

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MARCH 20, 2018</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>2017 ANNUAL UPDATE ON BUDWEISER GARDENS</b>

<b>RECOMMENDATIONS</b>
------------------------

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2017 Annual Report on Budweiser Gardens attached as 'Appendix B' **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
--

Finance and Administration Committee, February 16, 2011, Item #2 – 2010 Annual Update on John Labatt Centre;

Finance and Administration Committee, March 30, 2011, Item #8 – Expenditure and Debt Information Update on John Labatt Centre;

Corporate Services Committee, February 2, 2016, Item #5 - 2015 Annual Update on Budweiser Gardens

Corporate Services Committee, February 21, 2017, Item #3 - 2016 Annual Update on Budweiser Gardens

<b>BACKGROUND</b>
-------------------

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 fifteenth year of operations in 2017.

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 587,000 people attended approximately 134 events last year at the Gardens, more than 50% higher than pre-build expectations.

**2016-2017 BUDWEISER GARDENS EVENT HIGHLIGHTS**

Budweiser Gardens hosted a wide range of shows and events in 2016-2017, living up to the multi-purpose function that the City invested in when it built the facility including, but not limited to:

- Musical legends such as the Tragically Hip, Elton John, Chicago, Earth, Wind, and Fire, Buddy Guy, and Blue Rodeo.
- Country stars such as Dierks Bentley, Chris Stapleton and Dixie Chicks
- Comedic acts such as Jeff Foxworthy
- Broadway plays such as Elf and Annie
- Family shows have been abundant, including Pepa Pig Live, Disney on Ice Follow Your Heart, Ice Age on Ice,
- Cirque du Soleil: Ovo, and
- Canadian Country Music Week

**RANKINGS, ACHIEVEMENTS, AND AWARDS SUMMARY**

Budweiser Gardens had another impressive year in 2016/2017. The list below highlights achievements, rankings, and awards received by Budweiser Gardens:

- Ranked 2nd in the world according to the Venues Today Social Media Power 100 rankings (10,001 to 15,000 capacity),
- Pollstar Magazine, the only trade publication covering the worldwide concert industry, released its Year-End Worldwide Ticket Sales for 2017 and Budweiser Gardens was ranked 122<sup>nd</sup> worldwide and 9<sup>th</sup> in Canada, and
- Large Business Award at the 2016 Ability First Champions Awards event. The Ability First Champion Awards are designed to recognize and celebrate employers and individuals that motivate and support the hiring and retention of persons with disabilities. These awards are open to all employers and individuals that have successfully hired and retained a person or persons with disabilities.

**FINANCIAL HIGHLIGHTS (5-YEAR SNAPSHOT)**

At the end of 2017 there was \$9,183,658 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 2017 Annual Report.

<b>SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>IAN COLLINS, CPA, CMA DIRECTOR, FINANCIAL SERVICES</b>	<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

c. M. Hayward

**APPENDIX "A"**

**Budweiser Gardens Performance Summary**

	<b>2017 Budget</b>	<b>2017 Actual</b>	<b>2016 Actual</b>	<b>2015 Actual</b>	<b>2014 Actual</b>	<b>2013 Actual</b>
<b>Events</b>	<b>135</b>	<b>134</b>	<b>147</b>	<b>124</b>	<b>155</b>	<b>147</b>
<b>Paid Attendance</b>	<b>592,375</b>	<b>587,020</b>	<b>586,919</b>	<b>669,499</b>	<b>669,497</b>	<b>675,631</b>

	<b>2017 Budget</b>	<b>2017 Actual</b>	<b>2016 Actual</b>	<b>2015 Actual</b>	<b>2014 Actual</b>	<b>2013 Actual</b>	
<b>Budweiser Gardens</b>	<b>Total Event Income</b>	\$2,528,799	\$3,228,051	\$2,552,117	\$2,736,299	\$3,310,373	\$2,670,694
	<b>Other Income (1)</b>	\$3,517,060	\$3,470,796	\$3,482,830	\$3,745,666	\$3,590,991	\$3,155,697
	<b>Total Income</b>	\$6,045,859	\$6,698,847	\$6,034,947	\$6,481,965	\$6,901,364	\$5,826,391
	<b>Indirect Expenses</b>	6,013,378	\$6,408,130	\$5,645,886	\$6,224,114	\$6,472,864	\$5,631,434
	<b>Net Income (2)</b>	\$32,481	\$290,717	\$389,061	\$257,851	\$428,500	\$194,957
<b>City's Cash Flow</b>	<b>City Proceeds from Operation</b>	\$50,000	\$258,907	\$243,553	\$456,527	\$772,080	\$454,903
	<b>City Proceeds from Ticket Sales</b>	\$95,425	\$128,005	\$133,961	\$116,168	\$200,867	\$122,444
	<b>Total City Proceeds</b>	\$145,425	\$386,912	\$377,514	\$572,695	\$972,947	\$577,347

