

Partnership Proposal



City of
Peterborough



Executive Summary

The City of Peterborough and the Peterborough Petes are enjoying an ever-growing relationship, and by implementing some new initiatives, each group will have an opportunity to achieve long-standing goals.

The following proposal outlines how the partners can work to improve the current contract to bring the relationship more in line with other municipality-team models. An overview of the Petes' and other teams' revenue and expense positions is outlined, which will shed light on opportunities to change the agreement as it stands.

Doing so will give the Petes the tools needed to compete with other OHL teams, and will help maintain their important place in the rich cultural fabric of Peterborough.

The groups will work closely to generate more ticket sales, sponsorship, food and beverage, and merchandise revenue, and attract more marquee events to Peterborough.

There is also an opportunity proposed for the Petes to take more responsibility in the PMC sales and service ecosystem by assuming control of the box office - an important step in helping Peterborough become a top destination for tourists and young professionals.

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In the Community

The Petes are proud members of the Peterborough community, and work diligently to help make the city a better place to live, work, and play.

In the 2015/16 season alone, the Petes supported over 200 local charities, not-for-profit groups, schools, service clubs, and more with donations or fundraising support totalling over \$260,000¹. The team works with over 125 local businesses who seek out a partnership, which helps promote the area's economy (Appendix A).



The support goes well beyond dollars and cents, though. With one of the largest fanbases (live and digital) in Peterborough, the Petes are proud to leverage their connections to positively impact the community by actively promoting the many great initiatives.

In addition, Petes players, coaches, and staff are strong role models for local students. Last year, the team delivered Partners in Education seminars, including messages about positive mental and physical health, anti-bullying, goal setting, and leadership, to 22 schools and 5,900 students (Appendix B).

The team is proud to accommodate nearly every community request for donations, publicity, or other support.

On the Ice

The Petes are an internationally renowned junior hockey franchise, helping Peterborough earn a worldwide reputation as “the hockey factory.”

Players and coaches such as Roger Neilson, Scotty Bowman, Bob Gainey, Steve Yzerman, Chris Pronger, and over 150 others have gone on to represent Peterborough in the NHL. More importantly, all 750+ Petes alumni who called Peterborough home² have graduated with the skills to positively impact their communities. In the last three years, seven Petes have been drafted to the NHL³.



Having brought nine league championships, a national championship, and dozens of individual awards to Peterborough, the Petes have and will continue to be one of the most competitive and exciting teams in the Ontario Hockey League.

From playing in front of thousands of fans, to smaller rinks and ponds, the Petes are also committed to growing minor hockey. Petes players encourage character and skill development to over 400 minor hockey players every year through the Petes Mentorship Program, a partnership with the PHA and PMHC.

Team & Municipality

Having just completed their 60th OHL season, the Petes are proud to call Peterborough home and are well known as the oldest continuously operating team in the league.

Amateur and professional teams cannot function without a strong, supportive relationship with their municipal leaders. The Petes and City of Peterborough have enjoyed such a relationship, but the rapid evolution of the sport industry is threatening the way organizations do business, and as a result, the ever-important City/Team partnership must adapt.

In the past year alone, two OHL teams (10% of the league) have relocated as a result of partnerships that haven't kept up with the demands of the industry. The Belleville Bulls and Plymouth Whalers vacated their communities prior to the 2015/16 season.



No organization is immune. Renowned teams in strong markets including Erie, Mississauga, Sarnia, and Brampton have all seen major changes to ownership or city, with inequitable support from their host communities always cited as a debilitating issue (Appendix C).

Only by implementing a strong strategic plan and boasting a competitive municipal deal will a team survive in the present and future economies.

Team & Municipality *continued*

The following pages outline specifics of the relationships that other Ontario Hockey League teams are currently entered into with their host municipality. The first team analyzed is the Petes, with each successive listing comparing the hypothesized revenues (based only on specifics of the partnerships, disregarding other revenue/expenses).

The list details that follow are not meant to suggest that all relationships should be the same, or that the Petes should receive the same deal as other teams. Instead, the hope is to generate a discussion and move in a direction that is most beneficial to both the Petes, the City of Peterborough, and most importantly: the members of this community.

Team names have been omitted out of respect for confidentiality. Some organizations that have not been included are the London Knights (no information available), the Flint Firebirds and Ottawa 67's (own their own arenas), the Kingston Frontenacs (owner treats team unlike a normal business), and the Mississauga Steelheads (pay nothing to the City as part of effort to bring junior hockey back).

