

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 21, 2017
FROM:	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2016 ANNUAL UPDATE ON BUDWEISER GARDENS

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2016 Annual Report on Budweiser Gardens attached as 'Appendix B' **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Board of Control, April 28, 2010 – 2009 Annual Update on John Labatt Centre;

Finance and Administration Committee, February 16, 2011 – 2010 Annual Update on John Labatt Centre;

Finance and Administration Committee, March 30, 2011 – Expenditure and Debt Information Update on John Labatt Centre;

Finance and Administrative Services Committee, June 5, 2012 – 2011 Annual Update on Budweiser Gardens;

Corporate Services Committee, February 19, 2013 - 2012 Annual Update on Budweiser Gardens;

Investment and Economic Prosperity Committee, March 31, 2014 – 2013 Annual Update on Budweiser Gardens

Corporate Services Committee, December 15, 2015 – 2014 Annual Update on Budweiser Gardens

Corporate Services Committee, February 2, 2016 - 2015 Annual Update on Budweiser Gardens

BACKGROUND

Budweiser Gardens is a multi-purpose entertainment and sports facility. The facility strives to perform a significant role in meeting the needs of the community in its overall programming.

Budweiser Gardens operates as a public private partnership and is designated as a municipal capital facility under the Municipal Act. The Budweiser Gardens completed its fourteenth year of operations in 2016.

Budweiser Gardens is managed by Spectra Venue Management (formerly known as Global Spectrum) on behalf of the partnership, London Civic Centre (LP). Spectra is responsible for the sale of naming rights, advertising, attractions, sale of suites and club seats, and the operation of the facility.

The City's share of the net proceeds from operations does vary over the life of the lease. In years one to five, the City's share was 20%; years six to ten, 45% and years eleven to fifty, 70%.

Budweiser Gardens continues to outperform pre-build expectations. Over 586,000 people attended approximately 147 events last year at the Gardens, more than 50% higher than pre-build expectations.

2015-2016 BUDWEISER GARDENS EVENT HIGHLIGHTS

Budweiser Gardens hosted a wide range of shows and events in 2015-2016, living up to the multi-purpose function that the City invested in when it built the facility including:

- Musical legends such as James Taylor, the Barenaked Ladies, Blue Rodeo and Meatloaf
- Country stars such as Jason Aldean and Carrie Underwood
- Comedic acts such as Jeff Dunham and Gerry Dee
- Broadway plays such as Joseph and the Amazing Technicolor Dreamcoat and Dirty Dancing
- Family shows have been abundant, including Alvin and the Chipmunks, Disney on Ice, Harlem Globetrotters and Monster Jam
- Cirque du Soleil: TORUK – The First Flight
- NHL Rookie Tournament

RANKINGS, ACHIEVEMENTS, AND AWARDS SUMMARY

Budweiser Gardens had another impressive year in 2015/2016. The list below highlights achievements, rankings, and awards received by Budweiser Gardens:

- Ranked 3rd in the world according to the Venues Today Social Media Power 100 rankings;
- Pollstar Magazine, the only trade publication covering the worldwide concert industry, released its Year-End Worldwide Ticket Sales for 2016 and Budweiser Gardens has ranked 86th worldwide and 8th in Canada; and,
- Budweiser Gardens was voted favorite Live Entertainment Venue as part of Our London’s 2016 Reader’s Choice Awards.

FINANCIAL HIGHLIGHTS (5–YEAR SNAPSHOT)

At the end of 2016 there was \$11,393,942 remaining on the outstanding debt. The final payment is forecast to be made in 2023.

Appendix “A” (attached) provides a performance summary for the Budweiser Gardens for the last five years, events, paid attendance, incomes, expenses, net income and the City’s net proceeds for both ticket fees and share of net operational income.

Appendix “B” (attached) is the Budweiser Gardens 2016 Annual Report.

SUBMITTED BY:	RECOMMENDED BY:
ANNA LISA BARBON DIRECTOR, FINANCIAL SERVICES	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

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APPENDIX "A"

Budweiser Gardens Performance Summary

	2016 Budget	2016 Actual	2015 Actual	2014 Actual	2013 Actual	2012 Actual
Events	134	147	124	155	147	141
Paid Attendance	587,745	586,919	669,499	669,497	675,631	654,207

		2016 Budget	2016 Actual	2015 Actual	2014 Actual	2013 Actual	2012 Actual
Budweiser Gardens	Total Event Income	\$2,382,234	\$2,552,117	\$2,736,299	\$3,310,373	\$2,670,694	\$2,790,966
	Other Income (Note 1)	\$3,538,790	\$3,482,830	\$3,745,666	\$3,590,991	\$3,155,697	\$3,010,105
	Total Income	\$5,921,024	\$6,034,947	\$6,481,965	\$6,901,364	\$5,826,391	\$5,801,071
	Indirect Expenses	5,808,549	\$5,645,886	\$6,224,114	\$6,472,864	\$5,631,434	\$5,631,434
	Net Income	\$112,475	\$389,061	\$257,851	\$428,500	\$194,957	\$198,098
City's Cash Flow	City Proceeds from Operation	\$50,000	\$243,553	\$456,527	\$772,080	\$454,903	\$313,421
	City Proceeds from Ticket Sales	\$90,000	\$133,961	\$116,168	\$200,867	\$122,444	\$152,038
	Total City Proceeds	\$140,000	\$377,514	\$572,695	\$972,947	\$577,347	\$465,459

Note 1 - Other Income includes items such as Advertising, Naming/Pouring rights, Luxury Suites etc.

Budweiser
GARDENS

1
GATE

BUDWEISER GARDENS

2016 ANNUAL REPORT



Budweiser
GARDENS

 **SPECTRA**
BY COMCAST SPECTACOR

TABLE OF CONTENTS



- 2 STATEMENT OF PURPOSE
- 3 MESSAGE FROM THE GENERAL MANAGER
- 4 2016 ORGANIZATIONAL CHART
- 5 MESSAGE FROM THE MAYOR
- 6 MESSAGE FROM MARTIN HAYWARD
- 7 SUMMARY OF EVENTS
- 9 EVENT HIGHLIGHTS
- 13 LONDON KNIGHTS
- 15 LONDON LIGHTNING
- 16 GROUP SALES
- 17 FACILITY FLOOR PLANS
- 19 PARTNERSHIPS
- 22 FINANCIAL PERFORMANCE AND MARKET SEGMENT RESULTS
- 23 MARKETING INITIATIVES
- 25 COMMUNITY INVOLVEMENT AND CHARITABLE DONATIONS
- 27 GREEN INTIATIVES
- 28 HOW YOU DOIN'
- 29 FUTURE OUTLOOK



STATEMENT OF PURPOSE

Budweiser Gardens opened in October of 2002 with a seating capacity of 9,090 for hockey and ice events and over 10,000 for concerts, family shows and other events. The venue not only strives to meet the needs of the community through diverse programming, it also stands as a landmark of city civic pride and community accessibility, promoting a sense of vibrancy and culture while also providing a wide range of public sports and entertainment.

Constructed in the heart of downtown London, the exterior design of Budweiser Gardens incorporates a replica of the facade of the old Talbot Inn, a 19th Century Inn originally located where the building now stands.

With a reputation and standard of excellence in the industry Budweiser Gardens is a top stop for fans and performers alike.



MESSAGE FROM THE GENERAL MANAGER

We entered the 2015-2016 season knowing there were high expectations of us and we believe we took those expectations and exceeded them. This was a year full of countless A-list performers, fun family shows, and intense sporting events including an amazing performance by the London Knights to bring home the 2016 MasterCard Memorial Cup. This year's success was made possible through the support of our community, our partners, and the collective commitment to making Budweiser Gardens the best venue in Southwestern Ontario.

The London Knights had a historical season, winning the 2016 MasterCard Memorial Cup for the second time in franchise history. The team had an epic playoff run, which had the City of London burning up with Knights fever. Seventeen straight games were won during their playoff season, the final being the MasterCard Memorial Cup championship game, which turned out to be the biggest and toughest win and will forever be called a classic. Mitch Marner, Christian Dvorak, and Matthew Tkachuk were instrumental to the Knights playoff journey and final victory, leading the team offensively goal after goal. The London Knights have a great fan base and it truly showed by seeing all of the support and green in the arena, on social media, and around the City. We are so proud of our home team's hard work and winning tradition. They continue to be a major component to the venue's success.

