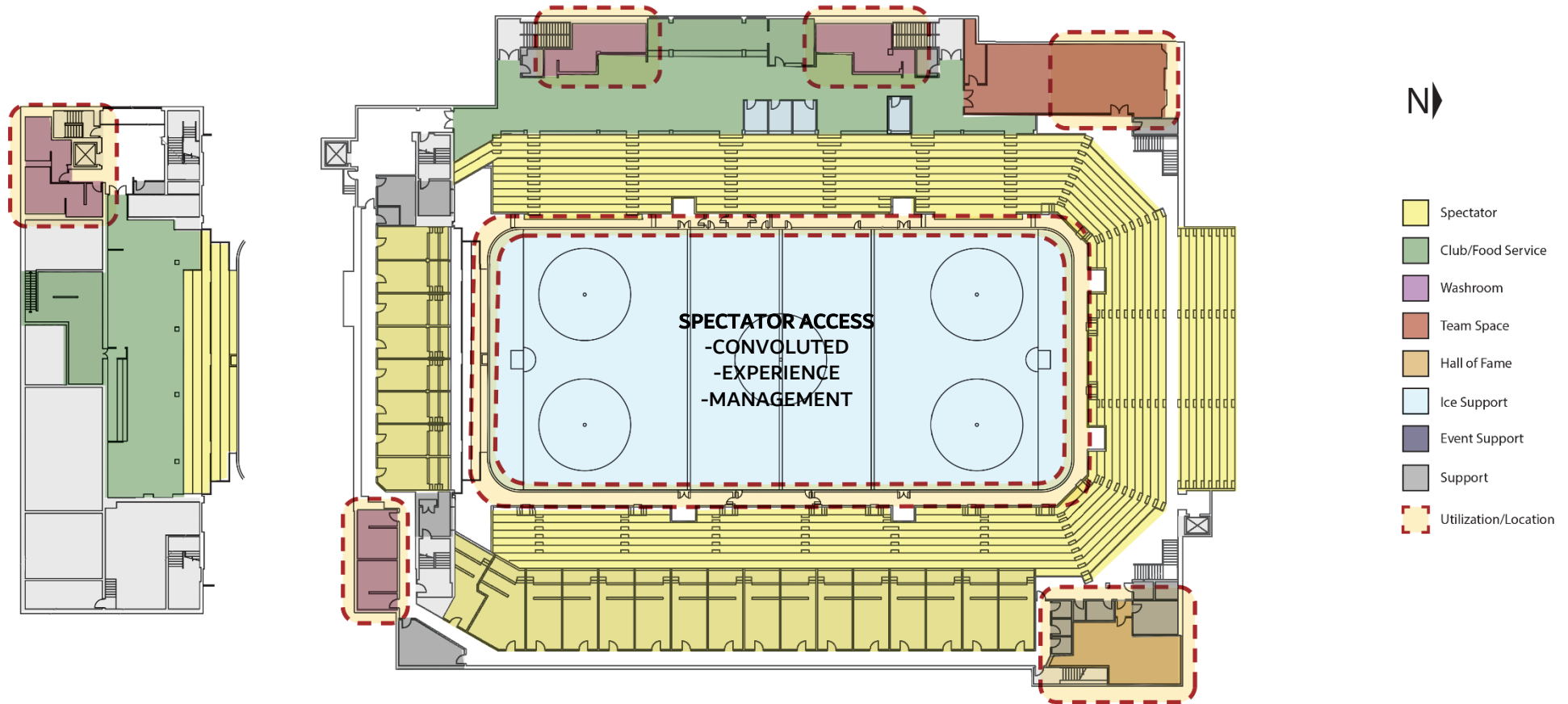
## Illustrative | Investment and Challenges





# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges



The top of the bowl access is quite tight and requires additional ushers to manage the circulation Pre-post & During game. It also conflicts with Participant (Player & Official) movement from the ice surface.

# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges

### Facility Condition Challenges

Significant components that have been identified for replacement through to 2023:

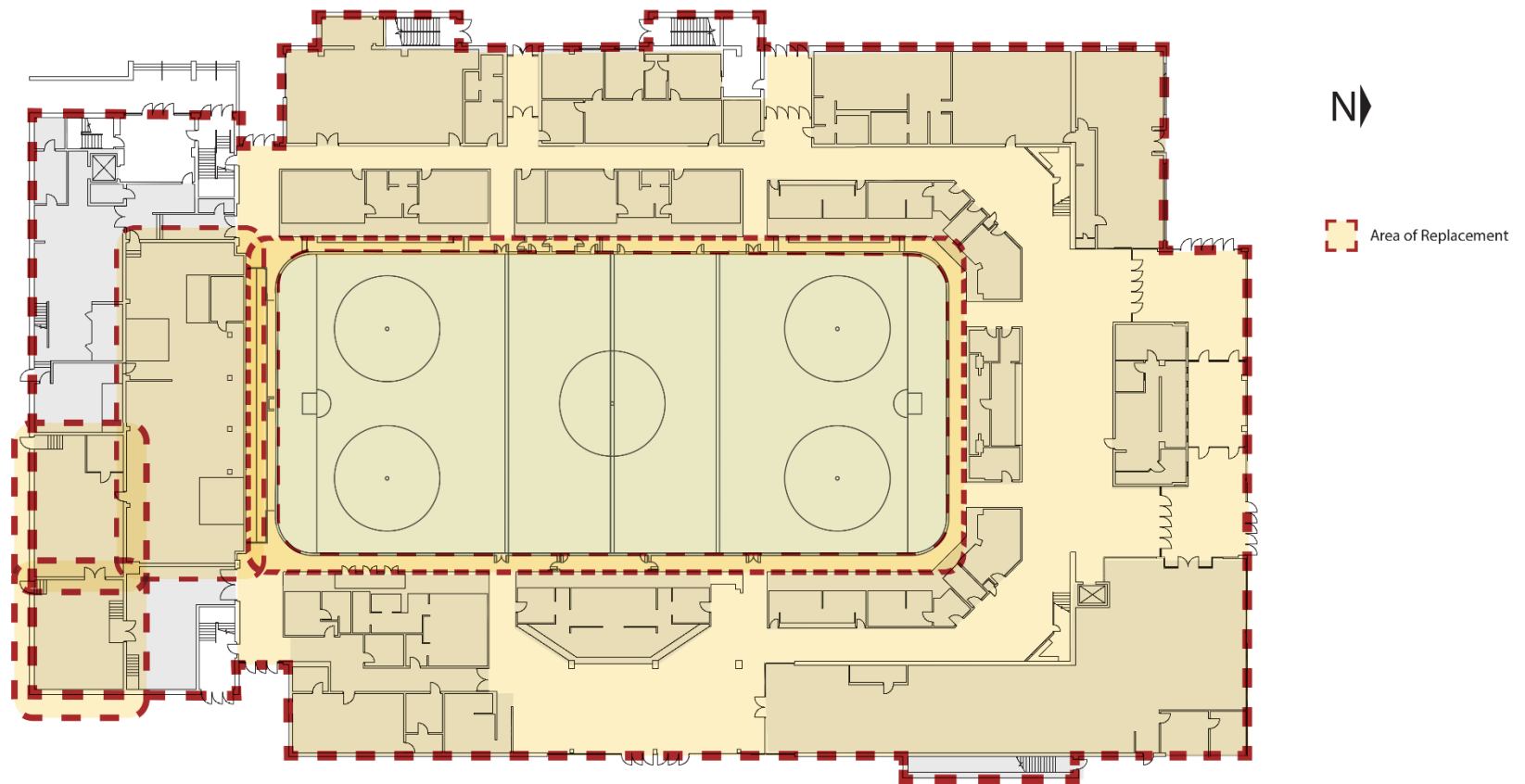
- Exterior building envelope, windows, and doors;
- Interior millwork, floor, wall, and ceiling finishes;
- Domestic water, rainwater and sanitary plumbing systems upgrades; and
- Exterior site work, landscaping, and fencing.

#### Key Takeaway:

**Given the order of magnitude of the functional and building condition currently facing the existing Peterborough Memorial Centre, the anticipated capital costs associated with addressing them in a substantial manner, and the local low density residential context, it is becoming increasingly timely for the City of Peterborough to consider a new special events facility to host Major/Junior sports, entertainment, and special events.**

# Q1: Is the PMC worth re-investing in as an MUSEC?

## Illustrative | Investment and Challenges







## Classification of Events

- **Games/Tournaments:** are defined to include Petes and Lakers Competitive Games and Exhibitions and can include community tournaments.
- **Other Sport Events:** examples include national bid events, figure skating, boxing, Harlem Globetrotters etc.
- **Concerts:** are defined to include international, national and regional music performances.
- **Theatre/Live Shows:** may include stand-up comedy, live theatre etc.
- **Family Entertainment:** any category of matinee and evening performance that uses the rink surface (e.g. monster truck shows, circus performances).
- **Trade Shows and Conventions:** may include home shows, expos etc.

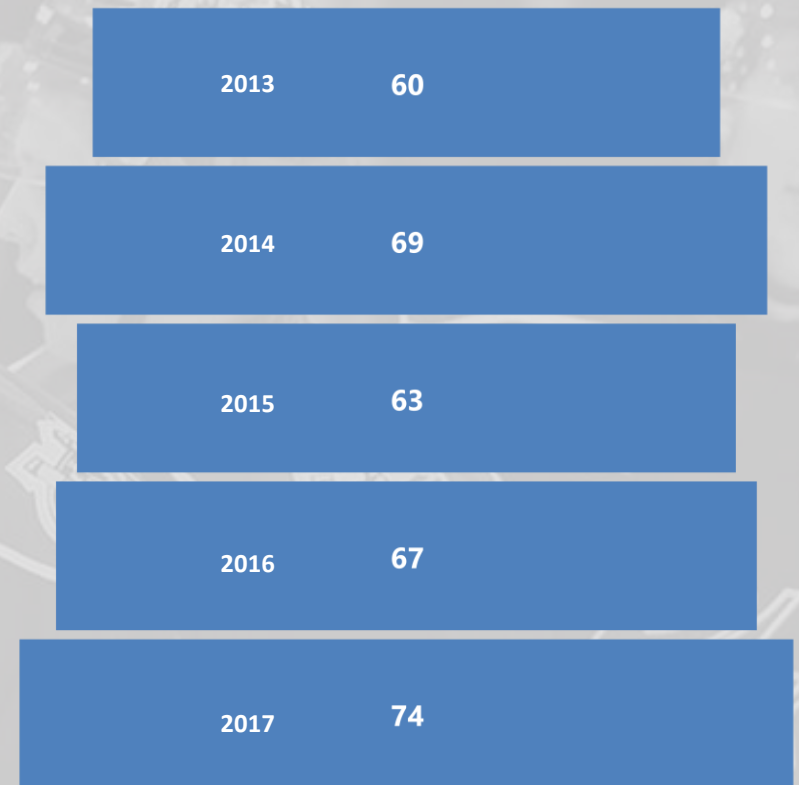
## Q2: Should the City be involved in the events business?

## Q2: Should the City be involved in the events business?

*Key Takeaway: The PMC has and continues to be a player in the Eastern Ontario Events Market.*

- This is illustrated in the roster of events hosted at the facility year-over-year, as well as recent tour flows for major North American acts.
- Based on detail event booking data, **the PMC observed a 23% (14 events) increase in the number events hosted between 2013 and 2017.**
- A portion of this is attributable to the Petes making the OHL Playoffs in 2017 (around 4 extra games)
- Excluding sporting events which can vary from year-to-year; a portion of this growth can be attributed to a **steady increase in the number of concerts** hosted at the PMC (anywhere from 1 to 2 additional concerts per annum in the last 2 years).

Exhibit 1: Total PMC Events Year-over-Year (2013-2017)



Source: City of Peterborough

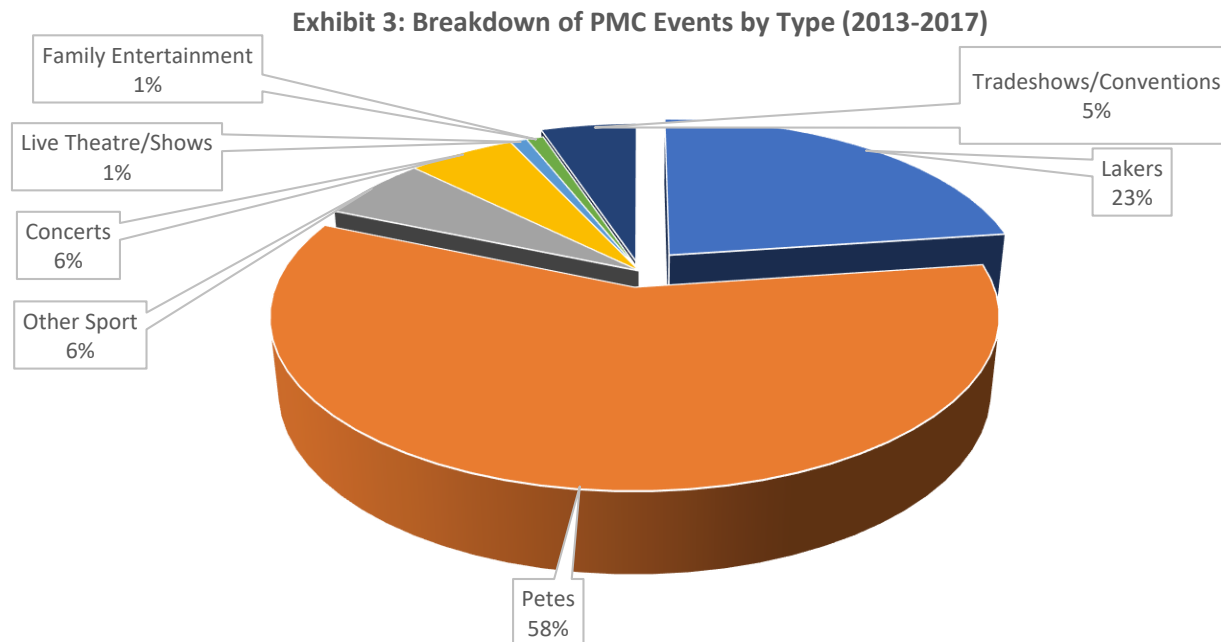
## Q2: Should the City be involved in the events business?