Each deal is broken down based on common elements including shared advertising revenues, building and score-clock rental, staff, parking, seat licences, and other revenues/expenses.

Peterborough Petes

ADVERTISING

50% OF SHARABLE

\$223,000

ARENA STAFF

\$4,400/GAME

(\$171,600)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

0% SEAT & SUITE

\$0

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - (10% OF TICKETS + \$1 CRF - SEAT LICENCE FEE)

\$776,100

CONCESSIONS

0%

\$0

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$827,500

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Two

ADVERTISING
80% OF SHARABLE
\$357,000

ARENA STAFF
\$1,500/GAME
(\$58,500)

NAMING RIGHTS
0%
\$0

SUITE LICENCE
50% OF SUITES
\$122,000

POURING SALES
0%
\$0

TICKETS
\$1,109,000 - 5% OF TICKETS
\$1,058,550

CONCESSIONS
30%
\$300,000

PARKING
0% REV - \$0
(\$0)

OFFICE RENTAL
\$0
\$0

PROJECTED REVENUE
\$1,779,050

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Three

ADVERTISING

50% OF SHARABLE

\$223,000

ARENA STAFF

\$2000

(\$78,000)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

0%

\$0

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - (10% + \$1.70CRF)

\$870,600

CONCESSIONS

10% OF GROSS

\$100,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,115,600

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Four

ADVERTISING

100% OF SHARABLE

\$446,000

ARENA STAFF

\$1,350/GAME

(\$52,650)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

50% SUITE

\$122,000

POURING SALES

0%

\$0

TICKETS

1,109,000 - (10% + \$1 CRF + 50% SEAT)

\$996,600

CONCESSIONS

50% OF NET

\$250,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,761,950

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Five

ADVERTISING

100% OF SHARABLE

\$446,000

ARENA STAFF

\$500/GAME

(\$19,500)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

100%

\$244,000

POURING SALES

0%

\$0

TICKETS

\$1,109,00 - \$1.00/TICKET + 50% SEAT

\$1,107,500

CONCESSIONS

7% OF GROSS

\$70,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,848,000

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Six

ADVERTISING

100% OF SHARABLE

\$446,000

ARENA STAFF

\$500/GAME

(\$19,500)

NAMING RIGHTS

100%

\$0 (*UNDISCLOSED \$)

SUITE LICENCE

0%

\$0

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - (\$1K + \$200 CLOCK/GM)

\$1,062,200

CONCESSIONS

0%

\$0

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,488,700

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Seven

ADVERTISING

95% OF SHARABLE

\$424,000

ARENA STAFF

\$1,500/GAME

(\$58,500)

NAMING RIGHTS

50%

\$0 (*UNDISCLOSED \$)

SUITE LICENCE

0%

\$0

POURING SALES

60%

\$0 (*UNDISCLOSED \$)

TICKETS

\$1,109,000 - 10% + 100% SEATS

\$1,145,100

CONCESSIONS

30% OF GROSS

\$300,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,810,600

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Eight

ADVERTISING

95% OF SHARABLE

\$424,000

ARENA STAFF

\$500/GAME

\$19,500

NAMING RIGHTS

50%

\$0 (*UNDISCLOSED \$)

SUITE LICENCE

100%

\$224,000

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - \$100,000 + 100% SEAT

\$1,156,000

CONCESSIONS

100%

\$1,000,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$20,000

(\$20,000)

PROJECTED REVENUE

\$2,823,500

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Nine

ADVERTISING

100% OF SHARABLE

\$446,000

ARENA STAFF

\$1,900/GAME

(\$74,100)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

50%

\$122,000

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - (\$1,500/GAME + 0.25/TICKET + 50% SUITE)

\$1,105,750

CONCESSIONS

25% OF GROSS

\$250,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,851,650

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Ten

ADVERTISING

80% OF SHARABLE

\$357,000

ARENA STAFF

\$500/GAME

(\$19,500)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

100%

\$244,000

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - \$900,000 + 100% SEAT

\$356,000

CONCESSIONS

100%

\$1,000,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$1,937,500

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Team Eleven

ADVERTISING

100% OF SHARABLE

\$446,000

ARENA STAFF

\$500/GAME

(\$19,500)

NAMING RIGHTS

0%

\$0

SUITE LICENCE

100%

\$244,000

POURING SALES

0%

\$0

TICKETS

\$1,109,000 - \$80,000 + 100% SEAT

\$1,176,000

CONCESSIONS

100%

\$1,000,000

PARKING

0% REV - \$0

(\$0)