This was a big year for country lovers at Budweiser Gardens, we hosted some of the biggest country superstars such as Carrie Underwood and Jason Aldean, which was preceded by a Pre-show Tailgate party. Not only were our country fans thrilled with the 2015/2016 show season, but our family shows and pop concerts also impressed. Selena Gomez filled the arena with devoted fans during her sold out show. Hedley also made their traditional stop at Budweiser Gardens and their fans were lined up to see the show

" THIS YEAR'S SUCCESS WAS MADE POSSIBLE THROUGH THE SUPPORT OF OUR COMMUNITY, OUR PARTNERS, AND THE COLLECTIVE COMMITMENT TO MAKING BUDWEISER GARDENS THE BEST VENUE IN SOUTHWESTERN ONTARIO."

as usual. Families were excited to experience Disney on Ice – Dare to Dream with eight shows in four days, Monster Jam also returned with a crash, entertaining fans of all ages during their three shows. We also held a number of unique shows to cater to every form of entertainment such as Blue Rodeo, 2015 NHL Rookie Tournament, and So You Think You Can Dance. We pride ourselves on being a multipurpose venue, able to give fans the shows they want, whether they be sporting events, concerts, ice shows, dirt or Cirque Du Soleil's ceiling hanging acrobatics shows!

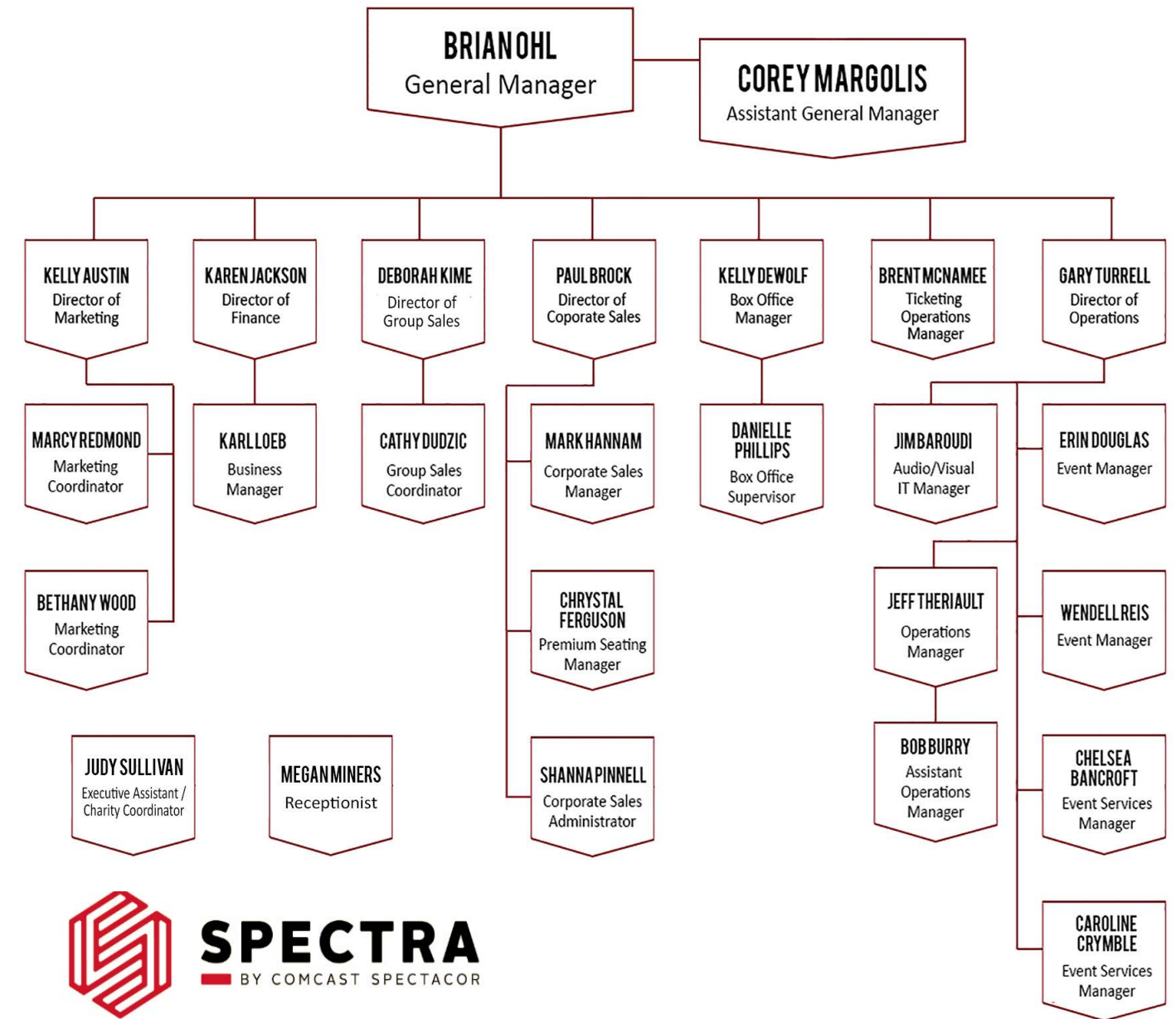
The Southwestern Ontario community supports us every time we open our doors and this year we are proud to be able to give back to our community by donating over \$110,000 to numerous non-profit organizations and charities throughout the region. The support we receive from our community is an essential part of our success and we are always happy to give back to those in need.

The Spectra Venue Management staff continue to work hard to better Budweiser Gardens and enhance the fan experience. The countless hours of working, planning, and executing highly anticipated events never goes unrecognized by the community, our partners and Spectra Venue Management. Thank you all for an amazing 2015/16 season!



BRIAN OHL
GENERAL MANAGER - BUDWEISER GARDENS

2016 ORGANIZATIONAL CHART



MESSAGE FROM THE MAYOR



OFFICE
OF MAYOR
MATT BROWN



August 30, 2016

Dear Friends,

I am so pleased to congratulate Spectra Venue Management and all those at Budweiser Gardens on yet another outstanding year.

Your hard work and dedication has directly contributed to London becoming a premier destination for concerts and sporting events.

This past season, our city welcomed world class acts Blue Rodeo, Jason Aldean, Cirque Du Soleil, Carrie Underwood and Meat Loaf.

On top of providing entertainment for music fans from across our region, Budweiser Gardens continues to host both our London Knights and London Lightning. This once again proves London is a sports city through and through.

Your team continues to couple musical acts, sporting events and community outreach to enhance our quality of life and create economic growth. Budweiser Gardens is truly a London gem.

I commend you for your continued excellence, attention to detail and top notch customer service.

Best wishes for continued success.

Sincerely,

Mayor Matt Brown

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MESSAGE FROM MARTIN HAYWARD



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Message from Martin Hayward

To Our Friends at Spectra Facility Management:

It was a busy year at Budweiser Gardens with something to appeal to everyone in the community. Shows ranged from London's regular favorites like Disney on Ice, the Globetrotters and Monster Jam to Selena Gomez, Carrie Underwood and the sold-out concert for Jason Aldean. Other crowd pleasers included Cirque Du Soleil – Toruk and Broadway in London. In addition to the busy events calendar, Budweiser Gardens is home to the London Knights who celebrated their second Mastercard Memorial Cup win.

The professionalism and dedication shown by Brian Ohl and his entire staff continue to bring these events to London, as they maintain Budweiser Gardens as one of the top venues in the world in its class. Budweiser Gardens works hand-in-hand in fulfilling the mandates of the City of London Strategic Plan, by adding to the cultural fabric of the City, as well as ensuring the vibrancy of Downtown London. My congratulations for another successful year.