Exhibit 2: 5-Year Event Hosting Trends at the PMC (Total Events by Type of Event)

	2013	2014*	2015	2016*	2017*	5-Year Total	5 Year Average
Lakers	14	16	15	16	15	76	15
Petes	36	40	39	39	41	195	39
Other Sports Events	3	5	3	3	6	20	4
Concerts	3	3	3	4	6	19	4
Theatre/Live Show	0	1	0	1	1	3	1
Family Entertainment	1	0	0	0	2	3	1
Trade Shows/Convention	3	4	3	4	3	17	3
	<b>60</b>	<b>69</b>	<b>63</b>	<b>67</b>	<b>74</b>	<b>333</b>	<b>67</b>

\*Excludes 'Merchandise' days and 'Season Ticket' Sale Days

Source: City of Peterborough



# Q2: Should the City be involved in the events business?

Exhibit 4: 5-year Trend In Sporting Events (2013-2017)

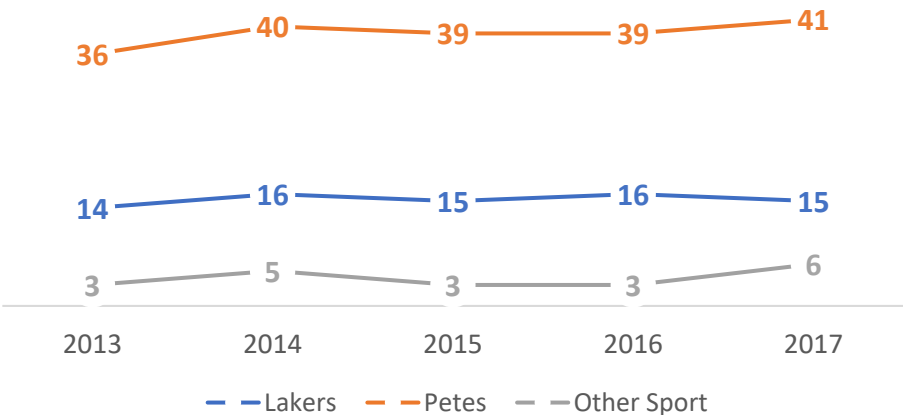


Exhibit 5: 5-year Trend In Non-sporting Events (2013-2017)

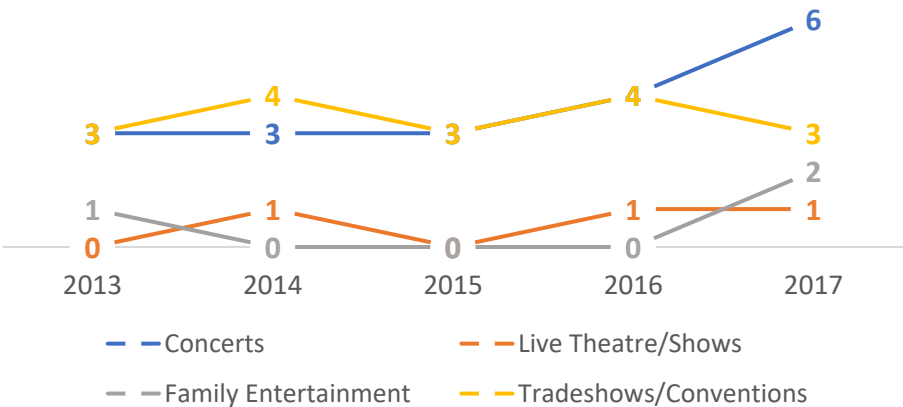
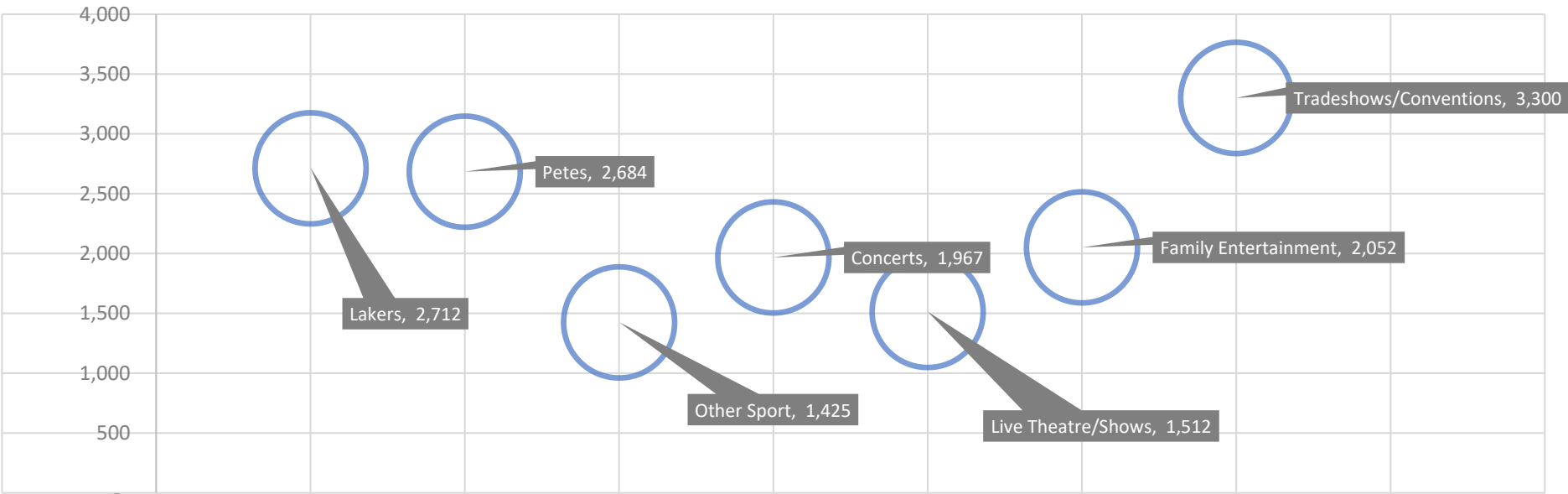


Exhibit 6: Average Paid Attendance at the PMC by Event Type (2013-2017)





## Q2: Should the City be involved in the events business?

**Key Takeaway:** Despite fewer occurrences, concerts accounted for 28% gross revenues for the PMC following tenant hockey events (49%).

- Average gross revenues per concert are estimated at \$160,000 (compared to \$86,000 for Theatre/Live Shows and \$20,000 to \$40,000 for sporting events).
- The following table provides a comparative review of revenues, event-related expenses/payments and sell-out/attendance shares for the various types of events hosted at the PMC.

Exhibit 7: 2017 Breakdown of Gross Revenues by Event Source

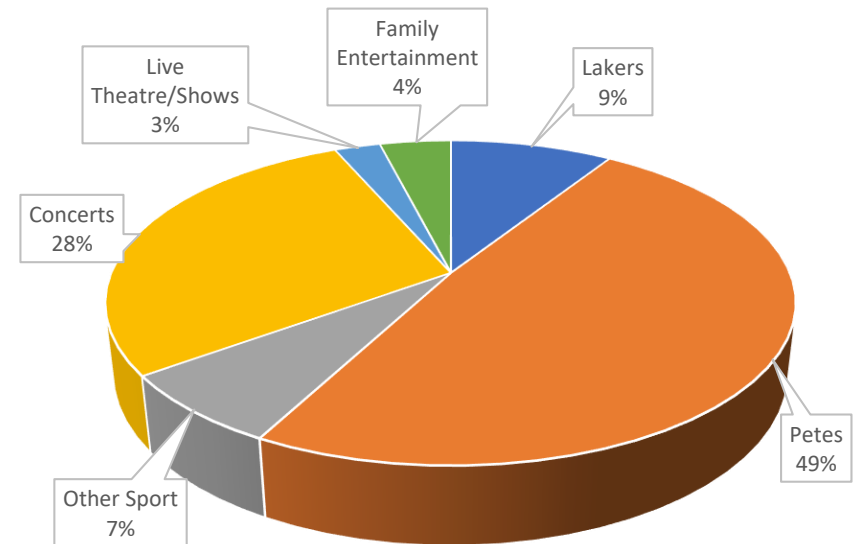


Exhibit 8: 2017 Event Performance (Revenues, Event-Related Payments/Expenses by Type of Event)

	Gross Revenues	Payments	Payments as a share of Gross Revenues	Avg Gross Revenues per Event
Lakers	\$306,056	\$194,975	64%	\$20,404
Petes	\$1,641,045	\$1,118,913	68%	\$40,025
Other Sports Events	\$242,657	\$133,304	55%	\$40,443
Concerts	\$958,900	\$653,413	68%	\$159,817
Theatre/Live Show	\$86,065	\$63,392	74%	\$86,065
Family Entertainment	\$133,965	\$13,455	10%	\$66,983
Trade Shows/Convention	N/A	N/A	N/A	N/A

\*Total revenues reflect the 'Event Deferred' category.

\*\*\* Revenues and payments data for Family Entertainment is partial.



## Q3: What is the Market for Events?

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## Tour Flows | The Concert Market for the Existing PMC: The Acts that Came

### The Acts: Tour Flows

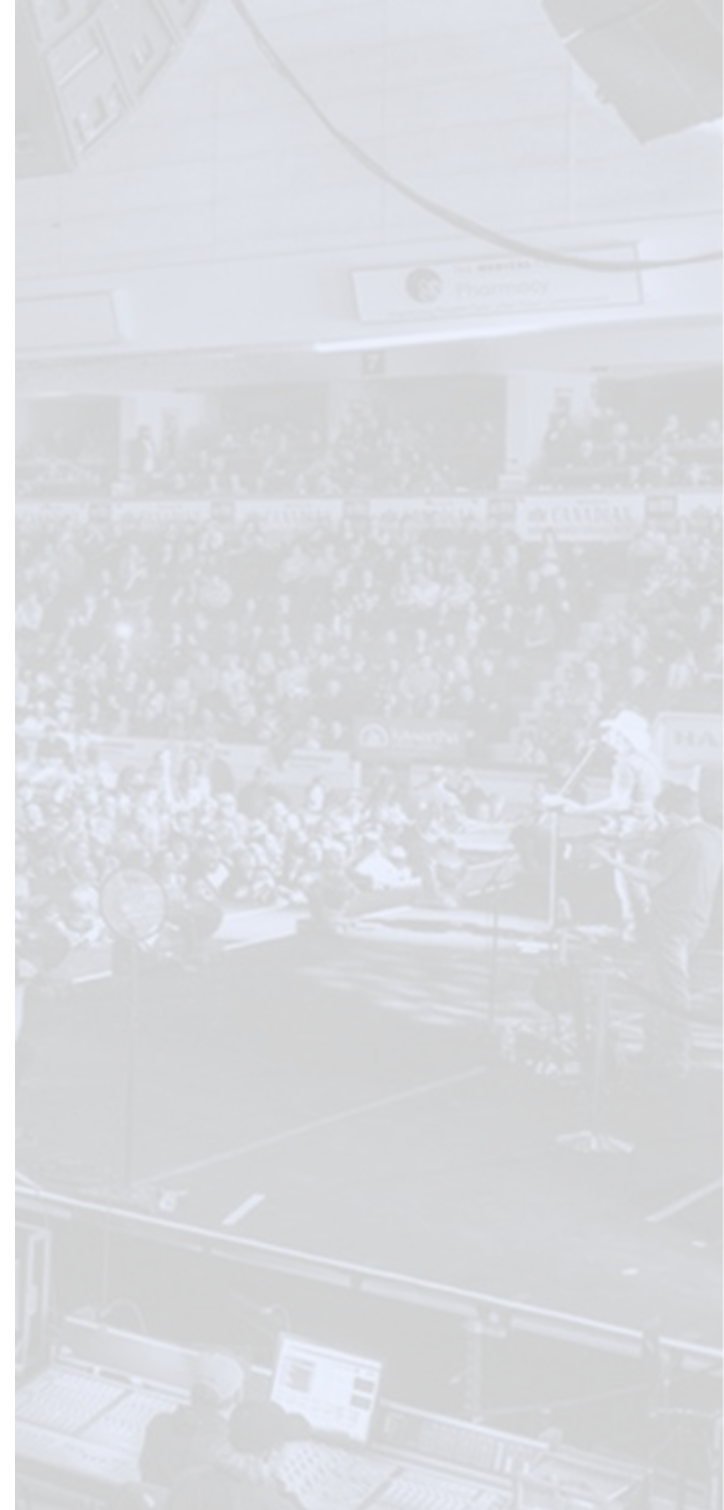
Tour Flows provide an indication of the existing market for non-sporting events for a MUSEC in Peterborough.

The following analysis provides a comparative look at select acts, specifically concerts, that:

- 1) Were hosted at the PMC; and
- 2) Were hosted in venues in Eastern Ontario but not at the PMC.

This analysis provides a look at the capacity of the venues visited by these touring acts.

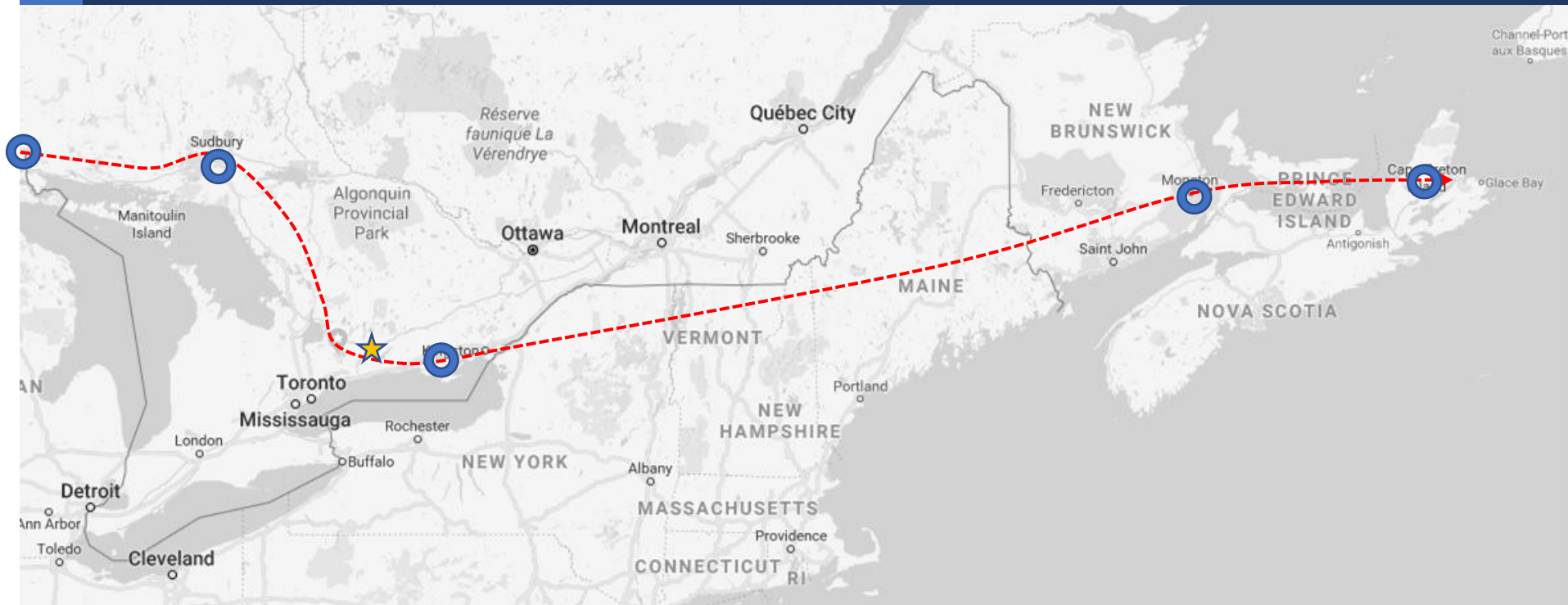
Observations have been made as to how the PMC is situated within the market on this basis.