Notes: (1) Other Income includes items such as Advertising, Naming/Pouring rights, Luxury Suites etc.

(2) Net Income is base on Operating Cash Flow for Distribution

BUDWEISER GARDENS  
**2017**  
ANNUAL REPORT



**SPECTRA**  
BY COMCAST SPECTACOR

*Budweiser*  
**GARDENS**

## TABLE OF CONTENTS

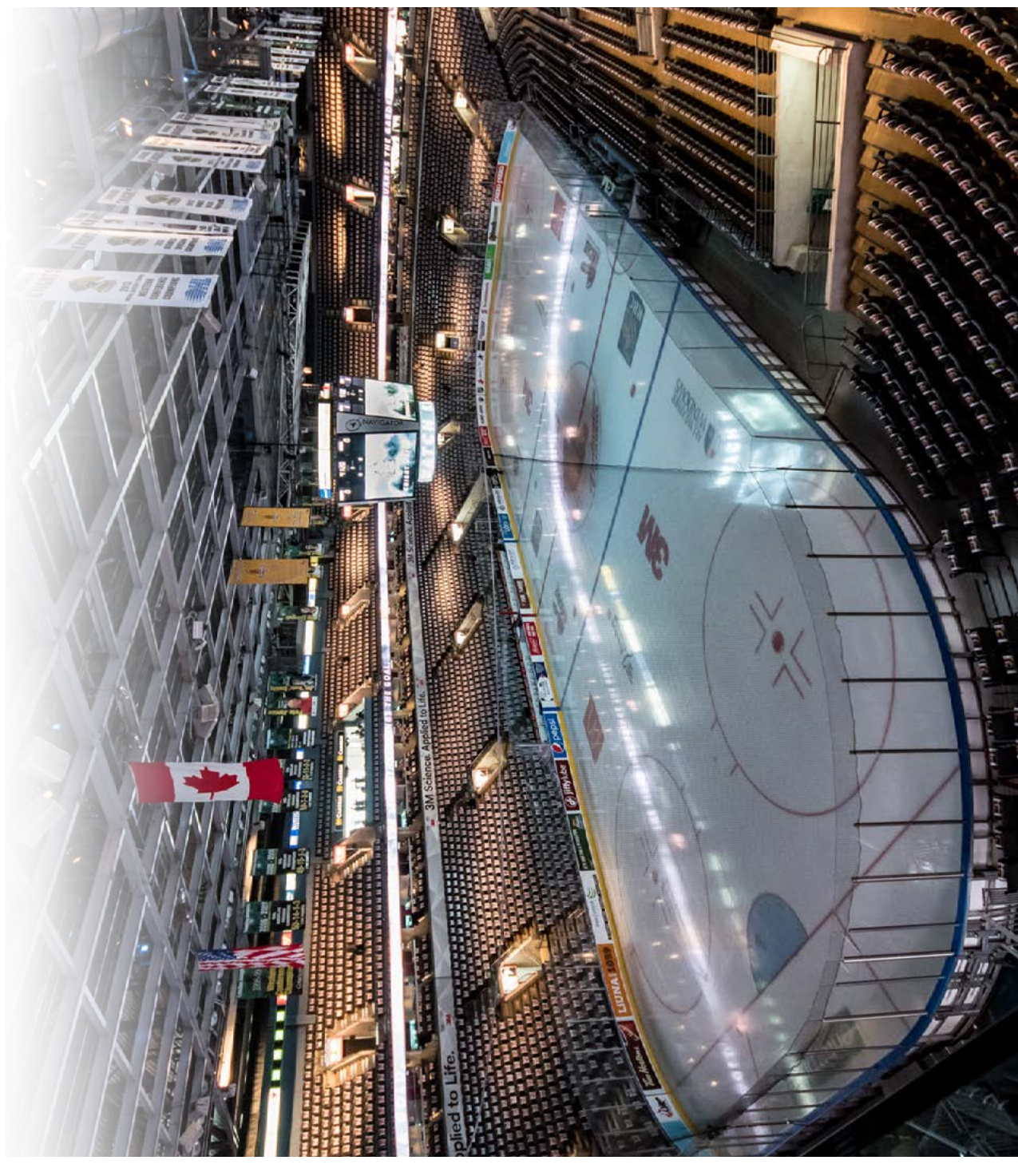
<b>STATEMENT OF PURPOSE</b>	<b>2</b>
<b>MESSAGE FROM THE GENERAL MANAGER</b>	<b>3</b>
<b>SPECTRA BY COMCAST SPECTACOR</b>	<b>4</b>
<b>MESSAGES FROM THE CITY OF LONDON</b>	<b>5</b>
<b>SUMMARY OF EVENTS</b>	<b>7</b>
<b>EVENT HIGHLIGHTS</b>	<b>9</b>
<b>THE LONDON KNIGHTS</b>	<b>11</b>
<b>THE LONDON LIGHTNING</b>	<b>13</b>
<b>VENUE TEAM</b>	<b>14</b>
<b>GROUP SALES</b>	<b>15</b>
<b>FACILITY FLOOR PLANS</b>	<b>17</b>
<b>PARTNERSHIPS</b>	<b>19</b>
<b>SOCIAL MEDIA</b>	<b>20</b>
<b>FINANCIAL PERFORMANCE AND MARKET SEGMENT RESULTS</b>	<b>21</b>
<b>IN THE COMMUNITY</b>	<b>22</b>
<b>AWARDS</b>	<b>23</b>
<b>FUTURE OUTLOOK</b>	<b>25</b>