Sincerely,

Martin Hayward
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

SUMMARY OF EVENTS



JULY

Potted Potter: **July 14-19**

AUGUST

Menopause the Musical: **August 3-9**

SEPTEMBER

NHL Rookie Tournament: **September 11-13**

OCTOBER

Dean Brody and Paul Brandt: **October 15**

Alvin and the Chipmunks: **October 31**

NOVEMBER

Dirty Dancing: **November 3-8**

Barenaked Ladies: **November 12**

Steve Hackett: **November 28**

DECEMBER

Jeff Dunham: **December 28**

JANUARY

Joseph and the Amazing Technicolor Dreamcoat: **January 7**

So You Think You Can Dance: **January 21**

FEBRUARY

The Band of Her Majesty's Royal Marines: **February 2**

The Next Step Dancers: **February 3**

Brantley Gilbert: **February 13**

42nd Street: **February 14**

Star Trek Live: The Ultimate Voyage: **February 20**

Blue Rodeo: **February 21**

Monster Jam: **February 27-28**

MARCH

Disney on Ice - Dare to Dream: **March 10-13**

Marianas Trench: **March 16**

Johnny Reid: **March 20**

Brit Floyd: **March 21**

Metric and Death Cab For Cutie: **March 24**

APRIL

Harlem Globetrotters: **April 14**

Gerry Dee: **April 17**

Hedley: **April 20**

MAY

Stars on Ice: **May 8**

James Taylor: **May 10**

Jason Aldean: **May 14**

Frankie Valli: **May 19**

Selena Gomez: **May 23**

Cirque du Soleil: TORUK - The First Flight: **May 25-29**

Carrie Underwood: **May 30**

JUNE

Meatloaf: **June 1**



EVENT HIGHLIGHTS



JAMES TAYLOR
MAY 10, 2016

The Fire and Rain singer-songwriter, James Taylor, graced our stage to bring an evening of timeless hits. His tour showcased many classics that built Taylor up to be the platinum selling artist he is today, as well as his new hits from his new album Before This World. Taylor impressed the arena with his timeless voice and unique guitar playing as he sat on a stool and performed a great set accompanied by his All-Star band. His performance was described as brilliant, gracious and witty. Everyone who came out left with a smile on their face and a song stuck in their head.



CARRIE UNDERWOOD
MAY 30, 2016

When the announcement was made that the queen of country was coming to Budweiser Gardens on her 'Storyteller' Tour, the city was buzzing with excitement and anticipation for tickets. Carrie's sold out performance to a crowd of cheering and starry-eyed country fans definitely delivered on the high expectations.

The show was described as magical, energized, and fashionably impressive (with multiple wardrobe changes) and her high tech stage in the centre of the building was magnificent. The crowd was mesmerised as Carrie appeared suspended midair while AC/DC's Back in Black echoed throughout the venue. Fans immediately started cheering and singing along as she landed on the stage and began her powerful performance. Her set ranged from classics such as Two Black Cadillac's and Blown Away to new hits like Smoke Break and Heartbeat – she even paid tribute to her idol Dolly Parton and got the crowd to sing along to her rendition of I Will Always Love You. Carrie truly amazed the crowd and is one of the greatest country story tellers.



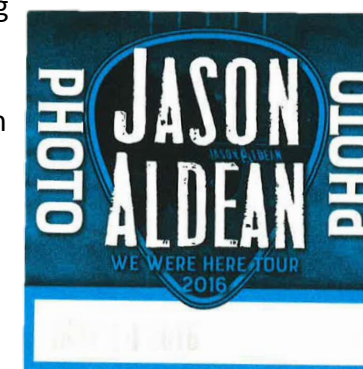
JASON ALDEAN
MAY 14, 2016

On May 14th the party started before the headliner even showed up! All of London was invited to the free preshow Tailgate Party which featured live music, merchandise, food trucks and local radio stations broadcasting the event, making for a great kick off to an amazing night of country music.

Jason Aldean's sold out show electrified the arena with excitement and energy. Accompanied by Thomas Rhett and A Thousand Horses, Jason rocked the crowd during his 'We Were Here' Tour. To start off the show, A Thousand Horses played some great songs including their highly anticipated hit single Smoke. Thomas Rhett then hit the stage and continued to build the excitement by amazing the crowd with fan favourites like T-shirt, Die A Happy Man and performing a cover



of Cake By The Ocean on the drums! When Aldean finally took the stage, the entire arena was on their feet cheering, clapping and ready to sing along. He played hit after hit and just when the crowd thought it was over, he came back out and closed the show with Crazy Town. A very fitting finale for a town that was crazy for Aldean.



EVENT HIGHLIGHTS



DIRTY DANCING

NOVEMBER 3-8, 2015

Broadway in London had a spectacular series for the 2015/16 year. Dirty Dancing, an onscreen and onstage classic wowed theatre guests with talented dancers, an authentic set, and an overall amazing performance. The performance featured timeless hits such as Time of My Life, Hungry Eyes, Hey Baby and Do You Love Me.

Guest's hearts were racing with romance and their feet tapping with rhythm. All that attended ranted and raved about how the RBC Theatre at Budweiser Gardens felt like the 60's for a night. A timeless evening was had by all.

BROADWAY IN LONDON SERIES

BROADWAY IN LONDON



FRANKIE VALLI

MAY 19, 2016

Following the success of Jersey Boys during Broadway in London's previous season, Budweiser Gardens was proud to bring Frankie Valli to the stage in 2016. Although he was not accompanied by the Four Seasons, he did not disappoint. His powerful falsetto voice filled the RBC Theatre and guests could not have been more impressed. Frankie Valli performed many hits such as Can't Keep My Eyes Off of You, Sherry, Big Girls Don't Cry and many more. We were very proud to give the stage to a vocal legend and the ultimate Jersey Boy.



TORUK - THE FIRST FLIGHT, CIRQUE DU SOLEIL

MAY 25-29, 2016

Cirque du Soleil showed us a stunning new performance, inspired by Avatar. TORUK – The First Flight, spread its wings at Budweiser Gardens for eight wonderful shows. Performing to over 23,000 people, TORUK exceeded expectations and amazed all who attended the show.

The set was brilliant, transforming Budweiser Gardens into Pandora, a distant moon. This was truly an out of mind experience for guests. The visual effects were stunning and everywhere you looked, daring acrobats swung through the air and there was never a dull moment. Cirque du Soleil continues to impress Budweiser Garden's patrons and is a highly anticipated show for all.

THE LONDON KNIGHTS

The 2015-2016 season was a year of success on and off of the ice for the London Knights. This year featured a 105-point regular season finish, a Western Conference Championship, an Ontario Hockey League (OHL) Title, and culminated in the franchise's second MasterCard Memorial Cup victory.

SEASON HIGHLIGHTS

Halfway through the season, several Knights were named to their respective World Junior Championship national teams. Christian Dvorak and Matthew Tkachuk were named to Team USA, Olli Juolevi was selected to represent Finland in the tournament, while Mitchell Marner suited up for Team Canada. Juolevi, Dvorak, and Tkachuk would all return home with tournament hardware as Team Finland won the gold medal, while Team USA secured a bronze medal.

The Knights once again featured three 100 point scorers in Dvorak, Marner, and Tkachuk, who formed one of the most dominant lines in the Canadian Hockey League (CHL), arguably in CHL history. Dvorak led the way, scoring 121 points (52 goals, 69 assists), followed by Marner who netted 116 points (39 goals, 77 assists), and Tkachuk who registered 107 points (30 goals, 77 assists) on the year.

The team entered the playoffs on a hot streak, winning nine of their last 10 games, finishing with a 51-14-2-1 record, and held the number three seed in the Western Conference. As the number three seed, the Knights took on the Owen Sound Attack in the first round of the playoffs where the team was tested in the series, but came out on top, winning the round by a score of four games to two. The final clinching game in this series would start a winning streak never before seen in the CHL.

The Knights would go on to win 13 straight OHL playoff games including series sweeps over the



Kitchener Rangers, Erie Otters, and Niagara IceDogs to claim the J. Ross Robertson Cup, the fourth OHL Championship in the team's history. This granted the team a berth into the MasterCard Memorial Cup Tournament in Red Deer, Alberta; the team's fourth tournament appearance in the last five seasons.

In Red Deer, the team would continue their streak, winning all three round-robin matchups against the Red Deer Rebels, Brandon Wheat Kings, and Rouyn-Noranda Huskies, granting the Knights an automatic berth into the MasterCard Memorial Cup finals. London would face off against Rouyn-Noranda, who had been ranked as the top team in the entire CHL at points throughout the season and heading into the tournament. The Knights would end up victorious, as Tkachuk scored the game winning goal in overtime to secure the franchise's second MasterCard Memorial Cup, all while setting a CHL record, 17 game playoff winning streak.