# Q3: What is the Market for Events?

## Tour Flows | The Concert Market for the Existing PMC: The Acts that Came

### BRAD PAISLEY - LIFE AMPLIFIED WORLD TOUR 2017



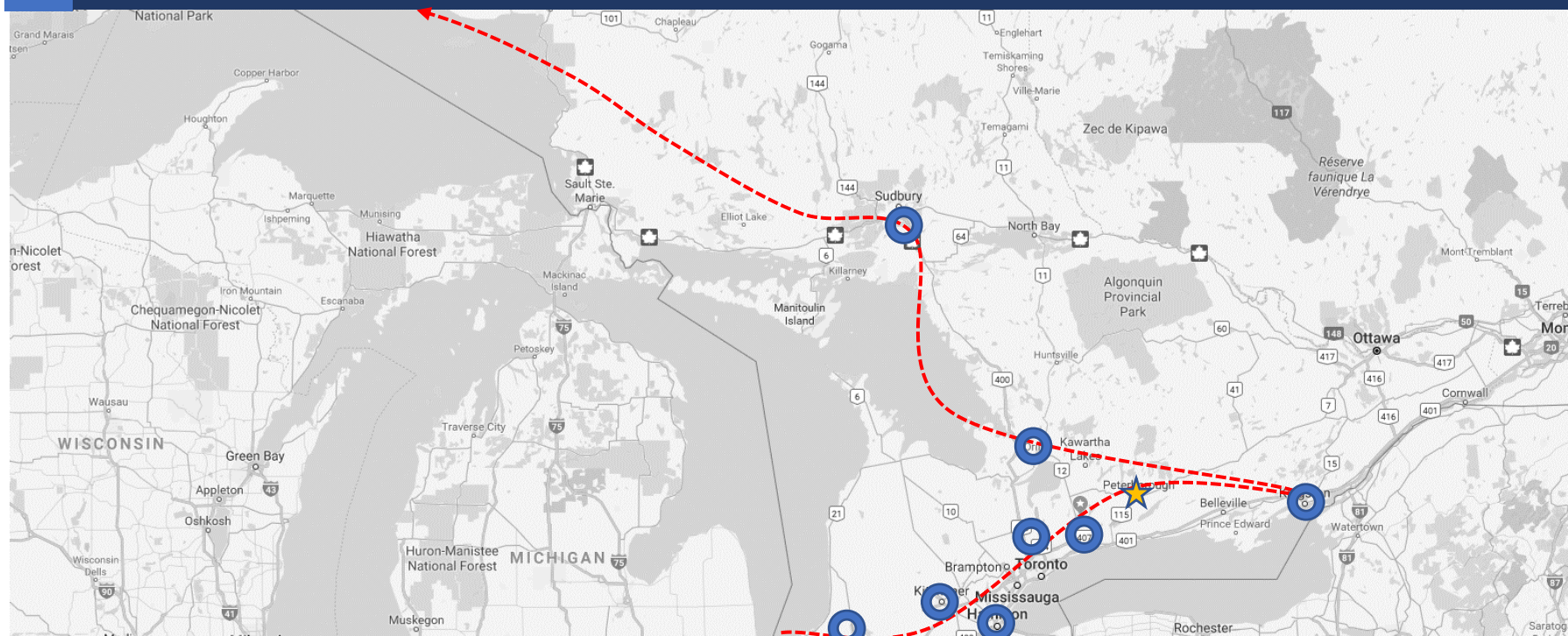
Place	Venue	Capacity
Sault Ste. Marie, ON	Essar Centre	5,000
Sudbury, ON	Sudbury Arena	5,100
Peterborough, ON	Peterborough Memorial Centre	5,442 (4,000 fixed)
Kingston, ON	Rogers K-Rock Centre	6,800 (5,200 fixed)
Moncton, NB	Moncton Coliseum Complex	7,500
Sydney, NS	Centre 200	6,500



# Q3: What is the Market for Events?

## Tour Flows | The Concert Market for the Existing PMC: The Acts that Came

### DEAN BRODY – BEAUTIFUL FREAKSHOW TOUR 2017



Place	Venue	Capacity
Hamilton, ON	Hamilton Place Theatre	2,200
London, ON	Budweiser Gardens	9,000
Kingston, ON	Rogers K-Rock Centre	6,800
Oshawa, ON	Tribute Communities Centre	6,400
Kitchener, ON	Centre in the Square	2,100
Sudbury, ON	Sudbury Community Arena	5,100
Peterborough, ON	Peterborough Memorial Centre	5,422

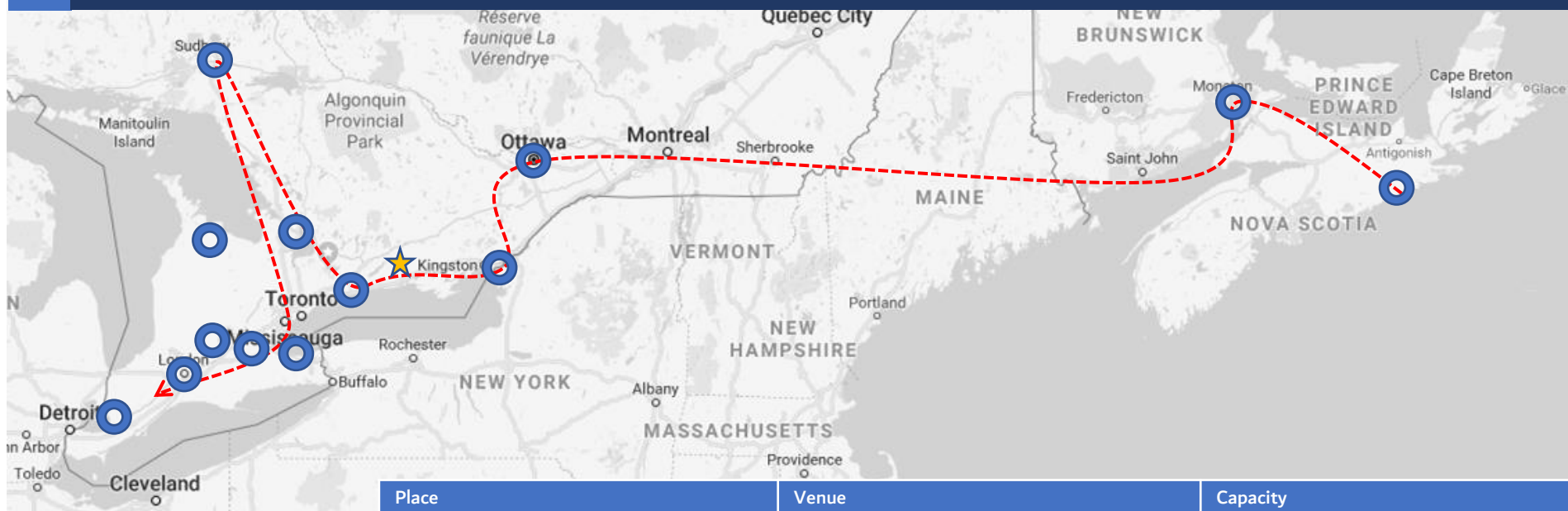




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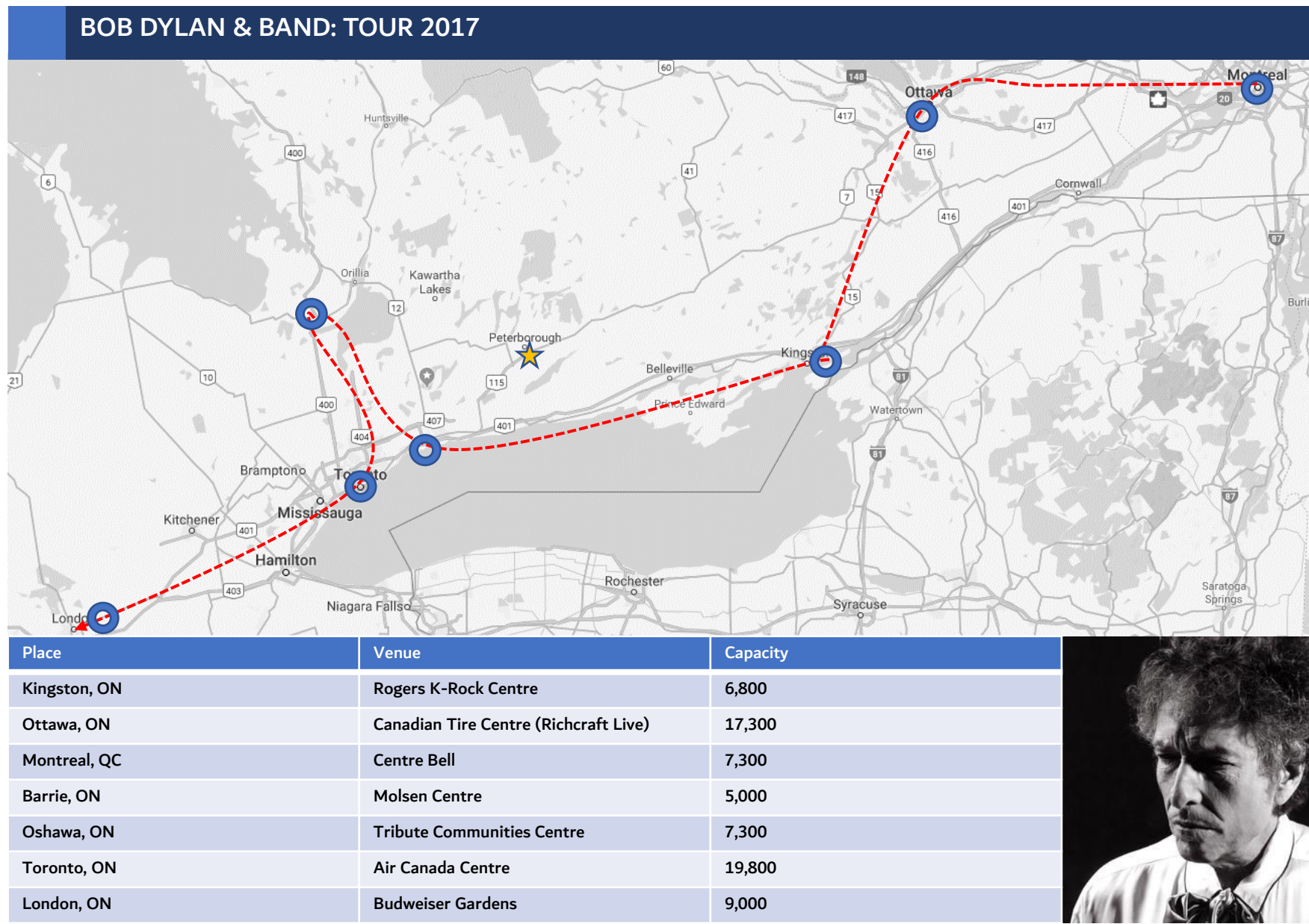
### DALLAS SMITH – SIDE EFFECTS TOUR 2017



Place	Venue	Capacity
Halifax, NS	Cunard Event Centre	4,000
Owen Sound, ON	Bayshore Community Centre	4,000
Ottawa, ON	TD Arena	10,500 (9,500 fixed)
Kingston, ON	Rogers K-Rock Centre	6,800
Oshawa, ON	Tribute Communities Centre	6,400
Sudbury, ON	Sudbury Community Arena	5,100
Hamilton, ON	Hamilton Place/FirstOntario Concert Hall	2,200
Kitchener, ON	Centre In The Square	2,100
St Catharines, ON	Meridian Centre	6,000
Peterborough, ON	Peterborough Memorial Centre	5,442 (4,000 fixed)
London, ON	Centennial Hall	2,200