## 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 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 GENERAL MANAGER - BRIAN OHL

2016-2017 was an incredible year for Spectra Venue Management at Budweiser Gardens. The year marked the beginning of our fifteenth season of successful operations in London and saw 134 events and over \_\_\_\_\_ patrons welcomed through our doors!

The 2016-2017 season kicked off with an unforgettable Tragically Hip show on August 8th. The Hip have a long and celebrated history with London, dating back to 1988, and we were very humbled to have Budweiser Gardens included on their final tour. From the moment that the concert was announced until the final note was played, there was an electricity throughout the city surrounding the show and the boys from Kingston did not disappoint.

From September 8-11, the city of London went country as the Canadian Country Music Awards came to London for the first time ever. Budweiser Gardens was heavily involved in the event, hosting four days of outdoor events leading up to the CCMA Awards show, which was broadcast live nationally on CBC and CMT Canada. Many of our Spectra team members played significant roles on the host organizing committee and were crucial to the success of the event. I believe the event showcased how well all of the different entities within the city work together to ensure the best possible experience for fans from throughout Southwestern Ontario. Congratulations to all involved!

The 2016-2017 season saw the return of fan favourites: Elton John, Dierks Bentley, Eric Church, Green Day and the Dixie Chicks who all played to a full house, while first time acts The Lumineers and Chris Stapleton were welcomed to Budweiser Gardens with sold out shows!

As in previous years, local hockey fans were given a chance to get up close and personal with the rising stars of the Toronto Maple Leafs, Montreal Canadiens, Ottawa Senators and Pittsburgh Penguins when the 2016 Rookie Tournament took to the ice at Budweiser

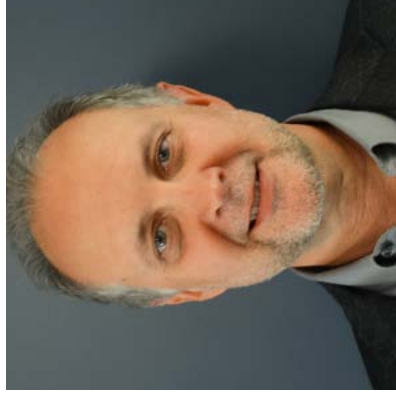
Gardens. This six-game tournament has quickly become a fan favourite and this year's edition didn't disappoint.