OFFICE RENTAL

\$0

\$0

PROJECTED REVENUE

\$2,846,500

(BASED ON PETES' 2014/15 & 2015/16 FIGURES)

Profit Comparison

TEAM TWO

\$1,779,950

TEAM THREE

\$1,115,600

TEAM FOUR

\$1,761,950

TEAM FIVE

\$1,848,000

TEAM SIX

\$1,488,700

TEAM SEVEN

\$1,810,600

TEAM EIGHT

\$2,823,500

TEAM NINE

\$1,851,650

TEAM TEN

\$1,937,500

TEAM ELEVEN

\$2,846,500

PETERBOROUGH PETES

\$827,500

(ALL FIGURES BASED ON PETES' 2014/15 & 2015/16 DATA)

Historical Comparison

This historical comparison is a simple snapshot of the typical expense increases experienced since the current lease agreement was negotiated.

PETES EDUCATION FUND

2008/09*
\$39,000

2015/16
\$130,000

PLAYER GAS ALLOWANCE

2002/03
\$38,610

2015/16
\$81,400

Historical Comparison *continued*

PLAYER WORKOUT EXPENSES

2002/03

\$0

2015/16

\$28,000

SUMMARY

'02-03/'08-09

\$77,610

2015/16

\$239,400

Expanding the Partnership

As the Canadian sport landscape changes, so too must the Petes and the City of Peterborough. Fortunately, there are several actionable items that will serve to not only increase revenues for both groups, but also have a measurable impact on job creation, tourism, standard of living, and educated residency figures in the Peterborough community.

In the pages that follow, a proposal will be introduced that sees the Petes assume responsibility of the Peterborough Memorial Centre box office.

This shift would have several benefits, including the following: increased ticket revenues, increased merchandise, advertising, and food & beverage sales, compensation savings for the City, increased employment rate, injection of educated residents from outside of the City, improved hockey team performance, expanded partnerships with local educational institutions, facility upgrades, improved working relationships between arena tenants, and much more.

The details proposed are just a framework of a plan that will allow the Petes and the City to both move into a position of profitability, breathing new life into the community and preventing potential, unwanted team changes.

The Box Office

A modern Box Office, like any business in a competitive market, cannot afford to sit quiet and wait for customers. Instead, a strategic, proactive, and relentless approach is needed to service customers positively and increase revenue.

The Peterborough Petes propose to assume responsibility of the PMC Box Office, with the subsequent plan to initiate an industry-leading ticket sales, service, and administration department.

There are four key components of this plan, which will serve to generate sufficient revenue as to allow the City to comfortably provide office space and infrastructure to the Petes.