# Q3: What is the Market for Events?

## Tour Flows | The Acts that did not visit the PMC

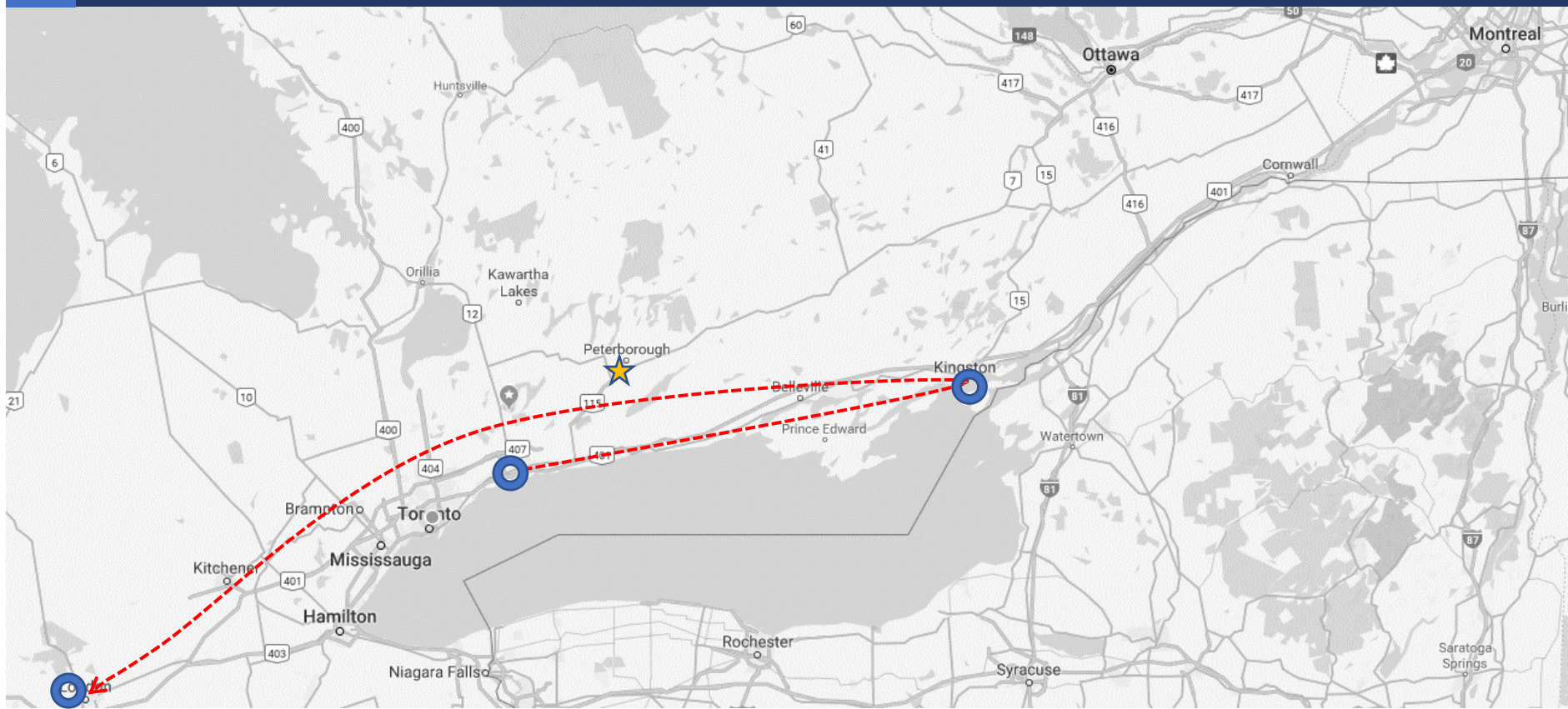




# Q3: What is the Market for Events?

## Tour Flows | The Acts that did not visit the PMC

### ARKELLS, 'KNOCKING AT THE DOOR' TOUR 2017



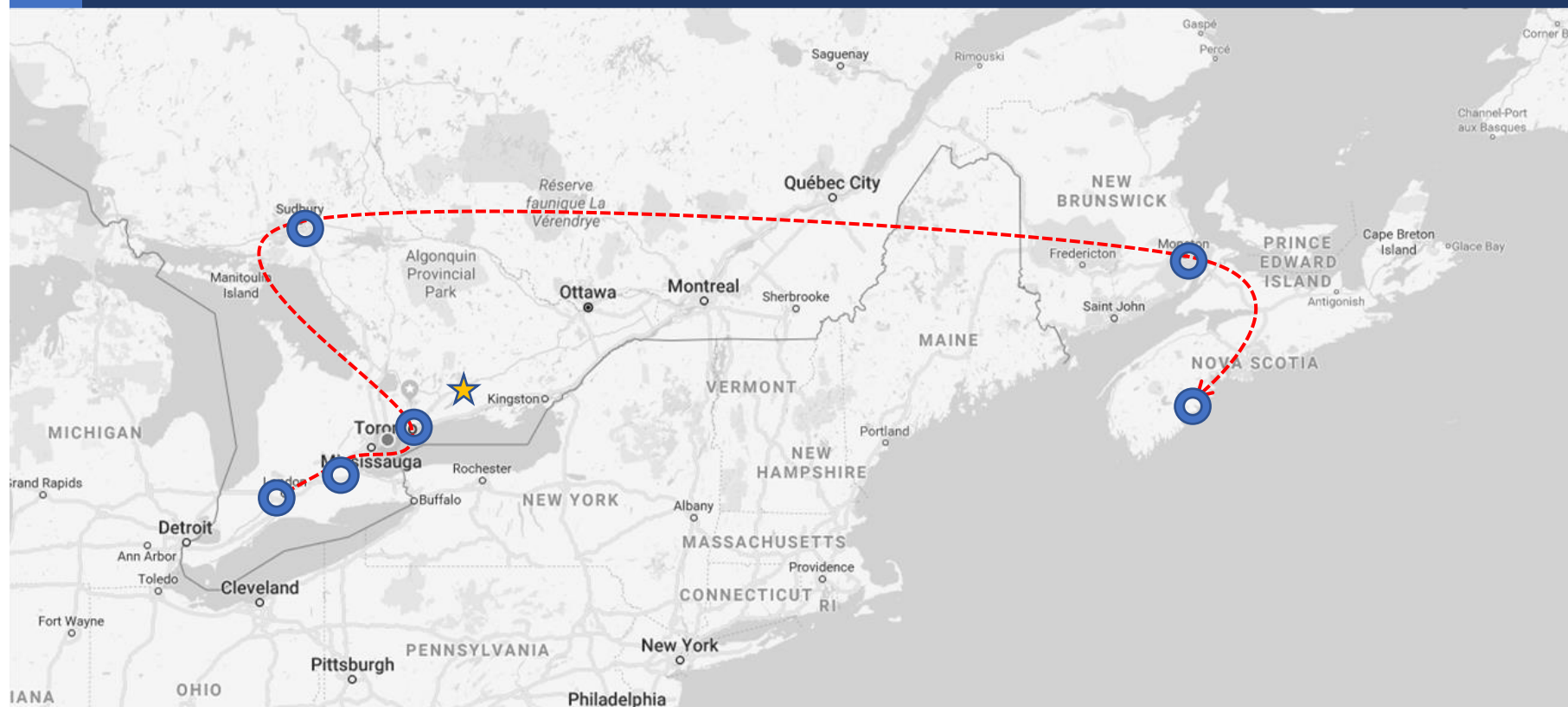
Place	Venue	Capacity
Oshawa, ON	Tribute Communities Centre	7,300
Kingston, ON	Rogers K-Rock	6,800
London, ON	Budweiser Gardens	9,000



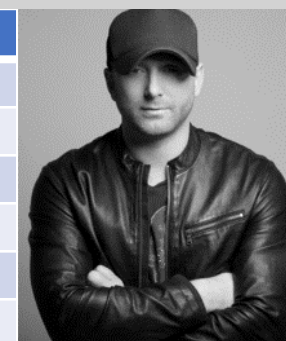
# Q3: What is the Market for Events?

## Tour Flows | The Acts that did not visit the PMC

### TIM HICKS, 'SHAKE THESE WALLS' TOUR 2017



Place	Venue	Capacity
Hamilton, ON	Hamilton Place/FirstOntario Concert Hall	2,200
Oshawa, ON	Tribute Communities Centre	7,300
London, ON	Budweiser Gardens (RBC Theatre)	3,200
Sudbury, ON	Sudbury Community Arena	5,100
Moncton, NB	Molson Canadian Centre at Casino NB	2,500
Halifax, NS	Halifax Forum Multi-Purpose Centre	2,200



# Q3: What is the Market for Events?

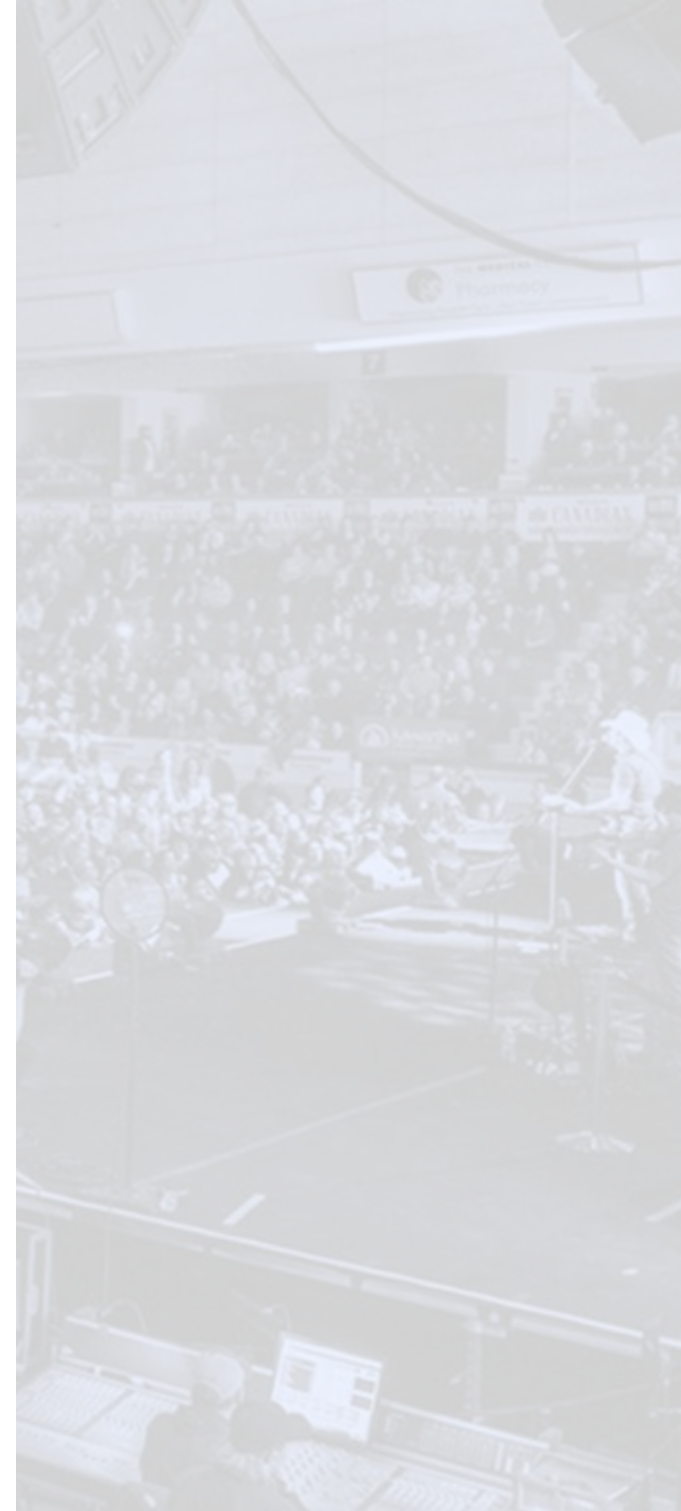
## PMC and future Peterborough MUSEC | Profiling the Market Area

The market area for an MUSEC spans a geographic area of over 5,000 km and largely comprises the following areas:

- Peterborough County (southern portion);
- Northumberland County (including Cobourg and portions of Alnwick/Haldimand);
- Kawartha Lakes (Just north of Lindsay); and
- Durham Region (east of Oshawa).

Ontario Ministry of Finance projections (July 2017 update) identified that the populations for these combined county areas totalled 976,740 in 2016 and were planned to grow by 31% to 1,283,304 by 2041.

**The City of Peterborough is planned to grow to 115,000 by 2041 (per the 2017 Provincial Growth Plan for the Greater Golden Horseshoe Area) up from 82,094 residents in 2016 (Census).**





# Q3: What is the Market for Events?

## PMC and future Peterborough MUSEC | Profiling the Market Area

Exhibit 9: Provincial Age Profile (2016)

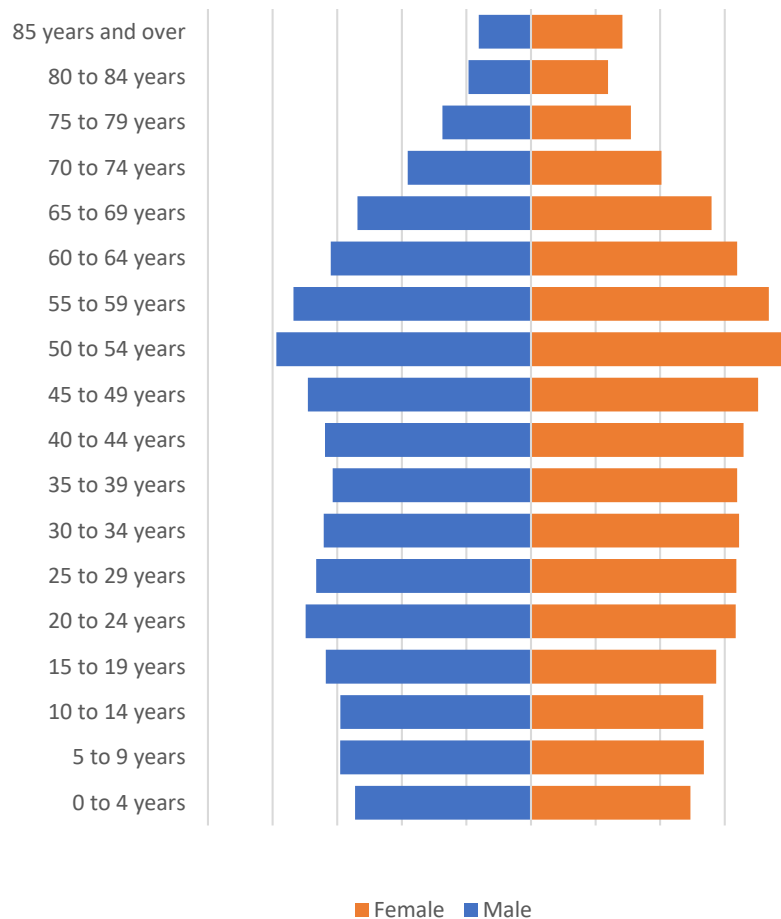
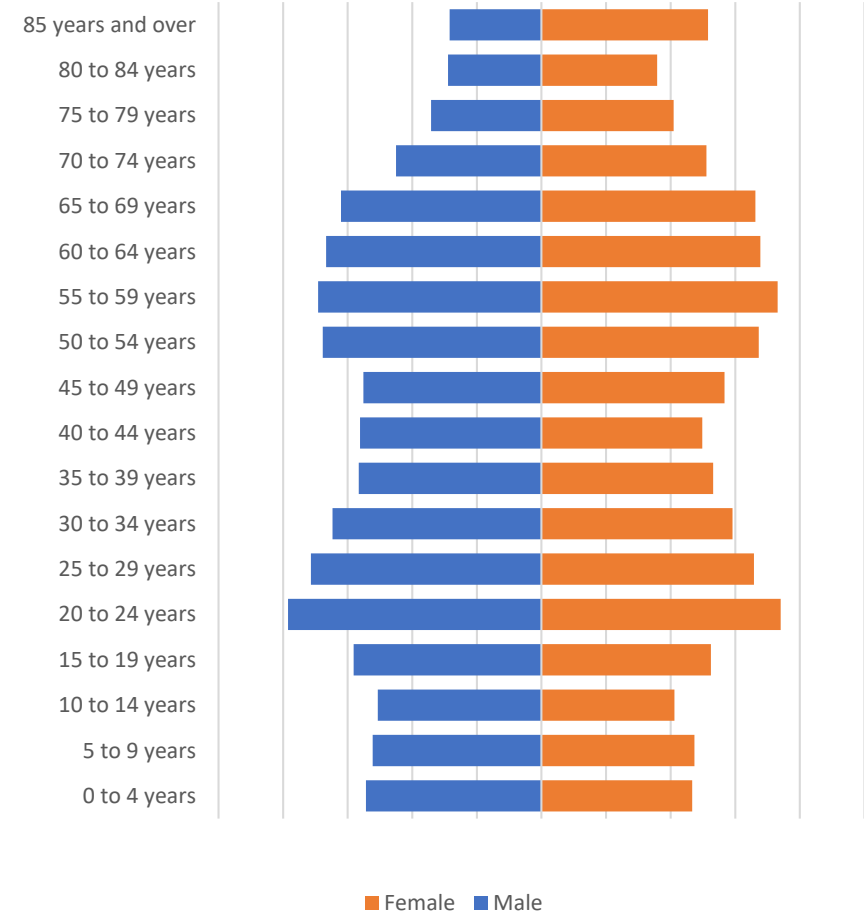