The 2016-17 Broadway in London series had it all – family fun with Elf and Annie, soaring acrobatics and gravity defying feats in Shanghai Acrobats and Cirque Dreams Holidayze, and the incredible blend of dance, music and song that is Riverdance.

The London Knights gave fans something to cheer about on Friday nights, however, their crusade to repeat as MasterCard Memorial Cup champions fell just short as the team lost a hard-fought seven game series to the Erie Otters but not before beating out eventual champs and arch rivals, the Windsor Spitfires. The Knights are a storied franchise who consistently provide top level hockey for their fans and continue to play a significant role in the venue's success.

The London Lightning continued their winning tradition by bringing the NBL Canada Championship trophy back to London for the third time in franchise history. The team's continued presence in the community coupled with their success on the hardwood resulted in the team leading the league in attendance for the sixth straight season. Congratulations to the entire franchise for another great year!

The success of the venue over the 2016-2017 season took place not only on the ice, court and stage but also in the community. In support of London and Southwestern Ontario, we provided nearly \$40,000 towards nonprofits and charities throughout the year! All of this was made possible by the great partners that we have within the City of London, including Downtown London, Tourism London and Labatt Canada. On behalf of the entire Spectra team at Budweiser Gardens, I would like to thank you as well as the London and Southwestern Ontario community for your ongoing support. We look forward to welcoming you again soon!



## SPECTRA BY COMCAST SPECTACOR

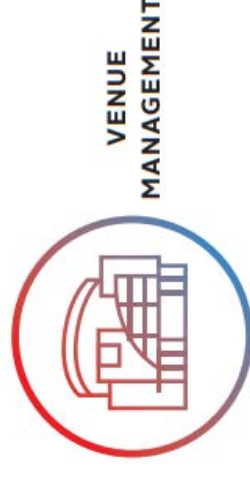


**SPECTRA**  
BY COMCAST SPECTACOR

Spectra, a fully-owned division of Comcast NBCUniversal, is a full-service hospitality firm that is committed to enriching the communities we serve and providing solutions to every aspect of the live event experience.

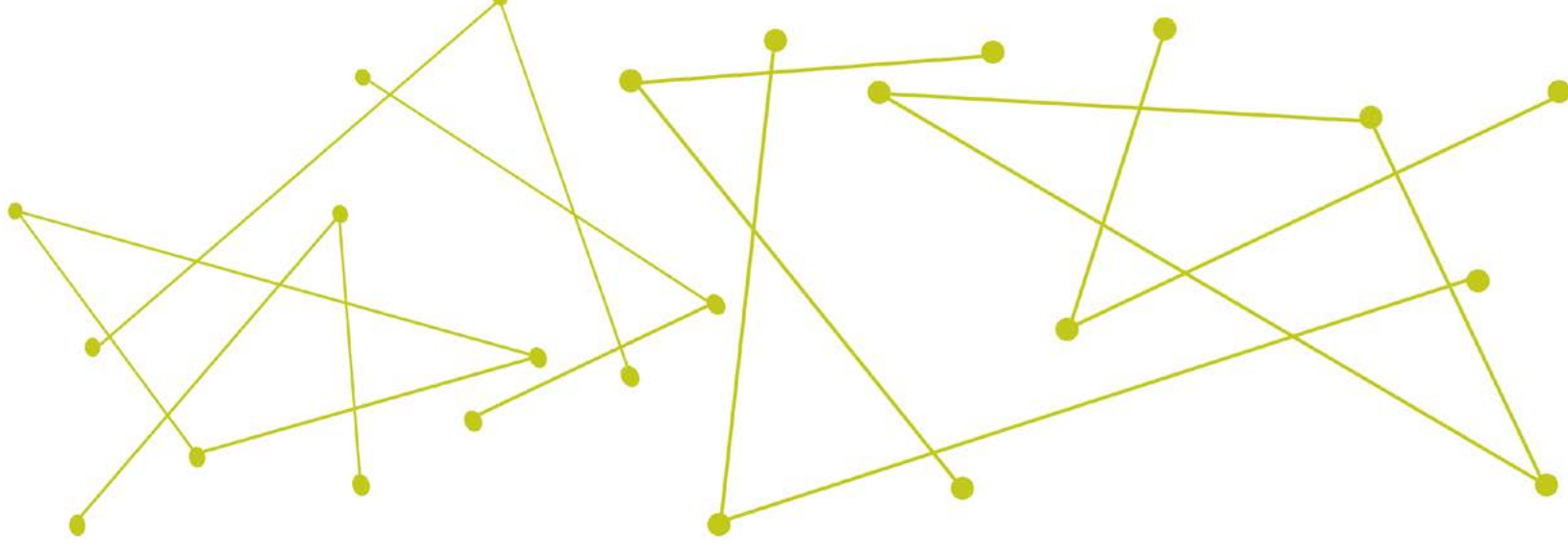
Spectra's holistic approach to the sports and entertainment industry enables its network of integrated services to be efficient, creative, and engaging in creating incremental value, profits and an enhanced customer experience.