STAFFING

HIRE HUNGRY, WELL-EDUCATED, SPORT INDUSTRY PROFESSIONALS

TRAINING

OFFER ONGING TRAINING AND SUPPORT FOR ALL STAFF

ADMINISTRATION

STREAMLINE THE COSTS OF RUNNING AN EFFECTIVE BOX OFFICE AND SALES DEPARTMENT

SYNERGY

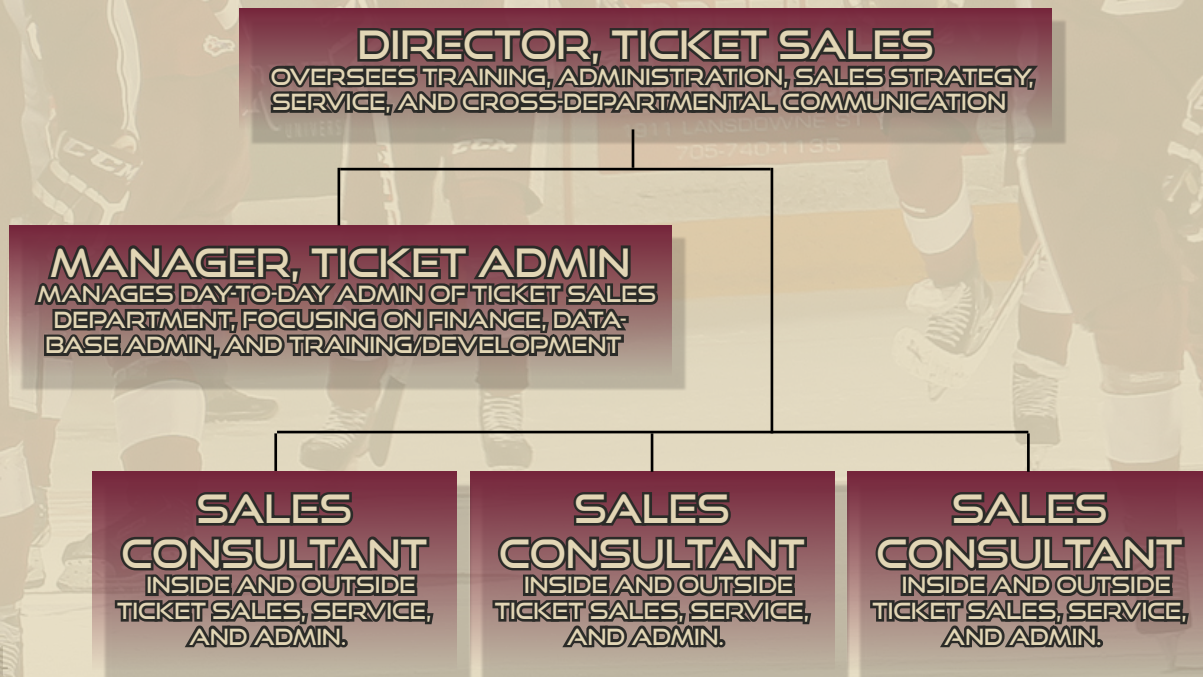
COMBINE SALES EFFORTS FOR ALL PMC EVENTS TO ENHANCE RELATIONSHIPS

Staffing

The model starts with hiring great staff who are keen to work in the sport industry. There are an abundance of sport management degree and diploma programs in Ontario, including locally (Fleming, Durham, etc.), which has created an excess supply of future sport industry leaders.

This supply of qualified leaders will allow the Petes to attract young professionals to move to, or stay in, Peterborough with very competitive compensation packages.

These full-time staff members will be hired with an emphasis on customer service and sales expertise specific to the sport and entertainment industry. The Petes will be solely responsible for all Box Office staff compensation, training, and administrative support.



Training

Successful organizations do not just hire great people, they work diligently to provide them with the most effective training.

Training programs will be offered on a continual basis, with staff encouraged to be active, lifelong learners. Ongoing training will be offered not only to sales staff, but all Petes and City of Peterborough employees and volunteers, which will create a lasting service culture.

The following topics are a sample of the training program:

**RELATIONSHIP
BUILDING**

**CUSTOMER
SERVICE**

**CLIENT
RETENTION**

**DATABASE
MANAGEMENT**

**INDUSTRY
EVOLUTION**

**CONSULTATIVE
SELLING**

**COLLABORATIVE
NEGOTIATION**

**BUSINESS
ETHICS**

Administration

The Petes will continue to use the current CRM (AudienceView) as they build a stronger customer service model through the Box Office.

The Petes' Director of Ticket Sales will work closely with the City of Peterborough's Facility Manager and other senior staff to ensure fluid communication as the Petes Sales Team works to shatter sales targets for all PMC events. The City will no longer pay a Petes marketing position expense, as in year's past.

The City will allow for the use of existing Box Office infrastructure, which will create an opportunity for the Petes to move their business operations department to that space. The Petes currently operate in one of the smallest office footprints in the league.

This movement will open up a large area in the current Petes Office, which will be retrofitted to serve as a players lounge/video room. The close proximity of the players lounge to the hockey operations staff will encourage improved performance and accountability for the team.

By re-allocating staff to more suitable work environments, productivity will increase and the goal of creating greater revenue for the City and the Petes will be even easier to achieve.

Synergy

As the Petes take on a larger role in the sales & service elements of the Peterborough entertainment landscape, several partnerships will see major growth.

The Petes and Peterborough Lakers lacrosse team will enjoy greater communication and will have the opportunity to play on each other's strengths.

Local high schools, colleges, and universities will see greater opportunities for student and faculty engagement with the Petes, who already work closely with each unique group. Student research, Internships, volunteer opportunities, and applied projects will benefit all parties, while post-secondary students and staff will enjoy a greater connection to their new City, making them prone to stay.

The Petes will also apply the service mentality to working directly and indirectly with other important groups, such as the Peterborough Figure Skating Club, promoters, talent, and agents, the Agricultural Society, and other tenants and guests.

Most importantly, with a new deal, the City of Peterborough and the Petes will have the tools in place to maximize revenue and exposure internally, while catalyzing improvements in quality of life, employment rates, and more.