Exhibit 10: City of Peterborough Age Profile (2016)

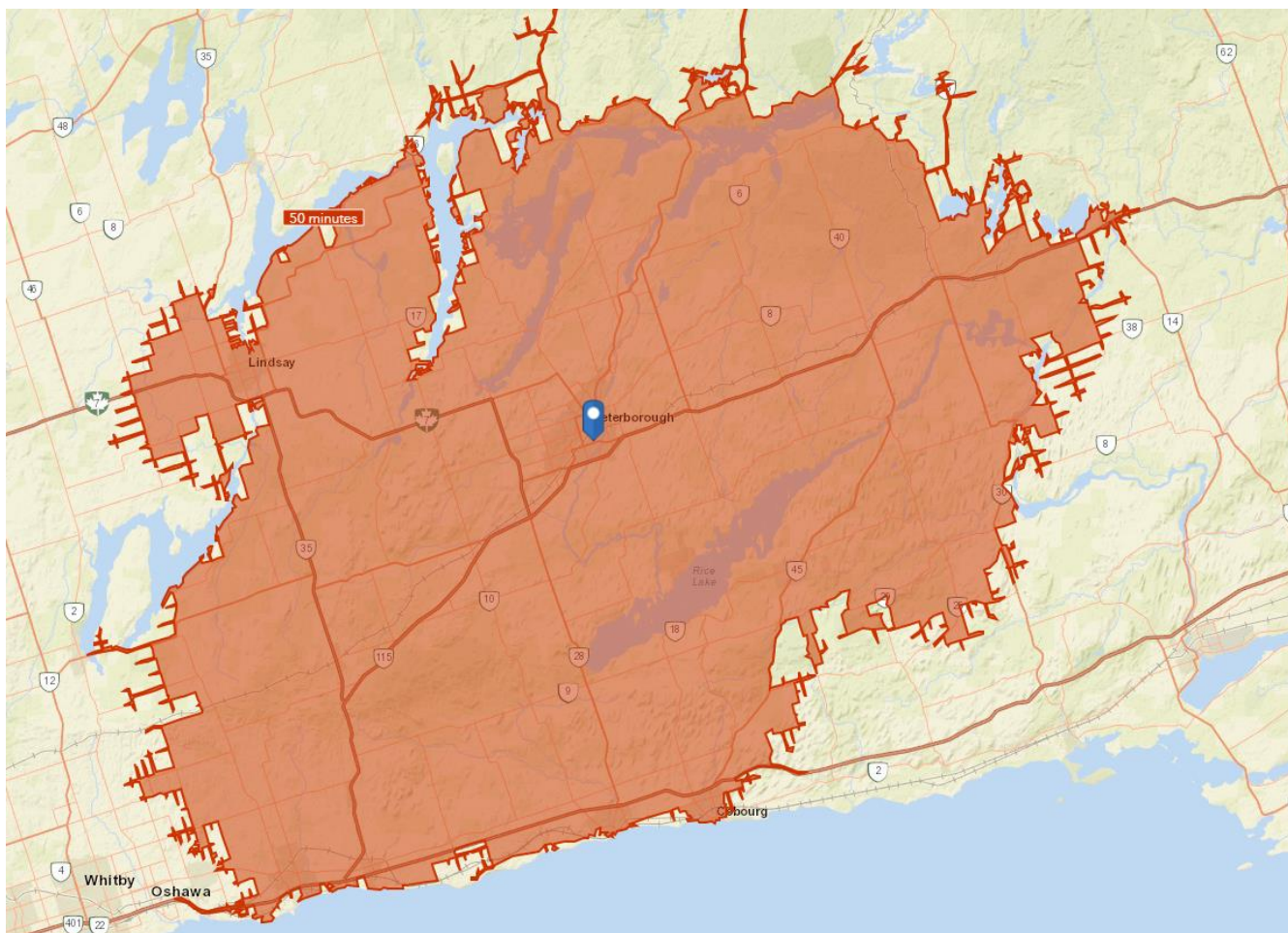


Source: Statistics Canada, 2016 Census of Population

# Q3: What is the Market for Events?

## PMC and future Peterborough MUSEC | Profiling the Market Area

Map 1: Market Area within 50-minute drive time to the Peterborough Memorial Centre



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017  
Demostats by Environics

The following provides a profile of the patron market for events for a MUSEC in Peterborough, including:

- The size of the market population;
- Demographic trends; and
- Household spending on sport and non-sport events

The market for an MUSEC is defined to be residents and households within a 50-minute drivetime of the existing PMC. This is corroborated by place of residence data for recent patrons/ticket purchasers at the PMC.

# Q3: What is the Market for Events?

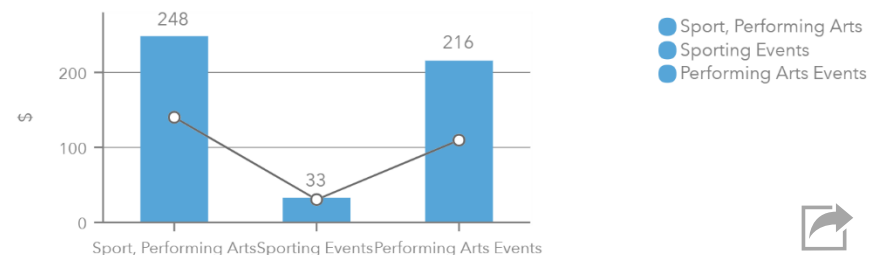
## PMC and future Peterborough MUSEC | Profiling the Market Area

### Populations and Households

- The market area for an MUSEC in Peterborough is home to approximately 299,000 residents and is characterized by a relatively younger demographic compared to the City's population.
- In 2017, the market comprised of 85,743 households with an average household income of \$91,985 (2017 Est.).
- In comparison to provincial households, households in the MUSEC market area spent comparatively more on live events per annum.

**Key Takeaway:** The market area for an MUSEC in Peterborough is relatively younger than the local population in Peterborough and spends more (in actual dollars) on live events per annum when compared to the Provincial average.

2017 Market Area Household Spending on Live Events  
(Sporting and Non-Sporting)

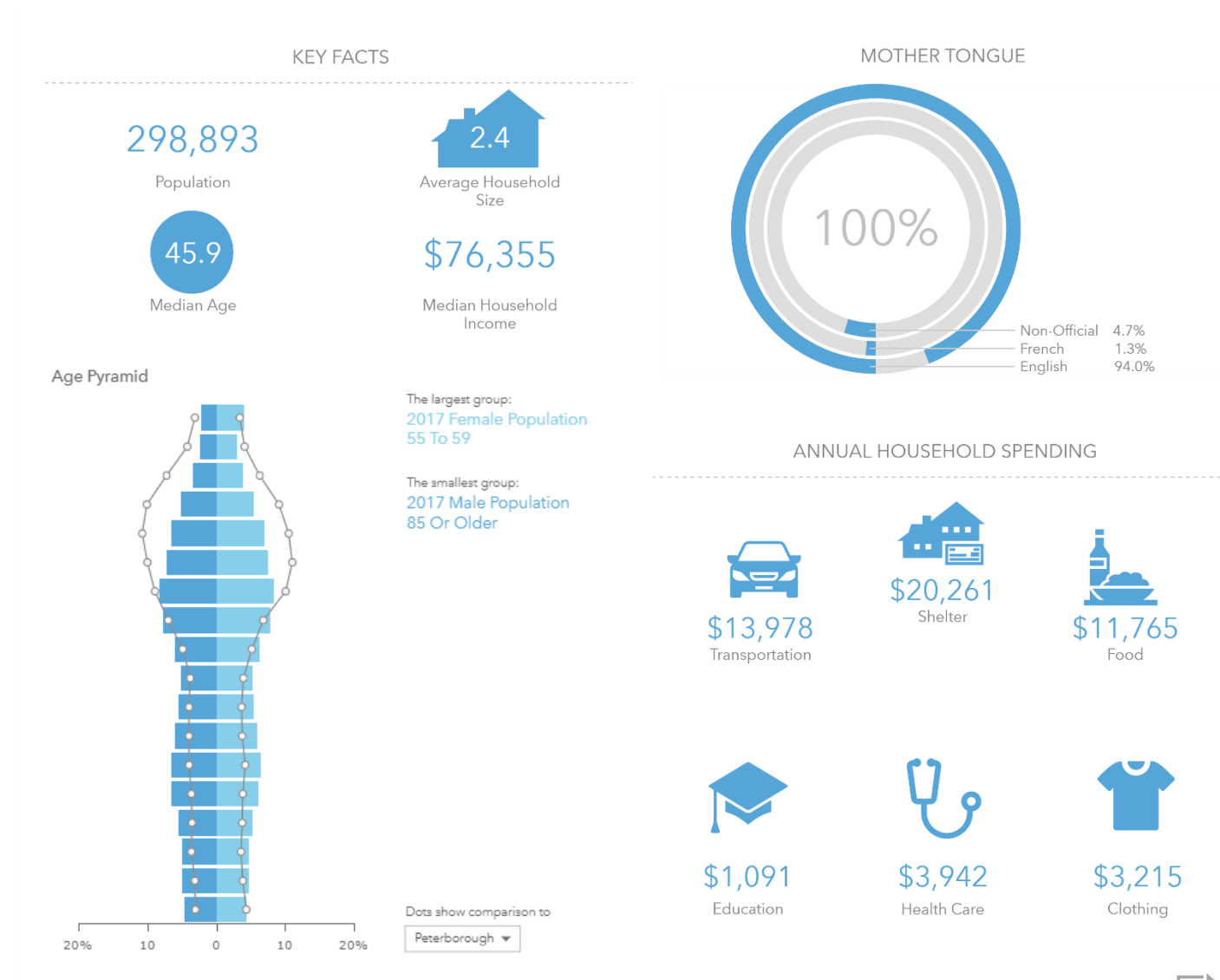


Dots show comparison to Ontario

Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Environics

# Q3: What is the Market for Events?

## PMC and future Peterborough MUSEC | Profiling the Market Area



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Envirionics

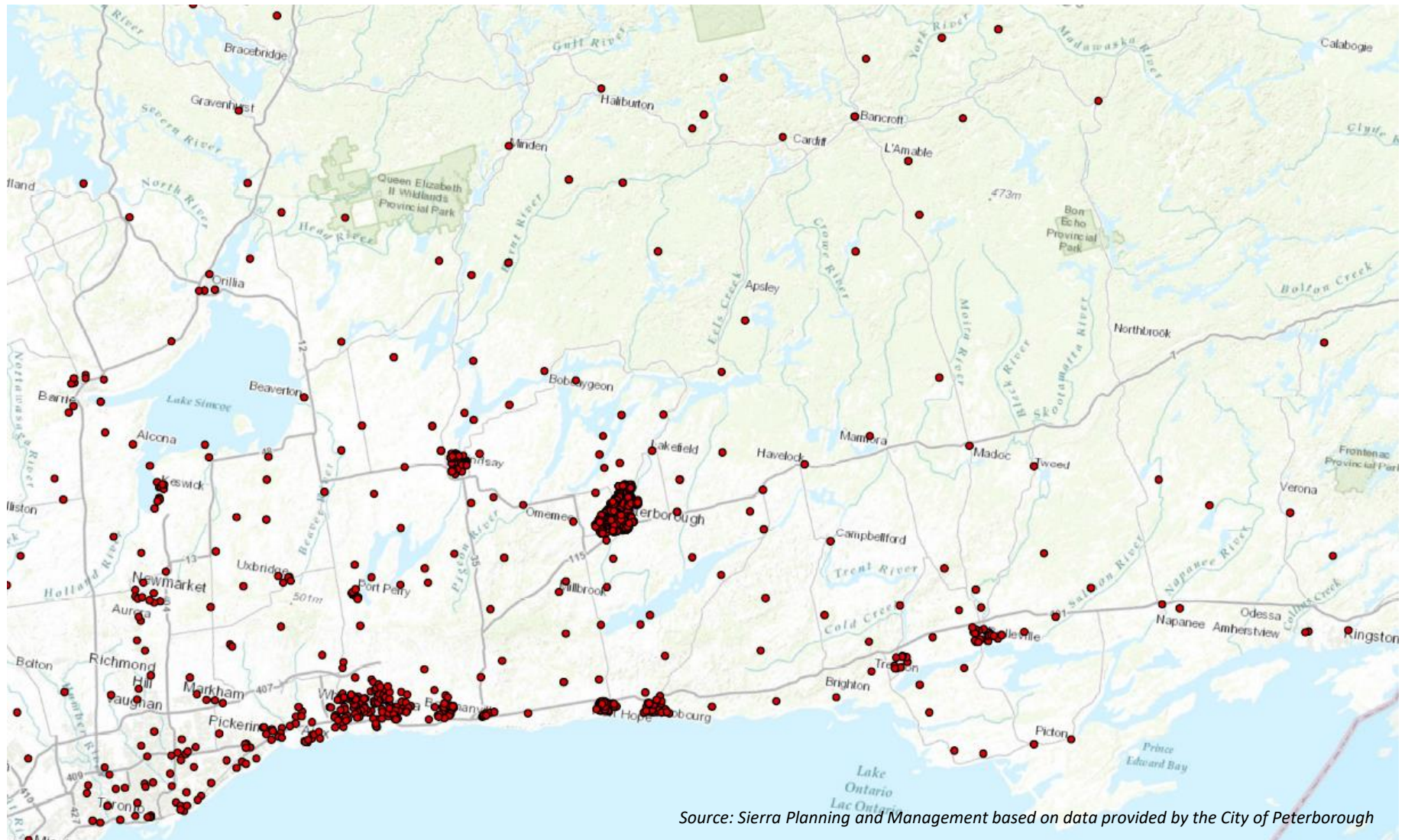




# Q3: What is the Market for Events?

## PMC and future Peterborough MUSEC | Profiling the Market Area

Map 2: Concert Ticket Sales by Postal Code for the 2017 for the Peterborough Memorial Centre



Source: Sierra Planning and Management based on data provided by the City of Peterborough



# Q3: What is the Market for Events?

## PMC and future Peterborough MUSEC | Profiling the Market Area

**2010 Events Attendance (excl. OHL and Lakers)**

General Area	Patrons	%
1 City of Peterborough	11,743	53.0%
2 Peterborough County and North Hastings County Lindsay, Kawartha Lakes, Haliburton, West	3,926	17.7%
3 Northumberland County Belleville, Trenton, Cobourg, Port Hope, Quinte	1,816	8.2%
4 Shores East	1,297	5.9%
5 Oshawa, Whitby, Pickering, Ajax, West Durham	313	1.4%
6 Bowmanville, Newcastle, Courtice, East Durham	264	1.2%
7 Toronto	560	2.5%
8 Frontenac, Lennox and Addington County	76	0.3%
9 Other: Renfrew /Lanark	23	0.1%
10 Port Perry/Uxbridge	40	0.2%
Sub-Total	20,058	90.6%
Other	2,091	9.4%
Total	22,149	100.0%