Innovation is part of our DNA, and Spectra specializes in creating and executing marketing strategies that engage our communities and developing behind-the-scenes processes that achieve new levels of operational excellence.



Spectra generates excitement for its customers by offering diverse event content, high-quality services and innovative marketing at arenas, stadiums, convention centers, performing art centres, and fairgrounds.

Spectra's expertise brings together all aspects of the live event experience from facility operations, financial support, pre-opening consulting and marketing strategy to create a seamless experience for its customers and guests.





OFFICE  
OF MAYOR  
MATT BROWN



### Budweiser Gardens - Annual Report 2017

On behalf of the City of London, I am pleased to see Budweiser Gardens' annual report for 2017 which highlights another successful year in this venue's history.

Budweiser Gardens has been a staple for entertainment in our downtown core, drawing hundreds of thousands of Londoners and visitors for every event.

This year, Budweiser Gardens hosted the memorable farewell tour for The Tragically Hip along with other sold out shows by Elton John, Green Day and the Dixie Chicks. You did a superb job during Canadian Country Music Week leading up to the Canadian Country Music Association Awards. Finally, the London Knights finished another great season and playoffs while the London Lightning once again were crowned champions of the National Basketball League of Canada.

The work that goes into preparing, hosting, cleaning up and transforming the venue for events is astounding. I would like to thank each and every person who helps make each game, concert and show a success.

Congratulations on another successful year. I look forward to many more.

Sincerely,

Mayor Matt Brown

300 Dufferin Avenue  
P.O. Box 5035  
London, ON Canada  
N6A 4L9

THE CORPORATION OF  
THE CITY OF LONDON  
T: 519.661.4920  
F: 519.661.5308  
mayor@london.ca  
LONDON.CA



300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

### **Message from Anna Lisa Barbon**

To Our Friends at Spectra Venue Management:

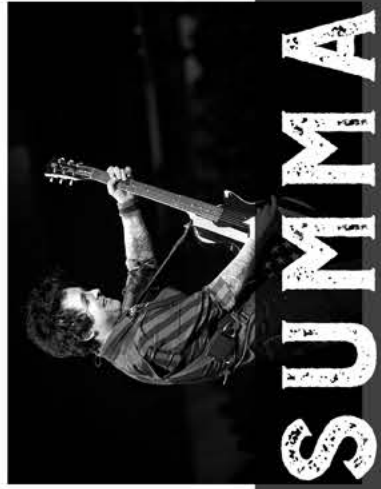
Budweiser Gardens continued to have another very busy year hosting a wide variety of shows and events. Shows ranged from the Broadway in London Series which included Elf, Shanghai Acrobats, Cirque Dreams Holidaze, Annie & Riverdance all the way to a 2016 NHL preseason game. Budweiser Gardens hosted a number of sold out concerts during the year including Elton John, Dierks Bentley, Eric Church, Chris Stapleton, Green Day, The Lumineers, Dixie Chicks as well as the much anticipated Tragically Hip sold out show in August.

Canadian Country Music Week was a first for London featuring outdoor shows on Talbot Street as well as the nationally broadcast Canadian Country Music Awards. In addition to the busy calendar of events, Budweiser Gardens is home to the London Knights who had another great season and playoff run as well as the London Lightning who won the NBL Championship.