The MasterCard Memorial Cup success led into this year's National Hockey League draft, where seven

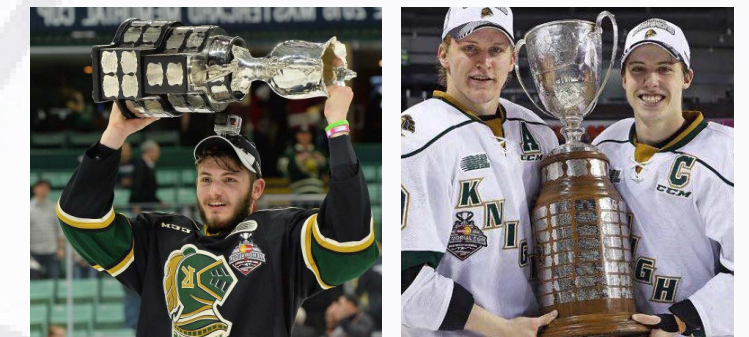
Knights were drafted. Juolevi was the first London player picked, going fifth overall to the Vancouver Canucks. Tkachuk followed immediately after, heading to the Calgary Flames with the sixth overall selection. The team tied its franchise record for most draft picks in the first round with three, when Max Jones was selected 24th overall to the Anaheim Ducks. Four more London Knights players were picked in this year's draft; Tyler Parsons – Calgary Flames, 2nd round, 54th overall; Cliff Pu – Buffalo Sabres, 3rd round, 69th overall; Victor Mete – Montreal Canadiens, 4th round, 100th overall; Nicolas Mattinen, 6th round, 179th overall.

Two more pieces of the Knights' MasterCard Memorial Cup Championship squad were also signed to professional contracts. Defenseman, Jacob Graves, signed an entry level contract with the Columbus Blue Jackets after taking part in the team's rookie orientation camp as a free agent invite. Second leading goal scorer on this year's Knights team, Aaron Berisha, joined the Bridgeport Sound Tigers, the American Hockey League affiliate of the New York Islanders, also signing as a free agent.

Throughout this championship season, the Knights continued to be a staple in the community, supporting various causes, including bi-weekly hospital visits, school speeches, and other charitable events. 9,678 teddy bears were donated as a part of the annual Teddy Bear Toss game, and the team was able to raise tens-of-thousands of dollars for charities and non-

profit organizations throughout the London area.

The team makes the staff and operators at Spectra Venue Management extremely proud with its outstanding performance and depth in the league. The excitement during the 2015-2016 season was incredible as it was one of the biggest years in team history. The 2016-2017 season brings much anticipation as the team will look to accomplish the rare feat of winning back-to-back MasterCard Memorial Cup Championships.



THE LONDON LIGHTNING



The London Lightning had another impressive year with the National Basketball League of Canada. The Lightning finished first in the Central Division Conference and made it all the way to the NBL finals where they fell short to the Halifax Hurricanes in game seven. For the fifth straight year, the Lightning led all teams in league attendance and has broken the league attendance record six times.

The Lightning started the 2016 playoffs by sweeping the Orangeville A's in the first round. The team then headed to Windsor for the conference finals where they defeated the rival Windsor Express in six games. The team then travelled to play the undefeated Halifax Hurricanes where they won game one and lost game two. The Lightning returned to Budweiser Gardens for games three, four and five, with the Lightning winning game five, forcing the teams to return to the east coast for the NBL Championship. Game six proved to be a nail biter down to the last second. Luckily Lightning rookie Stephen Maxwell scored a buzzer beater, evening the series to 3-3 and forcing game seven. Unfortunately, the Lightning were defeated by just 8 points in the final

game, making the Halifax Hurricanes the new NBL Champions.

Individual accolades went to London Lightning three Lightning players this season. London native Warren Ward was named to the NBL All-Canada team. Stephen Maxwell was named to 1st Team All-NBLC, All-Playoff team and All-Rookie team. Akeem Scott was named to 3rd Team All-NBLC and the All-Defence Team. Akeem Wright was also named to 3rd Team All-NBLC. Spectra Venue Management is proud of the London Lightning accomplishments and would like to congratulate the Lightning on another great season.



GROUP SALES

Budweiser Gardens Group Sales Department completed another successful year that saw the successful implementation of some new ticketing initiatives that helped fulfill their goal to achieve new levels of operational excellence, enhance the customer experience and drive profitable growth. During the 2015-2016 season, they exceeded their budget for family shows such as Disney on Ice, Monster Jam and Stars On Ice to name a few and had their best year ever for Cirque du Soleil with over \$230k in sales, supporting their goal to drive profitable growth.

Packaging continued to be a focus in an effort to drive profitable growth. Group Sales again successfully worked with Spectra Food Services to create dinner packages for a variety of concerts and shows, as well as offering food vouchers as an up sell program to generate additional profit. The popularity of several concerts gave them the opportunity to continue to create secondary packages partnering with nearby

restaurant, Michael's On The Thames. All packages are made available online which generates significant revenue through convenience charges.

Similarly to previous years, Group Sales worked closely with many non-profits, elementary and secondary school groups to provide fundraising opportunities through the use of fan experiences (national anthem, play on the ice/court, high five tunnel etc.) for family shows and sporting events. Through these opportunities, groups are able to choose where funds go which could include a specific charity of choice or a special cause. Group Sales implemented the 6th annual Kids Night Out event to Disney on Ice in March that generated over 75 tickets that were sponsored by local companies and donated to local children's charities.

Looking forward to another successful season in 2016-2017!