**2014 Events Attendance (excl. OHL and Lakers)**

General Area	Patrons	%
1 City of Peterborough	9,875	51.0%
2 Peterborough County and North Hastings County Lindsay, Kawartha Lakes, Haliburton, West	2,969	15.3%
3 Northumberland County Belleville, Trenton, Cobourg, Port Hope, Quinte	1,403	7.2%
4 Shores East	1,002	5.2%
5 Toronto	822	4.2%
6 Ottawa and National Capital Region	498	2.6%
7 Oshawa, Whitby, Pickering, Ajax, West Durham	377	1.9%
8 Bowmanville, Newcastle, Courtice, East Durham Port Perry/Uxbridge, Keswick, Barrie, Lake Simcoe	246	1.3%
9 North Shore, Newmarket	179	0.9%
10 Mississauga, Burlington, Hamilton, Brampton Caledon	128	0.7%
11 International	82	0.4%
12 Kingston	38	0.2%
13 Other: Renfrew /Lanark	22	0.1%
Sub-Total	17,641	91.1%
Other	1,731	8.9%
Total	19,372	100.0%

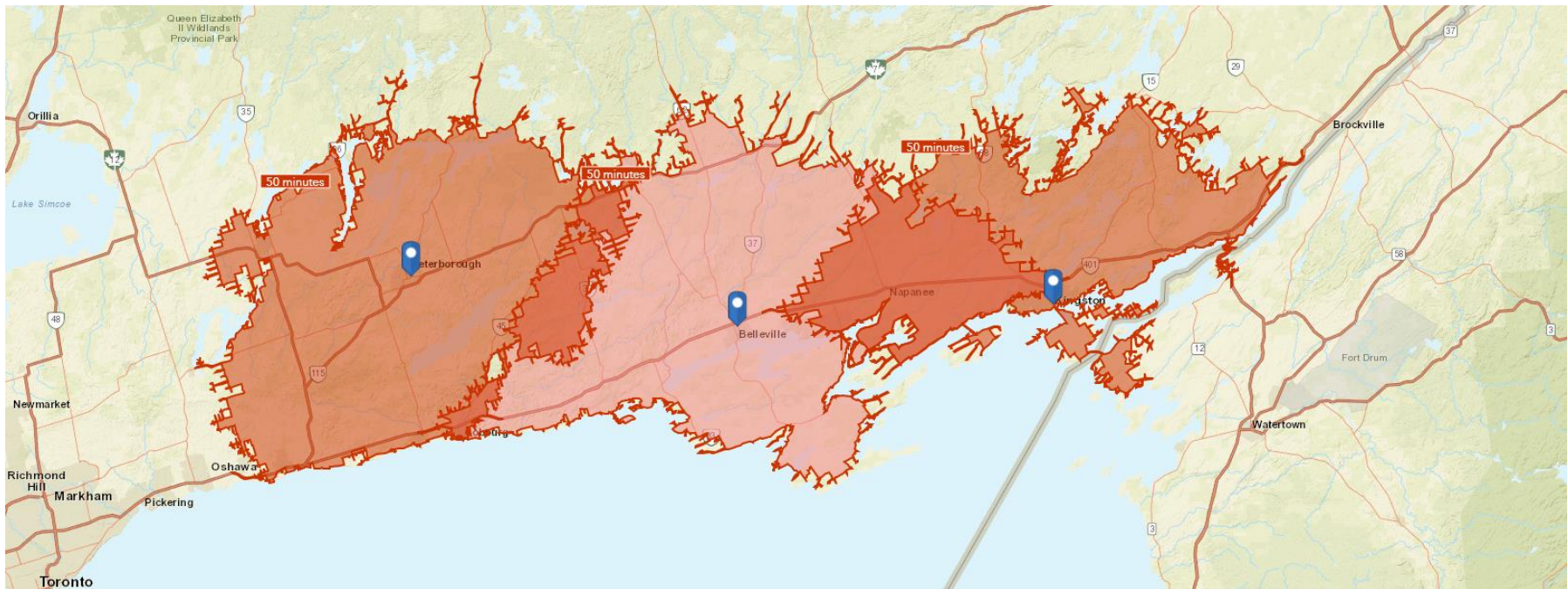
**2017 Events Attendance (excl. OHL and Lakers)**

General Area	Patrons	%
1 City of Peterborough	10,642	46.2%
2 Peterborough County and North Hastings County Lindsay, Kawartha Lakes, Haliburton, West	4,252	18.5%
3 Northumberland County Belleville, Trenton, Cobourg, Port Hope, Quinte	2,119	9.2%
4 Shores East	1,819	7.9%
5 Oshawa, Whitby, Pickering, Ajax	553	2.4%
6 Bowmanville, Newcastle, Courtice, East Durham	417	1.4%
7 Toronto	360	1.6%
8 International	257	1.6%
9 Other: Renfrew /Lanark, London	215	0.9%
10 Port Perry/Uxbridge, Keswick, Barrie	146	0.6%
Sub-Total	20,780	90.2%
Other	2,259	9.8%
Total	23,039	100.0%

# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

- A comparison of other markets serviced by similar neighbouring venues (i.e. MUSECs) is important in determining the relative activity and spending preferences – and which can be expected to impact the performance of an MUSEC in Peterborough.
- Major comparable and competitive venues in Eastern Ontario are the newly renovated Yardmen Arena in Belleville and the Rogers K-Rock Centre in Kingston.



Map 3: Market Area within 50-minute drive time to the Peterborough Memorial Centre, Yardmen Arena (Belleville ON) and the K-Rock Centre (Kingston ON)

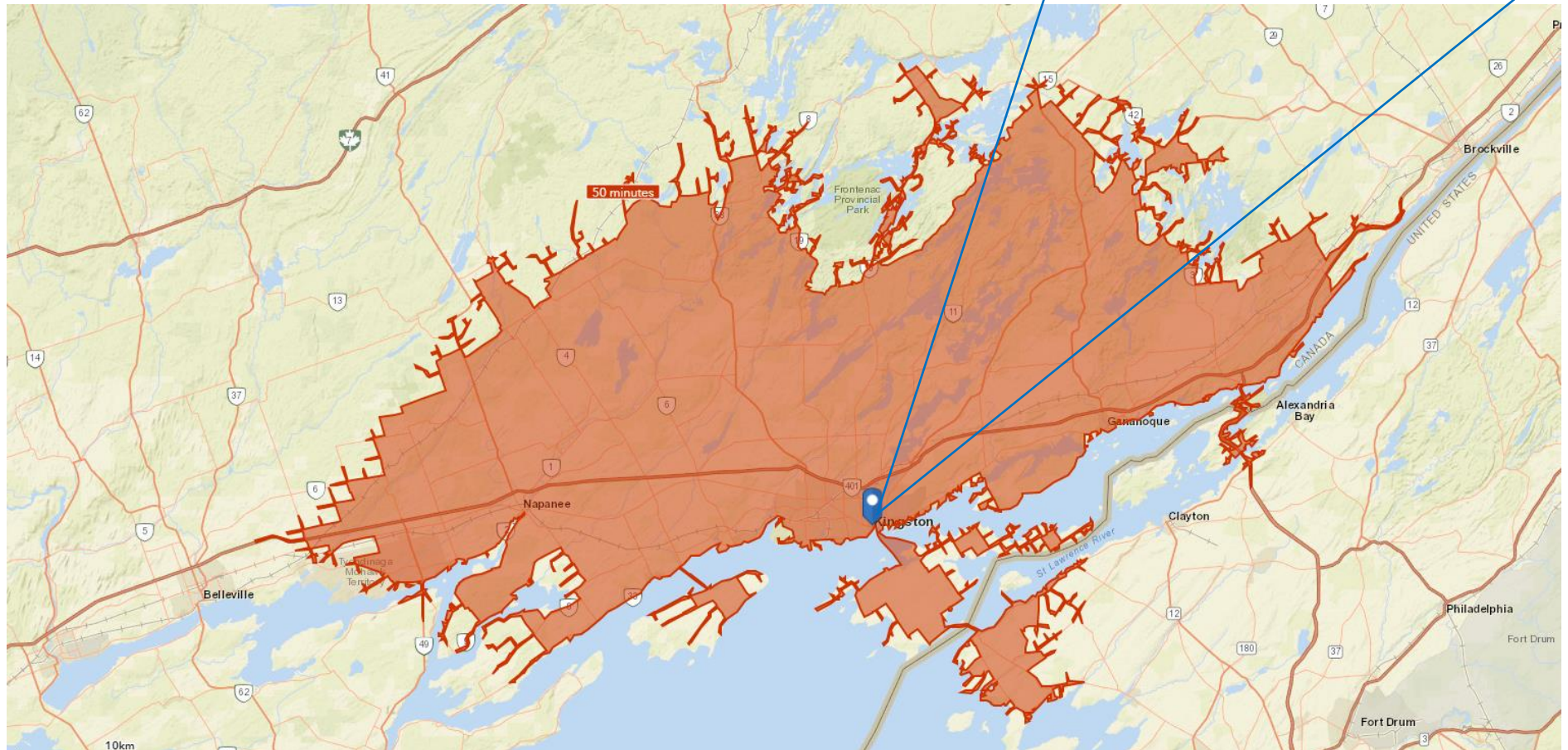


# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA



Map 4: Market Area within 50-minute drive time to the Rogers K-Rock Centre



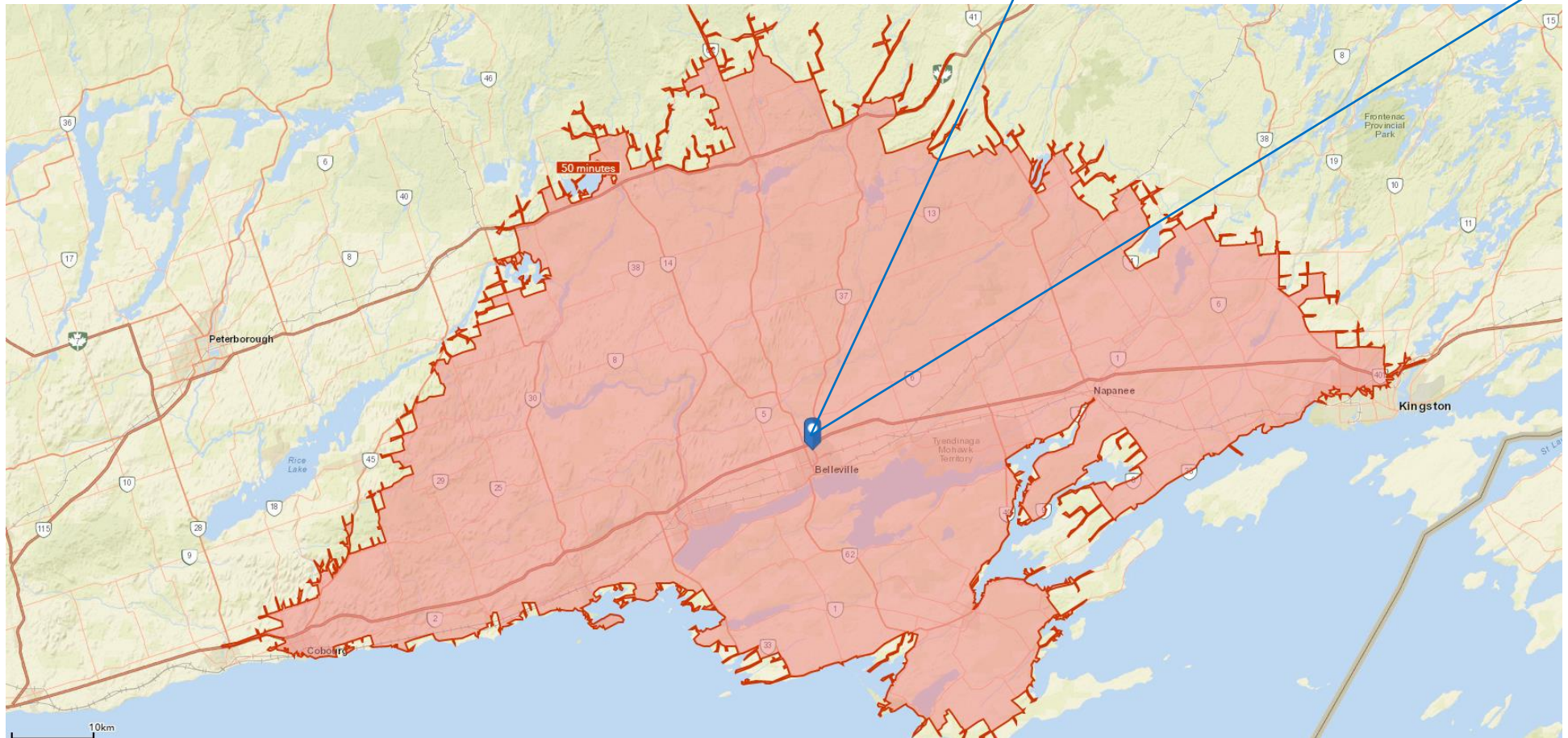
Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by EnviroNics



# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

Map 5: Market Area within 50-minute drive time to the Belleville Yardmen Arena



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Envionics

# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

Exhibit 11: 2017 Market Area Population Comparison  
(based on a 50 minute drive-time to Venues)

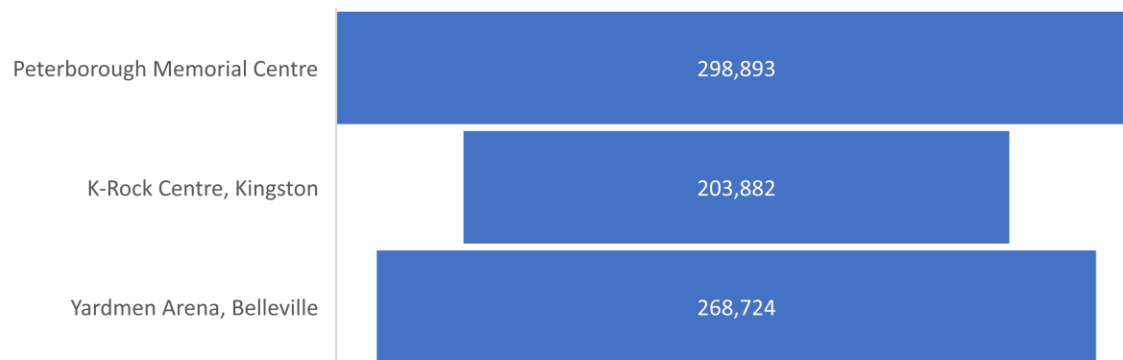
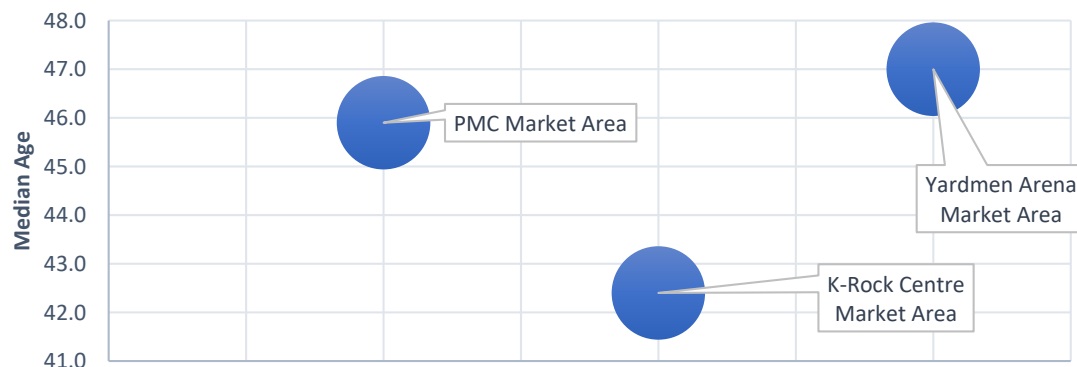


Exhibit 12: Median Age of Market Area Population for Eastern Ontario MUSECs



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Environics



## COMPARATIVE SIZE AND AGE OF MARKETS

Key Takeaway: The Market for an MUSEC in Peterborough is estimated to be larger than comparable Eastern Ontario venues given its relative proximity to the GTA communities (compared to Kingston or Belleville).



# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

Exhibit 13: Market Area Household Projections (based on a 50-minute drive-time) for Eastern Ontario MUSECs

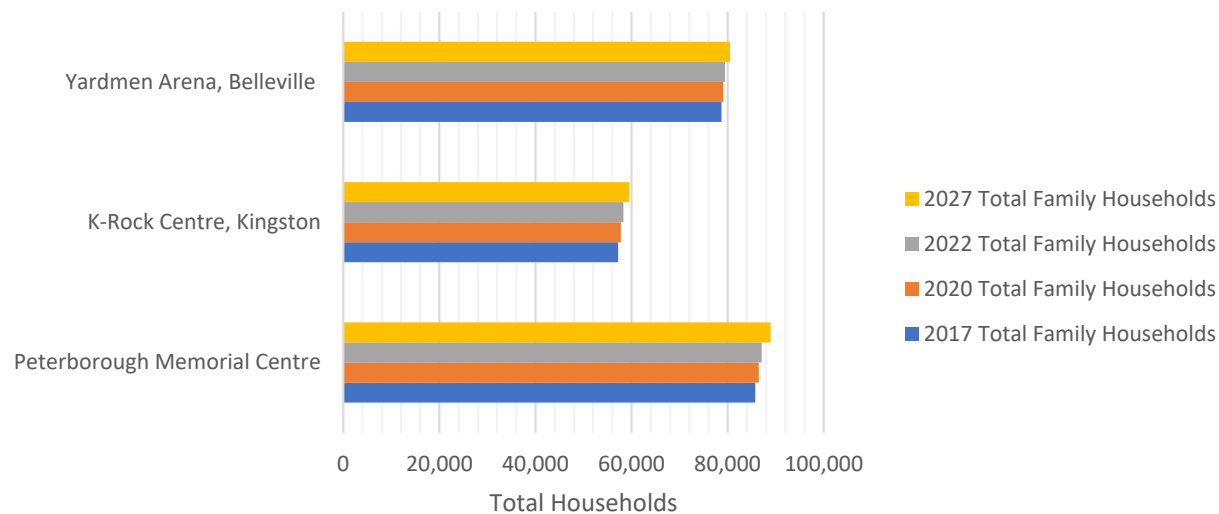
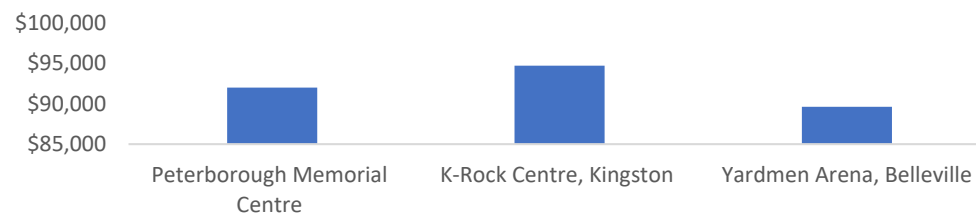


Exhibit 14: 2017 Average Household Income for MUSEC Market Areas



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Environics



## COMPARATIVE SIZE AND INCOME PROFILE OF MARKETS



# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

Exhibit 15: Average Annual Household Spending on Live Sporting and Performing Arts Events (2017)



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Environics



## WHAT THE MARKET SPENDS ON EVENTS

**Key Takeaway:** The market for an MUSEC in Peterborough is estimated to have higher per household spending on live events (both sporting and non-sporting) per year compared to other Eastern Ontario and GTA markets.

# Q3: What is the Market for Events?

## Comparative Market Review | Other Eastern Ontario MUSECs and the GTA

Exhibit 16: Average Annual Household Spending on Live Sporting Events (2017)

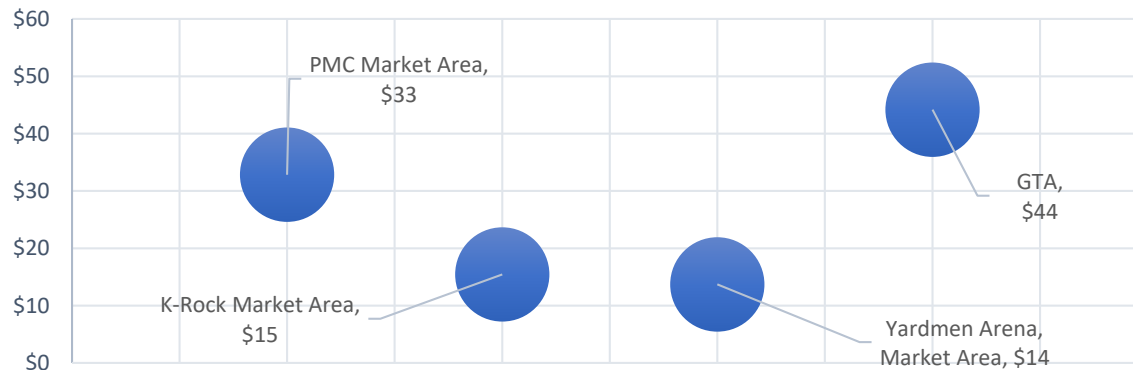
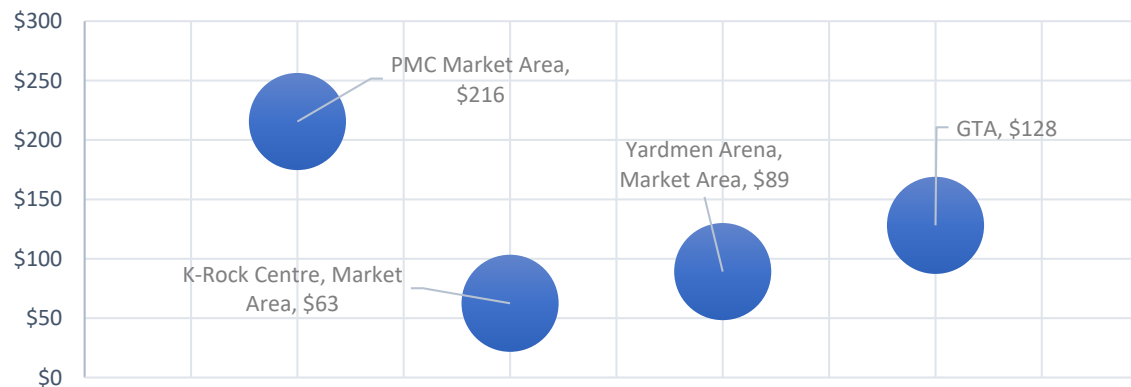


Exhibit 17: Average Annual Household Spending on Performing Arts Events (2017)



Source: Sierra Planning and Management based on Business Analyst by ESRI, 2017 Demostats by Environics



## WHAT THE MARKET SPENDS ON EVENTS

**Key Takeaway:** The market for an MUSEC in Peterborough – despite spending comparatively less on sporting events per annum compared to the GTA market – is estimated to spend more on non-sport live entertainment.



# Q3: What is the Market for Events?

## Competitive Venues | A Closer Look at Performance

### Belleville Yardman Arena Expansion

- 4400 fixed seats + 500 non-fixed (4800 likely official capacity)
- \$21 million / 40 year solution
- Big question: could suites be added
- Olympic ice reduced = bottom and top loading circulation
- New northern wing – best seats in the house
- Roof truss / floor to truss height a compromise

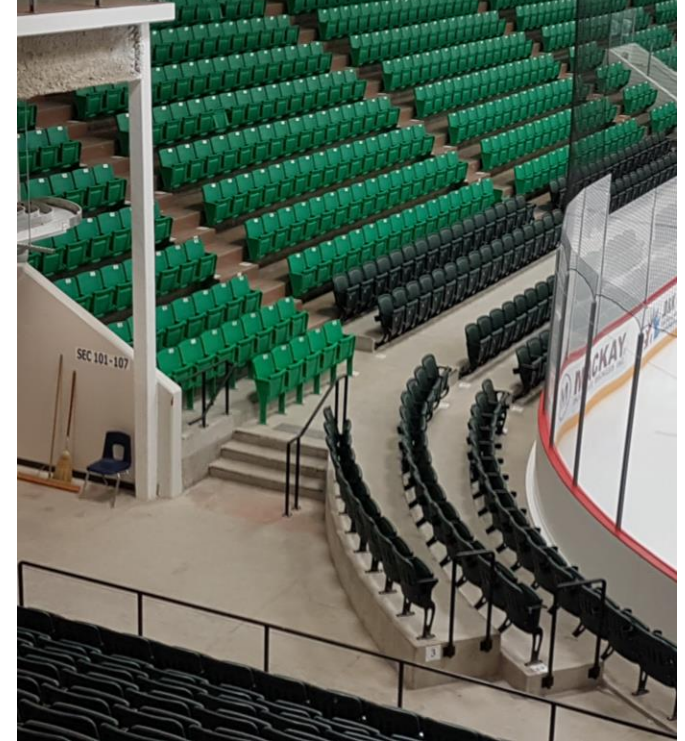
### Differences to PMC:

- Circulation similar to a new build / has feel of a new build
- Northerly expansion possible
- Kept rake as tight as possible for good viewing lines

### Business Deal:

- 50 game event deal with Senators (38 + 6 hockey) + 6 non-sport events
- No cost to City for operations of venue for game days
- City staffing of building operations and building operation costs









## Q3: What is the Market for Events?

### Competitive Venues | A Closer Look at Performance

#### Rogers K-Rock Centre, Kingston

- 5,700 fixed seats, with concert capacity of circa 6,800
- Constructed in 2008, with 29 suites and premium seating
- Winner of Canadian Music & Broadcast Industry Award for 'Major Venue under 8,000 seats'
- #2 on 2017 list of 'TopStops' for venues with 5,001 to 10,000 capacity (Trade mag 'Venues Today'), based on # of tickets sold

#### Differences to PMC:

- Larger venue capacity to attract higher-order artists/events
- Concourse area capable of hosting tradeshow

#### Business Deal (\*)

- Home venue for Kingston Frontenacs
- 25 of 29 suites (86%) and 475 club seats (84%) occupied through licencing agreements ranging from 2-7 years
- Operator (SMG) provides \$550,000 financial guarantee p.a.
- Naming rights negotiated for arena
- In 2018, venue to seek out smaller trade shows/conventions/meetings which could be hosted in concourse area (e.g. graduation ceremonies)

(\*) Source: Venue's 2018 Annual Plan (SMG)

A performer with curly hair, wearing a dark jacket with a skull patch and a black belt, is on stage pointing upwards with his right hand. The background is a bright, hazy stage light.

## Q3: What is the Market for Events?

### Competitive Venues | A Closer Look at Performance

#### Tribute Communities Centre, Oshawa

- 7,300 concert capacity (6,125 for hockey including standing room)
- 23 private suites, 4 group suites & 530 club seats
- Other event rooms with capacity of between 20 and 200
- Opened in 2006

#### Differences to PMC:

- Like K-Rock Centre, a larger capacity than PMC to attract higher-order artists/events

#### Business Deal:

- Home venue for Oshawa Generals
- 10 year arena naming rights agreement (from Nov 2016)
- 50/50 split between 'direct event' and 'other'\* income in 2017:

(\*) 'Other income' is defined to include rentals, leases, advertising etc.)

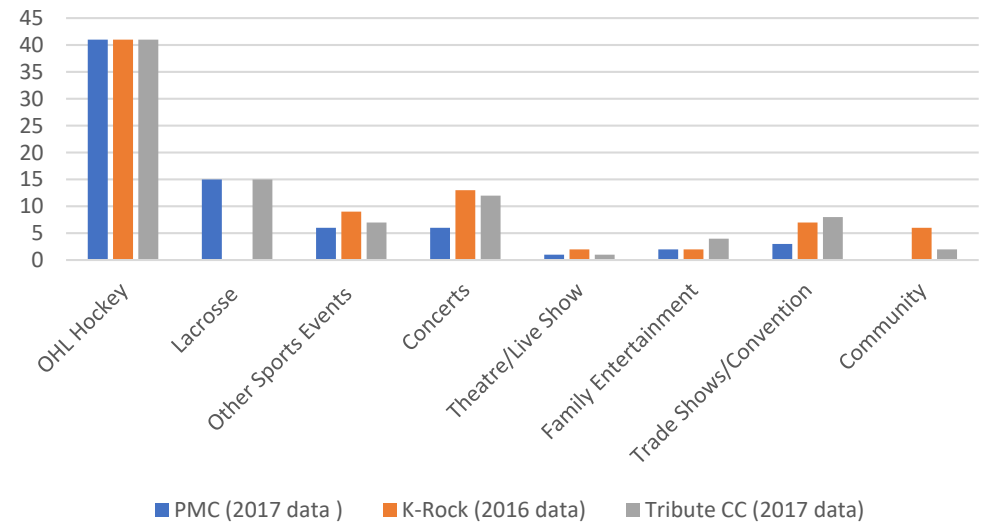
# Q3: What is the Market for Events?

## Competitive Venues | Event Comparison

**Key Takeaways:** The PMC hosts fewer concerts than comparable venues in Kingston and Oshawa – potentially due to its relatively smaller capacity.

Comparable venues also appear to be ‘well-heeled’ in trade shows and conventions.