Congratulations on another outstanding year for Budweiser Gardens. Budweiser Gardens maintains its status as one of the top venues in the world in its class and supports the economic development and vibrancy of Downtown London. The dedication and professionalism of Spectra Venue Management continues to bring in high quality entertainment and world class acts supporting the City of London Strategic Plan.

Sincerely,

Anna Lisa Barbon  
Managing Director, Corporate Services and  
City Treasurer, Chief Financial Officer



**JULY**  
**WWE LIVE! SUMMERSLAM HEATWAVE TOUR:**  
 JULY 10

**DECEMBER**  
**CIRQUE DREAMS HOLIDAZE:**  
 DECEMBER 5



**AUGUST**  
**THE TRAGICALLY HIP: MAN MACHINE TOUR:**  
 AUGUST 8  
**ICE AGE ON ICE:**  
 AUGUST 20-21  
**PBR CANADA:**  
 AUGUST 27

**JANUARY**  
**TIM HICKS:**  
 JANUARY 21  
**DIERKS BENTLEY:**  
 JANUARY 29



**SEPTEMBER**  
**CANADIAN COUNTRY MUSIC ASSOCIATION AWARD SHOW:**  
 SEPTEMBER 11  
**2016 ROOKIE TOURNAMENT:**  
 SEPTEMBER 16-18  
**FIVE FINGER DEATH PUNCH & PAPA ROACH:**  
 SEPTEMBER 24  
**ELTON JOHN:**  
 SEPTEMBER 29

**FEBRUARY**  
**MONSTER JAM:**  
 FEBRUARY 11-12  
**BLUE RODEO:**  
 FEBRUARY 14  
**BILLY TALENT:**  
 FEBRUARY 26  
**ERIC CHURCH:**  
 FEBRUARY 28



**OCTOBER**  
**NHL PRESEASON GAME DALLAS VS. FLORIDA:**  
 OCTOBER 2  
**IL DIVO:**  
 OCTOBER 15  
**FMX WORLD TOUR:**  
 OCTOBER 22  
**OUR LADY PEACE & I MOTHER EARTH:**  
 OCTOBER 27  
**CHICAGO & EARTH WIND AND FIRE:**  
 OCTOBER 30

**MARCH**  
**DISNEY ON ICE FOLLOW YOUR HEART:**  
 MARCH 2-5  
**WWE LIVE! ROAD TO WRESTLEMANIA:**  
 MARCH 12  
**CHRIS STAPLETON:**  
 MARCH 18  
**GREEN DAY:**  
 MARCH 19  
**THE LUMINEERS:**  
 MARCH 22  
**ANNIE:**  
 MARCH 23  
**JEFF FOXWORTHY & LARRY THE CABLE GUY:**  
 MARCH 25



**NOVEMBER**  
**JUST FOR LAUGHS STARRING DANE COOK:**  
 NOVEMBER 2  
**ELF THE BROADWAY MUSICAL:**  
 NOVEMBER 9  
**SHANGHAI ACROBATS:**  
 NOVEMBER 28

**APRIL**  
**THE HARLEM GLOBETROTTERS:**  
 APRIL 15  
**DIXIE CHICKS:**  
 APRIL 16  
**PEPPA PIG LIVE!:**  
 APRIL 22  
**DEAN BRODY:**  
 APRIL 27

**MAY**  
**STARS ON ICE:**  
 MAY 7  
**RIVERDANCE: THE 20TH ANNIVERSARY WORLD TOUR:**  
 MAY 16  
**DANIEL O'DONNELL:**  
 MAY 28

**JUNE**  
**BUD'S BACKSTAGE EXPERIENCE:**  
 JUNE 1  
**CIRQUE DU SOLEIL: OVO:**  
 JUNE 14-18  
**BUDDY GUY:**  
 JUNE 21



## EVENT HIGHLIGHTS



### TRACKSIDE MUSIC FESTIVAL

Budweiser Gardens in partnership with Live Nation, London Music Hall and the Western Fair District launched the first ever Trackside Music Festival on July 1 & 2, 2016. The two-day country music festival featured performances by popular headliners Florida Georgia Line, Randy Houser and Chris Young, along with many other country stars. The launch of the festival marked the first time all four partners had been involved in an outdoor event of this magnitude. The festival took place on the infield of the raceway track at the Western Fair District. The Budweiser Gardens staff were heavily involved with the event, providing their time and skills to key areas of the event including but not limited to: sponsorship, ticketing, marketing, media relations, operations, event services. The two-day festival had the city buzzing and saw a successful first year with over 12,000+ in attendance daily.