FACILITY FLOOR PLANS



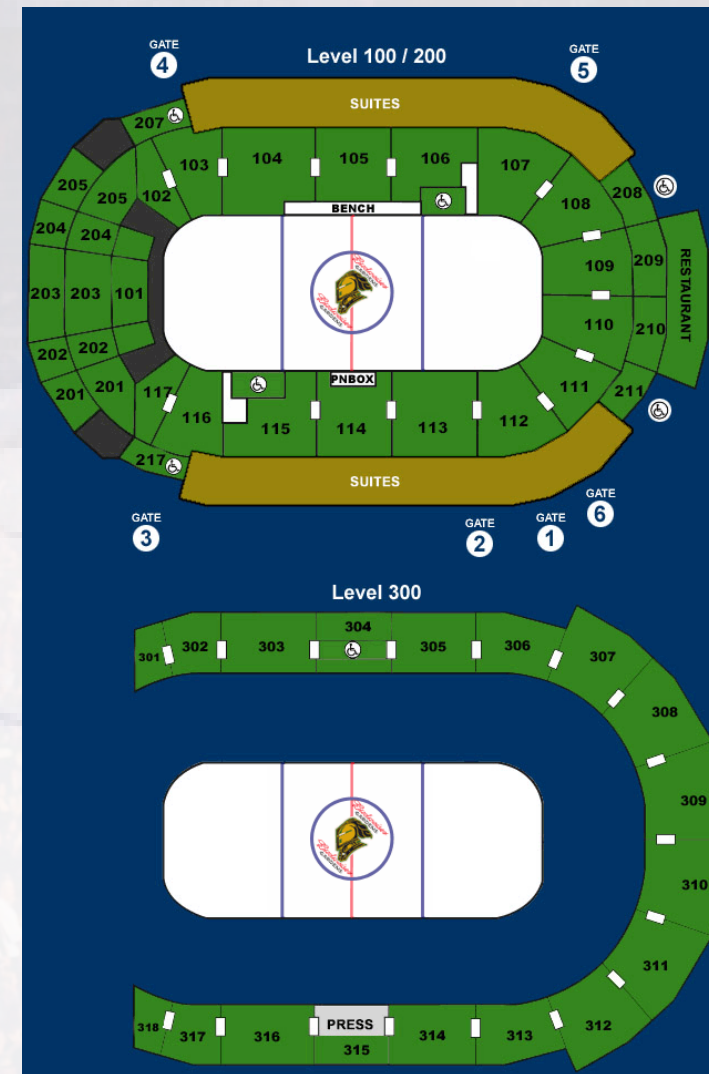
CAPACITY

FLOOR: 1566 (2000 for GA)
LEVEL 100: 3465
LEVEL 200: 277
LEVEL 300: 2692
TOTAL: 8000



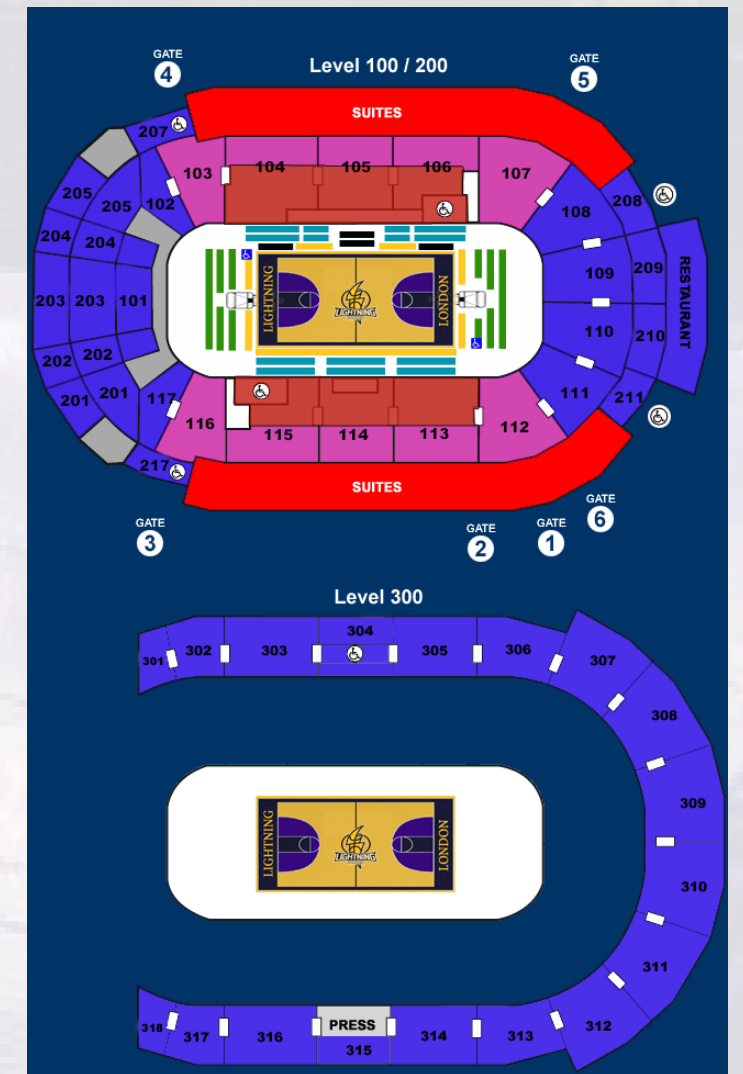
CAPACITY

FLOOR: 252 (400 FOR G/A)
LEVEL 100: 1625
LEVEL 200: 277
LEVEL 300: 1755
TOTAL: 3909



CAPACITY

FLOOR: N/A
LEVEL 100: 4510
LEVEL 200: 770
LEVEL 300: 3176
TOTAL: 8456



CAPACITY

FLOOR: 594
LEVEL 100: 4510
LEVEL 200: 720
LEVEL 300: 3086
TOTAL: 8910

PARTNERSHIPS

SPECTRA VENUE MANAGEMENT PARTNERSHIPS

To ensure the success of Budweiser Gardens, Spectra Venue Management utilizes several partnerships which support and assist staff to maximize the care, control and safe and efficient operation of the facility. These partnerships are made up of both long-term and short-term commitments which are governed by collective agreements or service agreements.



SPECTRA FOOD SERVICES AND HOSPITALITY

Spectra Food Services & Hospitality, the mantra is its Everything Fresh™ philosophy. This division of Spectra delivers the industry's most innovative and profitable food services and hospitality management solutions. Spectra Food Services & Hospitality continues to provide world class service to the thousands of patrons who visit Budweiser Gardens. With a focus on many areas of service, from the patron attending that evening's show, to the fan at the hockey game, to the performers who play at Budweiser Gardens. Spectra Food Services & Hospitality creates a memorable experience for each customer through attention to detail and unsurpassed quality.

They also provide opportunities for groups and organizations such as school groups, dance clubs, minor sports teams and private clubs in the community to grow and expand their fundraising efforts. Monies raised from concession sales go directly to these organizations to assist them in their goals.

One of the goals within the Spectra Food Services & Hospitality family is to "think green". Spectra has committed to bringing in eco-friendly products, reducing waste and going local with as many purchases as possible. By partnering with industry-leading companies, Spectra Food Services & Hospitality has helped transform Budweiser Gardens into a true "House of Green".

With concentrated efforts on guest satisfaction, Spectra Food Services & Hospitality stays ahead of the industry standard in terms of food quality, presentation and customer service, ensuring that all guests enjoy each and every visit to Budweiser Gardens.

The continued advancement of Spectra Food Services & Hospitality as a company has allowed many of its employees at Budweiser Gardens the opportunity to expand their knowledge by traveling and assisting other venues throughout North America.



TALBOT BAR AND GRILLE

From dining in The Talbot Bar & Grille to booking a private function in The Cambria Lounge or King Club, Spectra Food Services offers you the opportunity to dine where the action is. In 2016, a new chef, Ryan Lerch, was added to the team, making big and delicious improvements to the Talbot Bar and Grille. Spectra Food Services is committed to giving guests an exceptional experience each time they walk through the doors and continue to exceed expectations.



JOHNSTON CONTROLS

Johnson Controls Incorporated provides an extensive Service Plan Agreement which is part of a 25-year term. The agreement is founded on an extensive and comprehensive service plan which provides a full-time operator to Budweiser Gardens. Johnson Controls Incorporated is charged with many tasks crucial to the day-to-day building operations, including a comprehensive operation and maintenance program for all Heating Ventilation and Air Conditioning (HVAC) equipment.



I.A.T.S.E. LOCAL 105

I.A.T.S.E. Local 105 provides skilled labour necessary to undertake those functions associated with the arrival, performance and departure of concerts, speaking engagements and/or theatrical performances. Such skilled labour includes the movement and set up of lighting and sound equipment, set up of props, sets, wardrobe, and rigging of all show-related material/equipment. Labour force requirements are governed by the size and/or specifications associated with the event.

The cost of this service is dependent on the staffing requirements for each event and the number of hours employed. Spectra Venue Management is extremely pleased with the relationship, effort and quality of work provided by I.A.T.S.E.

PARTNERSHIPS



BEE CLEAN

Janitorial Services throughout Budweiser Gardens are provided by Bee Clean Janitorial Services. Bee Clean provides four major components which comprise the cleaning requirements for the facility.

Non-Event Cleaning is comprised of two full-time weekday cleaners who address the day-to-day and preparatory cleaning requirements of the venue. Event Cleaning involves an event cleaning crew which, number dependent on the size, type and demographic of the event, addresses all ongoing cleaning requirements during an event to ensure a clean and safe event environment. Post-Event Cleaning involves a crew which, number dependent on the size, type and demographic of the event, cleans the venue in its entirety upon the completion of an event. The final component is Periodic Cleaning which, number dependent on tasks at hand, will clean specific item(s) in need of attention due to ongoing use and/or as a result of an event (i.e. cup holders in premium seating; bowl seats after a dirt event).



ISM SECURITY

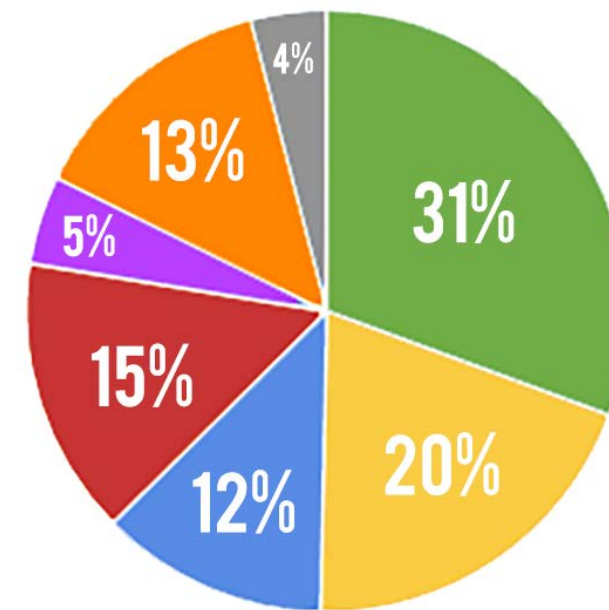
Innovative Security Management (1998) Inc. provides licensed uniformed contracted security for the venue and its events. Security needs will vary depending on the nature of the event and may include a presence in the following positions; barricade, wings, dressing rooms/back of house, parking lot, moat, mix, roamer, gates for pat down, smoking areas, and/or other static positions in the venue.