Exhibit 18: Venue Event Comparison (No. of Events)



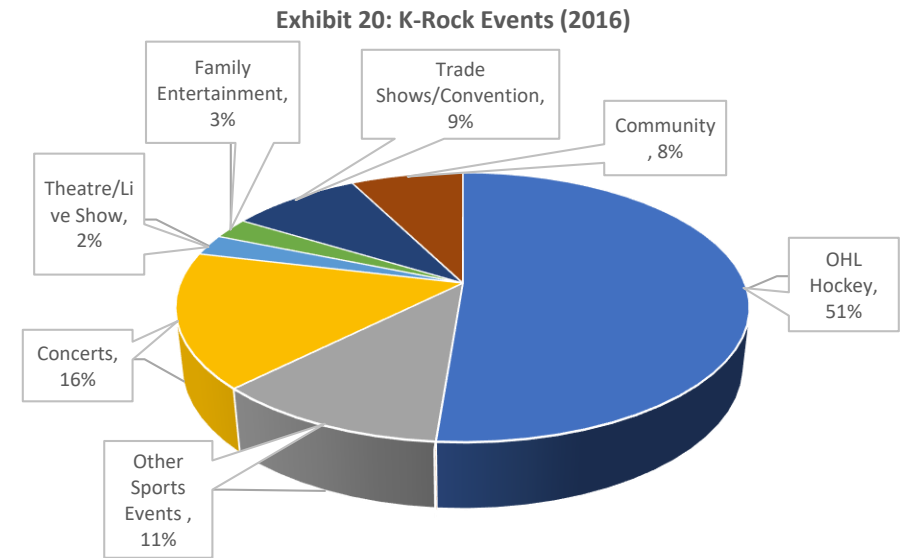
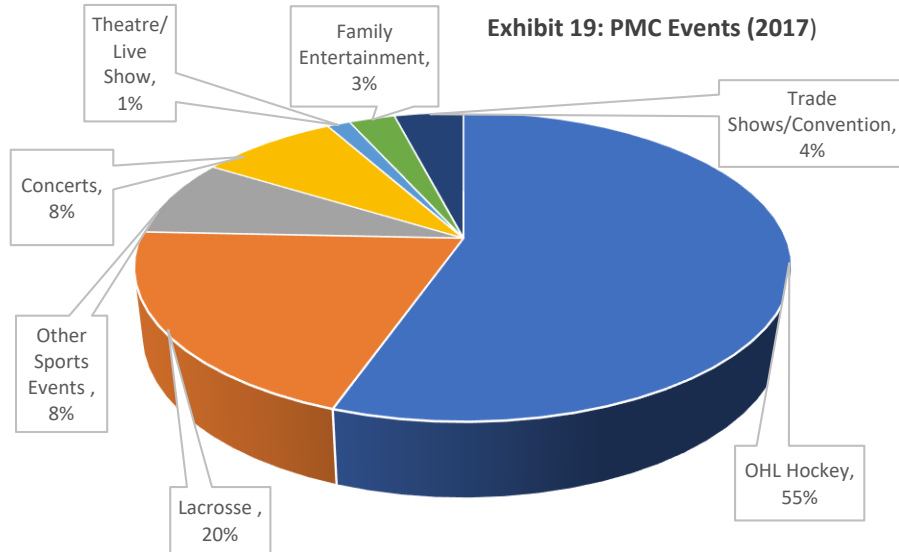
Category	PMC (2017 data)		K-Rock (2016 data)		Tribute CC (2017 data)	
	No. Events	Events %	No. Events	Events %	No. Events	Events %
OHL Hockey	41	55%	41	51%	41	46%
Lacrosse	15	20%	0	0%	15	17%
Other Sports Events	6	8%	9	11%	7	8%
Concerts	6	8%	13	16%	12	13%
Theatre/Live Show	1	1%	2	3%	1	1%
Family Entertainment	2	3%	2	3%	4	4%
Trade Shows/Convention	3	4%	7	9%	8	9%
Community	0	0%	6	8%	2	2%
<b>Total</b>	<b>74</b>	<b>100%</b>	<b>80</b>	<b>100%</b>	<b>90</b>	<b>100%</b>

Source: Sierra Planning and Management. Data for the K-Rock and Tribute facilities is based on the latest available online event calendar and published business planning reports for each of these facilities and may not be complete.

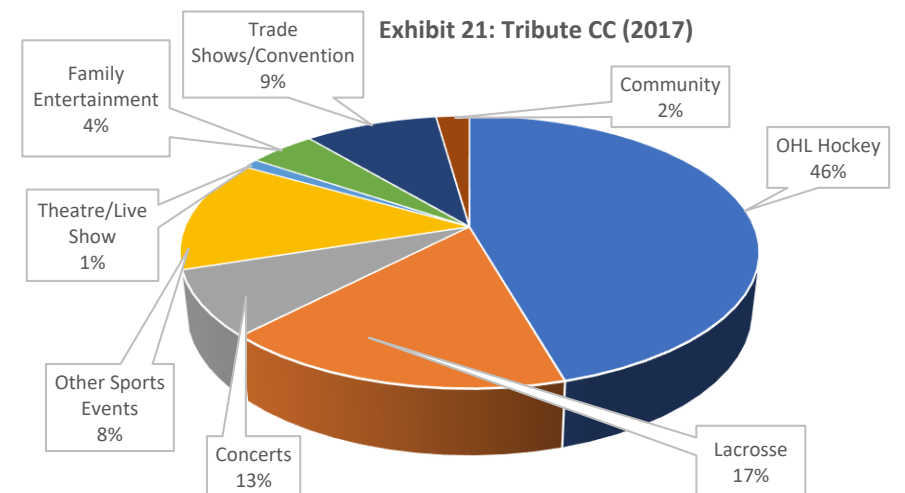


# Q3: What is the Market for Events?

## Competitive Venues | Event Comparison



Source: Sierra Planning and Management. Data for the K-Rock and Tribute facilities is based on the latest available online event calendar and published business planning reports for each of these facilities and may be limited.



# Q3: What is the Market for Events?

## OHL Team Comparison | Attendance Statistics

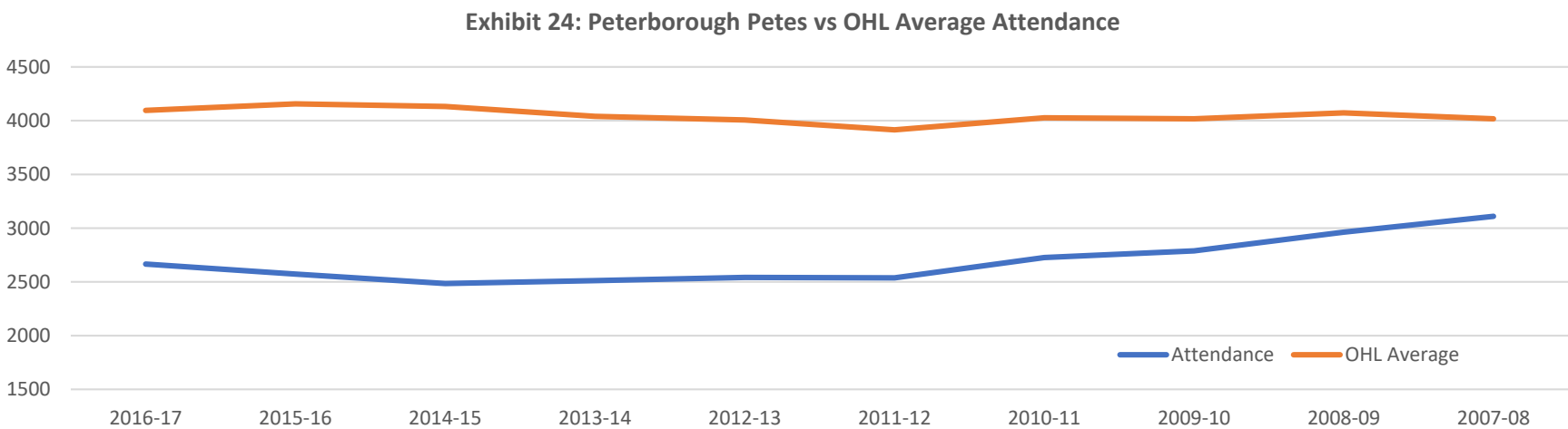
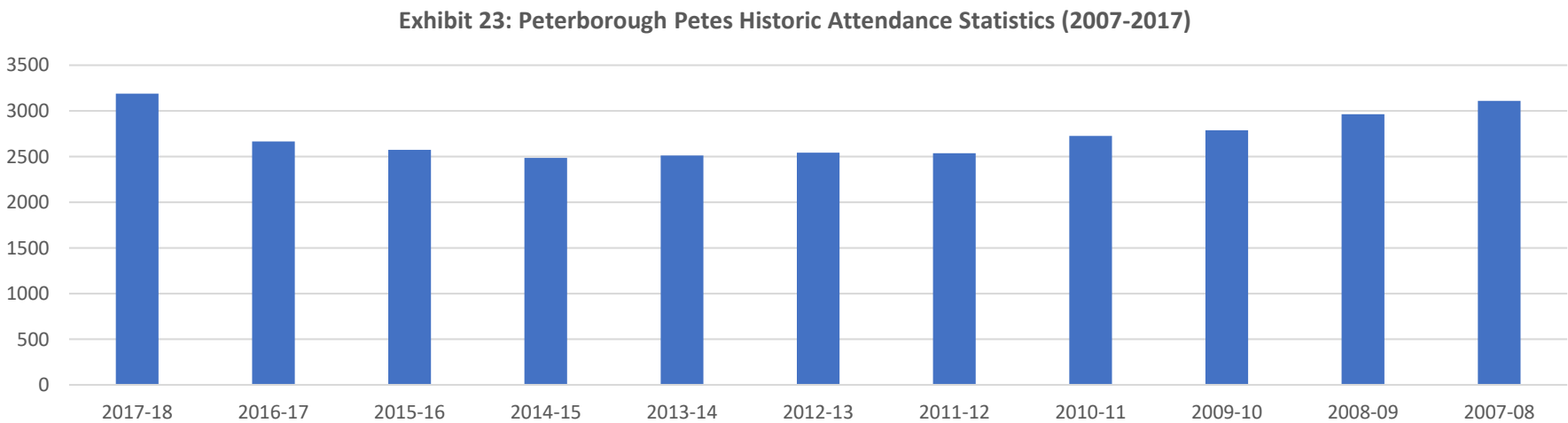
**Exhibit 22: Ontario Hockey League Attendance Stats (10 Year Comparison) by percentage filled**

	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	Capacity
Owen Sound Attack	83%	81%	84%	84%	87%	82%	78%	68%	69%	71%	3500
Belleville Bulls			69%	63%	69%	67%	71%	74%	80%	75%	3700
Peterborough Petes	67%	64%	62%	63%	64%	63%	68%	70%	74%	78%	4000
Plymouth Whalers			60%	62%	64%	66%	68%	67%	59%	66%	4000
Barrie Colts	90%	93%	91%	91%	91%	89%	83%	91%	85%	86%	4100
North Bay Battalion	62%	79%	82%	80%							4200
Flint Firebirds	67%	68%									4400
Guelph Storm	89%	93%	99%	95%	94%	85%	87%	88%	90%	91%	4540
Sudbury Wolves	71%	68%	81%	82%	85%	82%	75%	83%	91%	90%	4600
Sault Ste. Marie Greyhounds	74%	81%	87%	85%	83%	86%	90%	88%	89%	92%	5000
Sarnia Sting	59%	60%	55%	58%	63%	67%	59%	62%	67%	71%	5200
Niagara IceDogs	91%	86%	82%	56%	57%	56%	55%	55%	56%	52%	5300
Kingston Frontenacs	66%	76%	73%	70%	64%	47%	53%	53%	57%	49%	5400
Oshawa Generals	95%	97%	95%	88%	87%	80%	80%	76%	87%	93%	5500
Erie Otters	78%	81%	90%	81%	57%	52%	63%	65%	64%	64%	5500
Saginaw Spirit	61%	61%	65%	67%	67%	69%	71%	65%	68%	72%	5500
Mississauga Steelheads	45%	50%	48%	43%	39%	0%	0%	0%	0%	0%	6000
Brampton Battalion					37%	33%	31%	35%	40%	42%	6000
Mississauga St. Michael's Majors						41%	52%	37%	40%	36%	6000
Windsor Spitfires	77%	73%	78%	82%	88%	90%	96%	97%	78%	51%	6500
Kitchener Rangers	91%	91%	91%	92%	94%	83%	83%	81%	81%	78%	7700
London Knights	99%	99%	99%	99%	99%	98%	98%	99%	99%	99%	9100
Ottawa 67's	39%	35%	36%	43%	56%	65%	72%	75%	79%	81%	10000
Hamilton Bulldogs	24%	22%									17500
<b>Average Attendance</b>	<b>71%</b>	<b>73%</b>	<b>76%</b>	<b>74%</b>	<b>72%</b>	<b>67%</b>	<b>68%</b>	<b>68%</b>	<b>69%</b>	<b>69%</b>	

Source: Sierra Planning and Management based on the website [ohlarenaguide.com](http://ohlarenaguide.com)

# Q3: What is the Market for Events?

## OHL Team Comparison | Attendance Statistics



Source: Sierra Planning and Management based on the website [ohlarenaguide.com](http://ohlarenaguide.com)

# Continuing Work

- **Projection of Event Day Potential in New Venue;**
- **Market Intel and Development of Prospective (Illustrative) Core Functional Space Program:** seat count/type, suites/overall scale (GFA), concession/restaurant and other spaces (not conditional on location), number of ice surfaces, colocation potential for other desired uses (cultural, community, lease, other);
- **Site Location Choices and Their implications;**
- **Future Use Considerations for PMC;**
- **Ongoing Consultation;**
- **Capital Costing;**
- **Operating Financial Analysis;**
- **Concept Plans for Preferred Site(s);**
- **Economic Impact Assessment; and**
- **Detailed Feasibility Report.**



# Continuing Work: Major Criteria for Locational Assessment

## ■ SITE CHARACTERISTICS, LOCATION AND TRANSPORTATION

- Capacity to Accommodate Building Footprint
- Parking Availability On-site and Off - site (both public and private) Within 5 Minute Walking Radius
- Local and Regional Automobile Access / Egress
- Ease of Access via Local Public Transit

## ■ COSTS AND EASE OF ACQUIRING DEVELOPMENT LAND

- Cost of Land Acquisition
- Likelihood of site (in relative terms) to generate extraordinary development costs

## ■ URBAN CONTEXT / PHYSICAL ELEMENTS

- Capacity for Urban Regeneration
- Urban design opportunity to create a signature building and focus

## ■ ECONOMIC IMPACT / SYNERGY WITH DOWNTOWN

- Impact on Existing Local Retail/Commercial Sectors
- Potential to Attract New Local Retail/Commercial/Accommodation etc.