## APPENDIX "B"



### COUNTRY MUSIC WEEK & CCMA AWARDS

The much anticipated Canadian Country Music Association's Country Music Week took over London this past September. Country music artists, industry executives and fans alike took over the city from September 8-11. Budweiser Gardens had the privilege of hosting the 2016 CCMA Awards Show, which was broadcast live on CBC and GMT Canada. The awards show was the first of its kind for the venue and saw all of country music's finest talent.

Spectra was well represented on the CCMA Host Committee with six Budweiser Gardens employees playing a role on the committee: Marcy Redmond - Vice Chair, Marketing & Communications, Paul Brock - Vice Chair Sponsorship, Brent McNamee - Ticketing Liaison, Erin Douglas - Event Manager Outdoor Activations, Wendell Reis - Event Manager Awards Show, and Patrick McLaughlin - Food and Beverage Outdoor Activations.

The host committee pushed the envelope and creativity of the event by creating a large outdoor space free to the public. The outdoor space was created outside of Budweiser Gardens on Talbot Street and played host to artists performing for three nights in a row. The first of those three nights was the Jack Daniel's Country Music Week Kick-Off Party, which featured 8 performances from some of the top country artists including Tim Hicks. Spectra Food Services and Hospitality worked very hard to add a festival feel with bars and food options available throughout the space.

On Sunday, the outdoor space was transformed for the CCMA Countdown Concert and John Deere Green Carpet. The Green Carpet saw all of the top country stars arrive and interact with their fans before, heading inside to the awards show. The Green Carpet saw an attendance of over 4,000 and the highest in country music week's history. Many comments following the week stated that London had hosted the best Country Music Week in history, a true testament to the hard work by all involved.

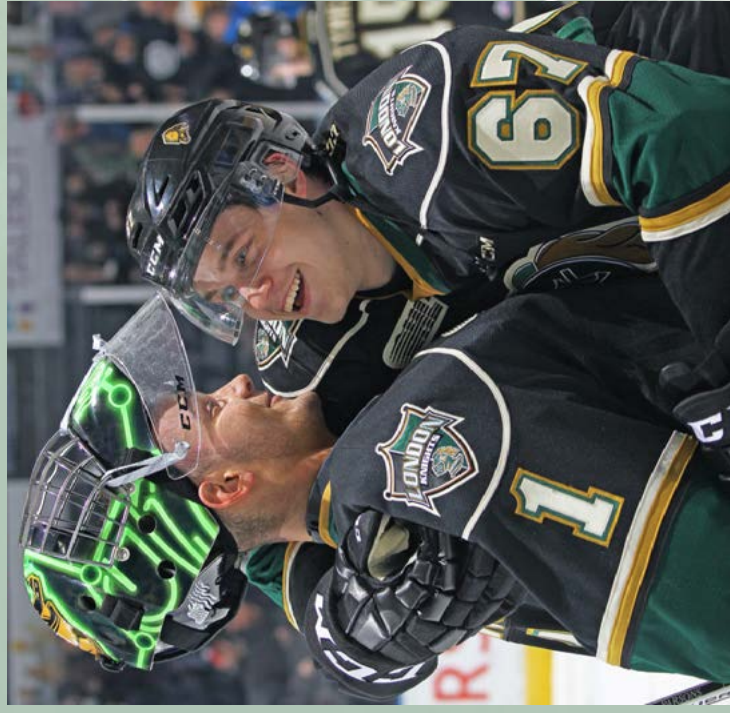


### CHRIS STAPLETON

Country star Chris Stapleton made his Canadian headlining debut at Budweiser Gardens on March 18th in front of a sell out crowd of more than 8,900 fans and as expected he received a very warm Southwestern Ontario welcome. Stapleton, who is known for his soul, whiskey and blues infused songs, showcased why he is a multi-Grammy and Country Music Association Award winner as he played alongside his wife, Morgane Stapleton. With hits such as Traveller, Tennessee Whiskey, Nobody to Blame and Whiskey and You, fans were treated to an all-star set list that even included a soulful version of You Are My Sunshine with Morgane on lead vocals. We certainly hope that this was the first of many visits to Budweiser Gardens for Chris and Morgane Stapleton.