FINANCIAL PERFORMANCE

	ACTUAL	BUDGET	VARIANCE
NUMBER OF EVENTS	147	134	13
PAID ATTENDANCE	586,919	587,745	-826
DIRECT EVENT INCOME	781,296	753,218	280,178
ANCILLIARY INCOME	1,770,821	1,629,016	141,805
TOTAL EVENT INCOME	2,552,117	2,382,234	169,883
OTHER INCOME	3,482,830	3,538,790	-55,960
TOTAL INCOME	6,034,947	5,921,024	113,923
INDIRECT EXPENSES	5,645,886	5,808,549	162,663
NET INCOME	389,061	112,475	276,586

MARKET SEGMENT RESULTS

Budweiser Gardens hosted a total of 147 events in the 2015-2016 fiscal year.



LONDON KNIGHTS

The London Knights played 45 games (2 preseason, 34 regular season, and 9 playoff games) accounting for 31% of the results.

LONDON LIGHTNING

The London Lightning appeared in 29 games, making up 20%.

CONCERTS

There were 18 concerts held at the venue for 12%.

FAMILY SHOWS

Family shows held 22* events during the fiscal year for 15%.

MISCELLANEOUS SPORTING EVENTS

Miscellaneous Sporting Events accounted for 5%.

PERFORMING ARTS

The Performing Arts accounted for 13% of the total events which included the Broadway in London series and Cirque du Soleil's Toruk.

OTHER EVENTS

Other events accounted for 4% of the total events at Budweiser Gardens including community events such as Variety Is, The United Way Harvest Lunch, and Yoga Shack Gives Back.

*Family shows typically occupy the facility for multiple dates with anywhere from one to eight shows during that time. If there were three performances of the same show in one day, then this figure is counted as three events.



MARKETING INITIATIVES

BG REVIEWER

2015-16 saw the return of our #BGReviewer promotion that had run in previous years with great success! Through the #BGReviewer program, Budweiser Gardens offers fans a chance to not only attend an event but to be the official "BG Reviewer". The lucky winner is awarded 2 tickets to the upcoming event and is responsible for writing a blog reviewing the show which is then shared on both the Budweiser Gardens social media channels as well as featured on the venue's website. This promotion gives fan bloggers the chance to experience what it is like to be a concert reviewer. For the 2015-16 season, we partnered with Downtown London and Tourism London to help enhance the experience by providing the reviewer with Downtown Dollars that can be used for dinner prior to the show or a nightcap following it.



WIN IT ALL

Once again, Budweiser Gardens partnered with FM96 to present the fourth edition of 'Win It All' in which one luck winner receives two tickets to EVERY event at Budweiser Gardens for a year! Joining in on the fun this year was AM980 who supported the event with a heavy online presence and it resulted in thousands of entries. Through a random draw, Brad Minnice was selected as the winner for 2015-16 and has enjoyed the opportunity to see every event held in 2015/16 at Budweiser Gardens. We look forward to partnering with our friends at Corus radio for the 5th edition of Win It All next year!



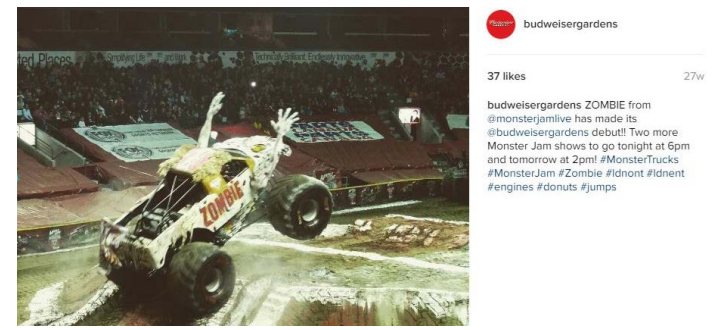
SOCIAL MEDIA

2015-16 was another banner year for Budweiser Gardens on the social media front as Budweiser Gardens was ranked 3rd in the world according to the Venues Today Social Media Power 100 rankings! Once again, a priority was placed on growing the number of followers on each of our social media platforms which we achieved through a number of initiatives including; in-venue signage, online contesting and posts specifically designed to engage our followers.

The year also saw the very successful launch of Snapchat as a new social media platform for the Budweiser Gardens team. The Snapchat account was unveiled through an all-encompassing promotional blitz that included an email to our Cyber Club database of over 160,000 email addresses announcing our new account, a media tour that was highlighted by local personalities posting photos with our BG Snapchat sign and culminated in a contest for 2 tickets to the Selena Gomez concert. These efforts resulted in 31 tickets sold for the show with \$2765.50 in sales, an average of 750 story views, and over 1,200 followers, 600 within the first week. We strongly believe that Snapchat will help us to connect with a younger demographic in a fun and unique way that will ultimately result in them having a greater affinity for our venue.

2015-16 also saw the social media team at Budweiser Gardens utilize Facebook live as a means of giving our followers a behind the scenes look at the very popular Cirque Du Soleil: TORUK - The First Flight show. Over two posts, fans were able to take a guided behind the scenes tour of the set and costume areas and learn all about the show and how it was created.

By utilizing Facebook live we are able to connect with our followers and fans in a fun and unique way and bring them even closer to the events at Budweiser Gardens than ever before!