Other Factors

There are several other benefits and factors to consider with a new relationship, including the following:

SUITE SALES

WITH A HIGHLY QUALIFIED NEW SALES TEAM IN PLACE, THE PETES CAN MANAGE ALL SUITE SALES & MARKETING

BOX OFFICE COMPENSATION

THE CITY WILL SAVE SUBSTANTIAL EXPENSES AS THE PETES WILL ASSUME RESPONSIBILITY FOR HIRING, TRAINING & COMPENSATING BOX OFFICE STAFF

USHER PROTOCOL

THE FACILITY MANAGER WILL HAVE FULL SUPPORT TO IMPLEMENT NEW USHER PROTOCOL TO IMPROVE SERVICE

ADVERTISING REVENUE

THE PETES WILL MANAGE THE FULL SPECTRUM OF ADVERTISING AT THE PMC, WITH A MORE COMPETITIVE REVENUE MODEL IN PLACE

FOOD & BEVERAGE

SHARING FOOD & BEVERAGE REVENUE WILL CREATE OPPORTUNITIES FOR FURTHER PROMOTION AND SUPPORT

COMP TICKETS

BY ELIMINATING "COMP" TICKET RESTRICTIONS, MORE OPPORTUNITIES WILL BE AVAILABLE FOR CREATIVE MARKETING

FACILITY MANAGER

AN EMPHASIS SHOULD CONTINUE TO BE ON BOOKING MORE MAJOR EVENTS TO INCREASE ALL SALES STREAMS

FACILITY STAFF

AS EXPERTS IN THE FIELD, THE CITY SHOULD CONTINUE TO MANAGE THE FACILITY STAFF AT THE PMC

Timeline

New financial arrangements should be implemented immediately to coincide as closely as possible with (and retroactive to) the Petes' 2016/17 fiscal year, which began on July 1, 2016.

Transfer of the Box Office can occur in a step-by-step basis, which will ensure all administrative processes can be handled properly and with ease.

More timeline points will be confirmed as full details of new arrangements are made, with the City closely involved in the important process.

JANUARY 1, 2017
POST NEW POSITIONS TO
SPORT MANAGEMENT &
OTHER CAREER SITES.

FEBRUARY 15, 2017
MAKE HIRING DECISIONS FOR
NEW SALES DEPARTMENT
ROLES.

MARCH 22, 2017
BEGIN TRANSFER AND
TRAINING OF NEW BOX OF-
FICE STAFF

MAY 1, 2017
TRANSFER COMPLETION
AND BEGINNING OF FULL-
TIME SALES STRATEGY

Conclusion

With the opportunity to implement the proposed changes, there has never been a more exciting time to be in Peterborough, as the Petes are poised to build one of the most dynamic sports and entertainment brands in Ontario.

It is imperative, though, to have the City of Peterborough's full support in achieving the goals of increased revenue in all areas, attracting more people to live, work, and play in the Electric City, and helping revitalize one of the most storied organizations in the entertainment industry.

The details of this proposal are by no means set in stone, but instead should be viewed as a launching point for a necessary conversation about the future of junior hockey in this city.

The Petes strongly believe that they, and the City of Peterborough, can grow their relationship to a level that is envied by municipalities and teams across the province.

Appendix B

Partners in Education 2015/16 School Visits

Date	School Name	# Students	Players
September 30, 2015	Monsignor O'Donoghue Catholic School	430	Garlent and Maguire
October 20, 2015	St. Alphonsus Catholic School	200	Cornel and Lorentz
October 21, 2015	Westmount Public School	350	DeNoble and Jenkins
October 27, 2015	Hastings Public School	120	Mancina and Spencer
November 4, 2015	St. John's Catholic School	200	Maguire and DeNoble
November 17, 2015	Chemong Public School	460	Garlent and Jenkins
November 24, 2015	St. Joseph Catholic School	210	Cornel and Lorentz
December 1, 2015	St. Teresa's Catholic School	310	Garlent and DeNoble
December 2, 2015	Grafton Public School	270	Maguire and Lorentz
January 12, 2016	Otonabee Valley Public School	300	DeNoble and Maguire
January 18, 2016	Grandview Public School	250	Spencer and Cornel
January 19, 2016	St. Catherine's Catholic School	750	Garlent and DeNoble
January 26, 2016	Roseneath Public School	75	Maguire
January 27, 2016	Madoc Township Public School	400	Garlent and Jenkins
February 2, 2016	Roger Neilson Public School	300	Mikandrov
February 9, 2016	Warsaw Public School	120	Maguire and Coyle
February 16, 2016	James Strath Public School	650	Lorentz
February 17, 2016	King George Public School	250	Maguire and Coyle
February 22, 2016	Dr. George Hall Public School	120	Lorentz
February 23, 2016	Havelock Public School	30	Cornel and Maguire
February 24, 2016	North Cavan Public School	160	Cornel and Lorentz
March 2, 2016	St. Martin's Catholic School	375	Prophet and Mikandrov