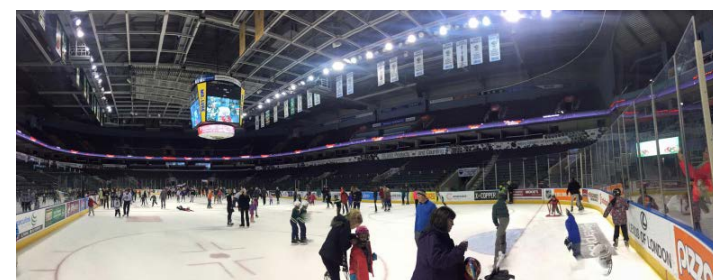


COMMUNITY EFFORTS AND CHARITABLE DONATIONS

IN THE COMMUNITY

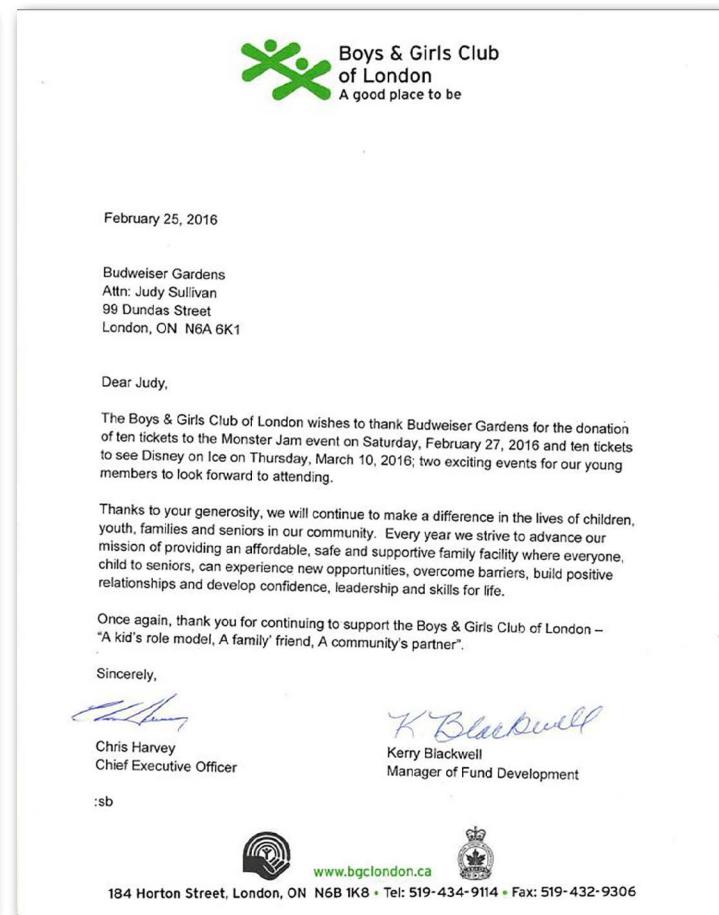
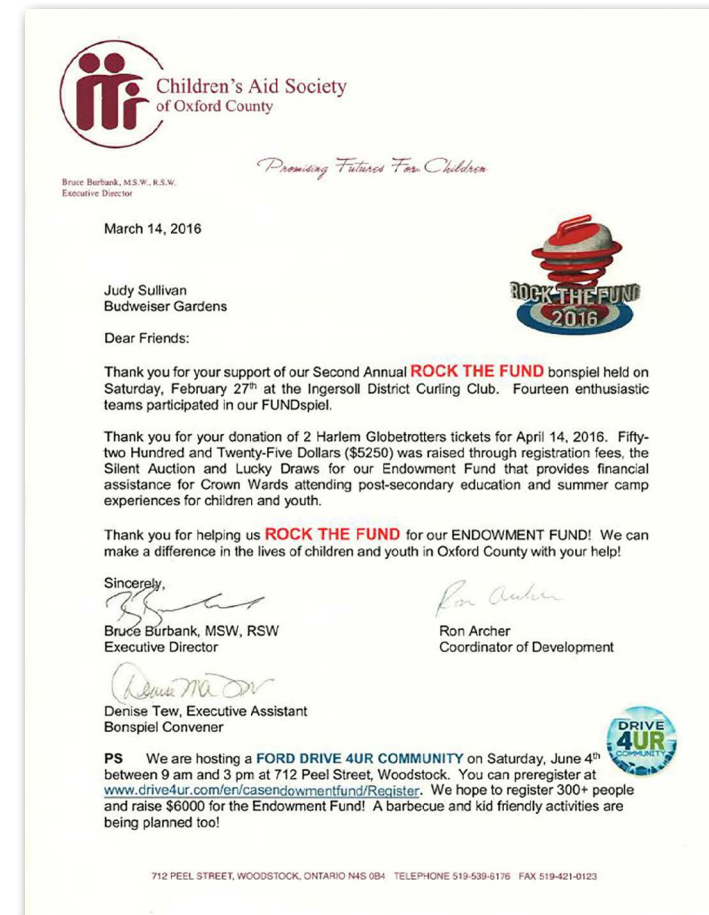
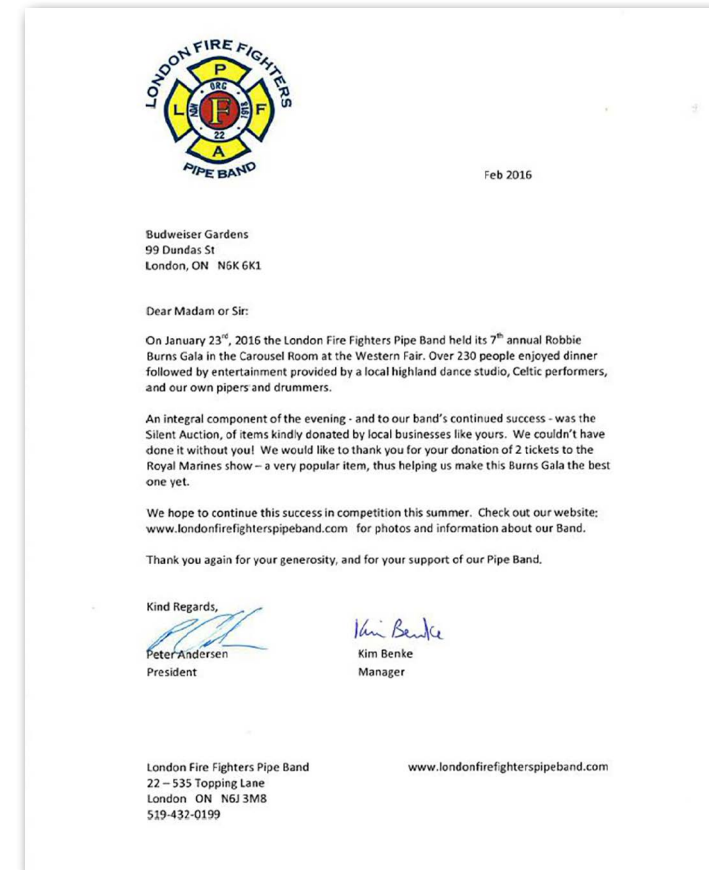
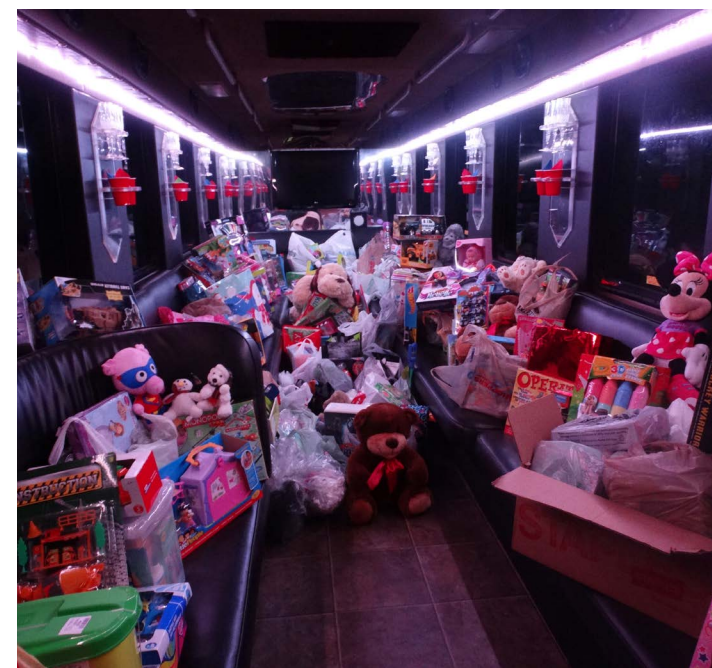
The Spectra staff at Budweiser Gardens were happy to give back to the community by donating time and fundraising efforts. The work produced over \$112,000 worth of donations, goods and services which went to many local charities and community initiatives. Included were almost 2000 tickets which gave our community members a chance to experience quality live entertainment through premium seats, floor seats and luxury suites.

Other charitable and community events supported included; community clean up days, the Heart and Stroke Big Bike as well as the fifth annual Yoga Shack Gives Back. Our team takes pride in our community and giving back to other organizations such as the United Way, Make a Wish Foundation, Children's Aid Society and many more.



OPEN HOUSE SKATE AND TOY DRIVE

On Sunday, December 20, 2015 the Premium Seating Department at Budweiser Gardens held its seventh annual Open House Skate in support of the Children's Aid Society. This year we raised \$6000 worth of toys. The Children's Aid Society was very grateful to receive such a large donation and Budweiser Gardens was thrilled to make the holiday season better for so many children. In addition to this, thousands of dollars in food donations were collected and donated to the London Food Bank as part of the Holiday 'be a fan, bring a can' campaign. This annual event organized by Spectra's Premium Seating department included the support of employees from every area of the building who donate their time. A great time was had by all and important local charities benefited during the holiday season



GREEN INITIATIVES

During the 2015-16 fiscal year, the Operations department at Budweiser Gardens completed a major initiative on the ice plant controller and compressors that will significantly reduce energy consumption during periods of cooler outdoor weather. Budweiser Gardens is expected to see an estimated reduction of 86,456.5kWh or 16.6% per year based on ten months of ice plant operation.

The staff at Budweiser Gardens participated in multiple outdoor clean up days that focused on the areas surrounding the exterior of the venue as well as at West Lions Park, which was adopted by the Operations department in 2015 as part of the City of London's Adopt-a-Park program.



HOW YOU DOIN'?

TOP 10

HOW YOU DOIN'?

CUSTOMER SERVICE PRINCIPLES

1. CUSTOMER FIRST

Meet and surpass needs & expectations

2. GOLDEN RULE

Treat co-workers, vendors, and customers with respect.

3. LISTEN

Be attentive and gain complete understanding of concerns or requests

4. THINK "YES"

Demonstrate a can-do approach and a positive attitude

5. BE PROFESSIONAL

Be a positive representative of Global Spectrum

6. POSITIVE ATTITUDE

Be optimistic; encounter situations with solutions

7. 24-HOUR RULE

Create urgency in responding to all inquiries

8. EVERYBODY SELLS

Create new and unique ideas to drive business

9. ENTHUSIASM

Attack new challenges with passion and embrace existing responsibility

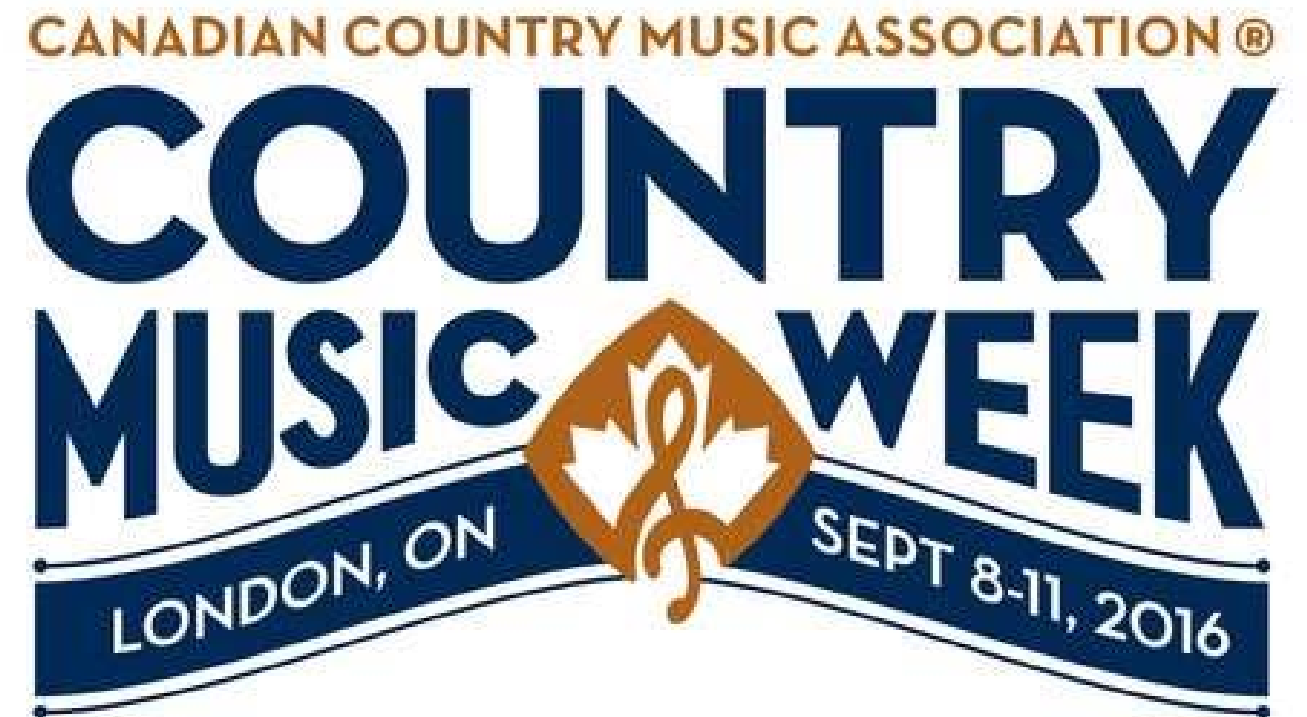
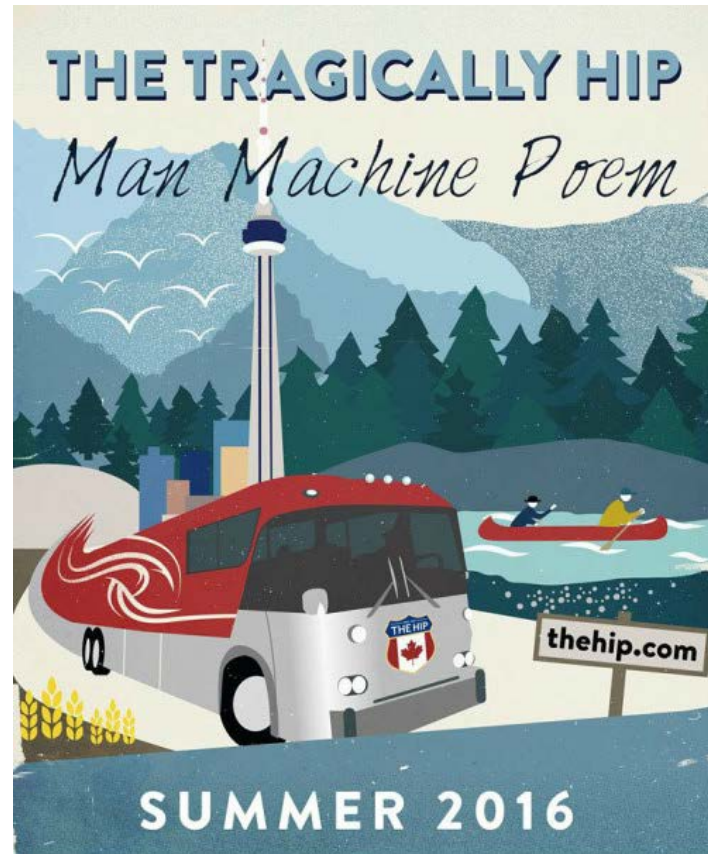
10. DO IT NOW

Create a plan of action & follow through

The "How YOU Doin'?" program is one of the key standards that staff of Spectra Venue Management prides itself in following at Budweiser Gardens. The philosophy is more than a greeting: it is a benchmark for measuring the satisfaction of our guests during each event. Every member of our staff, from concession staff to security, make sure that our guests are greeted at every turn with a welcoming smile and the question, "How YOU Doin'?"



BROADWAY IN LONDON



FUTURE OUTLOOK

Spectra Venue Management and Budweiser Gardens have established an exceptional reputation of hosting world-class artists and performances. Next season is going to be a big year for Budweiser Gardens as we work in partnership with Live Nation, the London Music Hall and the Western Fair District to deliver the first ever Trackside Music Festival to the region. This coming Canada Day weekend, Trackside will make its debut with Florida Georgia Line, Chris Young and Randy Houser headlining what is sure to be a great two days of country music.

This coming season is an amazing year for country fans, the highly sought after Canada Country Music Week will be taking place in London, Ontario with Budweiser Garden's hosting the exclusive Canada Country Music Association Awards show along with many other festivities leading up to the Awards. Country fans can expect to see the biggest and brightest names perform. This is the first time in the

Association's history that the awards show is coming to our city, and as a London tradition, we plan to go above and beyond expectations. The entire city is buzzing with excitement and desire to be part of the events, we are partnering up with as many local groups and organizations to put on the best Country Music Week Canada has seen. We have a big year ahead of us for country music and a year of firsts for Spectra Venue Management's Budweiser Gardens team.

We are looking forward to welcoming back a major Canadian Iconic band The Tragically Hip. The Hip have been playing in London for many years, from pubs and restaurants to our 10,000+ seat venue. We are also thrilled to welcome back Elton John and his piano to our stage. His shows make for an extravagant night of classic hits, an exceptional atmosphere and timeless memories. Returning performers are welcomed with open arms, our patrons show the excitement and

appreciation for these artists and we proudly offer up our stage time after time. We have a great lineup of family entertainment planned for the 2015-2016 season. 20th Century Fox presents Ice Age on Ice, for an all-new adventure, WWE is coming during their SummerSlam Heatwave Tour, Professional Bull Riders are stompin in and many more shows will bring families in to enjoy some quality time together.

More to look forward to this coming season is a soulful night with Chigaco and Earth, Wind & Fire as they team up for an incredible one night performance. Broadway in London is bringing a new season to the RBC Theatre showcasing Broadway hits such as Elf, Annie, returning favourite Riverdance and welcoming Shanghai Acrobats and Cirque Dreams Holiday for the first time ever. This season is sure to impress theatre and live entertainment lovers of all ages.

In addition to our event schedule, the Spectra Venue Management team will continue to give back and maintain its strong presence in the London community. So far, the venue is set to host the United Way Campaign Launch & 3M Harvest Lunch for their return in September, as well as bring back Bud's Backstage Experience for a third year.

Budweiser Gardens is once again a top-ranked venue for its size according to Venues Today Magazine and Pollstar. We plan to continue touring the facility to representatives of future markets that are looking to emulate our venue plan for a future downtown facility. Spectra Venue Management will also strive to maintain our social media prowess and engage fans beyond our event dates inside the venue, for a well-rounded entertainment experience in a local facility.



SPECTRA
— BY COMCAST SPECTACOR