Appendix C

2015-16 MENTORSHIP PROGRAM

Minor Hockey Team	Date; Time; Arena	Petes Players
Novice AAA	Monday September 14; 5 to 6; Memorial Centre	Maguire and Gallant
Minor Atom AAA	Wednesday September 16; 7 to 8; Evinrude	Wells and DeNoble
Novice AA	Monday September 28; 6 to 7; Northcrest	Timms and Fraser
Major Bantam AAA	Wednesday October 14; 8:30 to 9:30; Evinrude	Garlent and DeNoble
Major Pee wee AAA	Wednesday October 21; 5 to 6; Evinrude	Cornel and Lorentz
Minor Atom AAA	Monday October 26; 5 to 6; Memorial Centre	Garlent and Fraser
Minor Bantam AAA	Monday October 26; 8 to 9:30; Northcrest	Maguire and Ang
Major Atom AE	Wednesday October 28; 5:30 to 6:30; Kinsmen	Timms and Fraser
Minor Pee wee AAA	Monday November 2; 8 to 9:30; Northcrest	Ang and Timleck
Major Atom AA	Tuesday November 3; 7:15 to 8:15; Evinrude	Garlent and Lorentz
Minor Atom AA	Wednesday November 4; 6:30 to 7:30; Northcrest	Fraser and Coyle
Novice AA	Monday November 16; 7:00 to 8:00; Northcrest	Maguire and Schulz
Novice AE	Wednesday November 25; 4:30 to 5:30; Kinsmen	Spencer and DeNoble
Minor Atom AE	Monday December 7; 4:15 to 5:15; Kinsmen	DeNoble and Garlent
Minor Midget AE	Tuesday January 26; 9:30 to 10:30; Northcrest	Cornel
Major Atom AA	Wednesday January 27; 4:30 to 5:30; Northcrest	Schulz and Fraser
Novice AAA	Monday February 1; 5:30 to 7; Evinrude	Grima and Prophet
Petes 6 Maroon	Monday February 8; 5 to 6; Northcrest	Cornel
Petes 6 White	Monday February 8; 6 to 7; Northcrest	Cornel
Novice AA	Tuesday February 9; 4:30 to 5:30; Northcrest	DeNoble and Garlent
Novice AE	Wednesday February 10; 4:30 to 5:30; Kinsmen	Jenkins and Coyle
Major Atom AAA	Wednesday February 10; 5 to 6:30; Evinrude	Timms and Gallant
Tyke Roster Select	Friday February 26; 6:30 to 7:30; Northcrest	DeNoble
Tyke 7's	Friday February 26; 7:30 to 8:30; Northcrest	DeNoble

Appendix D

Recent OHL Team Movement & Ownership Changes

Belleville Bulls (2015) - <http://www.thehockeynews.com/blog/who-takes-the-blame-for-the-death-of-the-belleville-bulls/>

Plymouth Whalers (2015) - <https://ca.sports.yahoo.com/blogs/jrhockey-buzzing-the-net/ohl-approves-sale--move-of-plymouth-whalers-to-flint-203203758.html>

Erie Otters (2015) - <http://www.sportsnet.ca/hockey/juniors/erie-otters-to-be-sold-for-7-225m-at-auction/>

Sarnia Sting (2015) - <http://www.theobserver.ca/2015/01/22/sarnia-sting-sold-to-darian-hatcher-and-david-legwand>

Brampton Battalion (2012) - <http://www.torontosun.com/2012/11/19/brampton-battalion-move-to-north-bay-approved>

Mississauga/Niagara (2007) - <http://www.theglobeandmail.com/sports/st-michaels-majors-move-to-mississauga/article1086441/>

Citations

1. “Petes Provide \$250,000 of Support to Local Organizations in 2015/16” (June 8, 2016). <http://gopetesgo.com/article/petes-provide-250000-of-support-to-local-organizations-in-2015-16-season>
2. “Petes Drafted to the NHL” (2016). <http://gopetesgo.com/petes-drafted-to-the-nhl>
3. “Petes Alumni” (2016). <http://gopetesgo.com/alumni>