## THE LONDON KNIGHTS

The London Knights had another strong season in 2016-17, finishing the regular season with 99 points, which was good for fourth place in the Ontario Hockey League (OHL). Although they finished fourth, they were a mere four points back of the Erie Otters, who claimed the OHL Title.



## SEASON HIGHLIGHTS

Halfway through the season, three London Knights participated in the 2017 World Junior Championships, with Olli Juolevi and Janne Kuokkanen representing Finland, and Tyler Parsons representing the United States. Parsons returned with a gold medal after a stellar performance throughout the tournament.

The Knights had an impressive seven players record over 50 points this past season. Cliff Pu led the charge with 86 points, followed by JJ Piccinich (71), Robert Thomas (66), Janne Kuokkanen (62), Sam Miletic (55), Mitchell Stephens (53) and Mitchell Vande Sompel (53). Cliff Pu's 86 points was good for 8th among OHL scoring leaders.

Tyler Parsons enjoyed a phenomenal season, posting a 23-6-5 record over 34 games. He finished 4th in league goals against average at 2.37, led the league in save percentage at .925, and tied for 2nd for the most shutouts with four.

The Knights closed out the final ten games of the regular season with a 7-3 record, and punched their ticket to the playoffs with a first round matchup against their rival, the Windsor Spitfires. The teams split the first two games of the series before Windsor took a 3-1 lead on March 30th. The Knights wouldn't go down without a fight, and dramatically won three straight games to knock the MasterCard Memorial Cup hosts out of the playoffs.

In the second round, the Knights had the daunting task of facing the OHL leading Erie Otters, who had just come off a clean sweep of the Sarnia Sting. The Knights jumped out an early series lead in game one of the series before the Otters evened the series at one before heading back to London. Erie took a 2-1 series lead in game three, but it didn't last as the Knights tied the series back up in game four. The Otters reclaimed the series lead in a decisive 6-3 win in game five, but the Knights pulled out a 2-1 overtime victory in game six to force game seven.

In game seven, the Knights quickly jumped out to a 3-1 lead in the first period, before Darren Raddysh cut the lead to one goal with just seconds remaining. The score remained 3-2 until Anthony Cirelli evened the score and Alex DeBrincat eventually gave the Otters the lead. Showing immense perseverance, Mitchell Stephens scored with just a minute remaining in the game to even the score at four. The back and forth game would go to overtime, where Warren Foegele managed to get one past Parsons to help the Otters advance to round three. Tyler Parsons stood on his head the entire game, turning aside an impressive 58 shots.

The Knights had four players drafted into the National Hockey League following the season: Robert Thomas – St. Louis Blues, 1st round, 20th overall; Alex Formenton – Ottawa Senators, 2nd round, 47th overall; Brandon Crawley – New York Rangers, 4th round, 123rd overall; Jacob Golden – Minnesota Wild, 5th round, 147th overall.

The Knights continued to be a staple in the community, supporting various causes, including bi-weekly hospital visits, school speeches, and other charitable events. 9,220 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 2017-2018 season brings much anticipation as the team will look to continue their winning culture.



# THE LONDON LIGHTNING

The London Lightning had another impressive season with the National Basketball League of Canada, winning the championship for the third time in franchise history. On Monday, June 5 playing on their home court at Budweiser Gardens, the London Lightning defeated the Halifax Hurricanes 126-116, to complete the winningest season in NBL Canada history. For the sixth straight year, the Lightning led all teams in league attendance and has broken the league attendance record six times.

The Lightning started the 2017 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 yet another sweep. The team then welcomed the Halifax Hurricanes for the final and deciding round. After dropping game two at home and game four in Halifax, the series returned to Budweiser Gardens for the newest NBL Champion to be named.

The Lightning also received a number of accolades this year. Royce White was named league MVP. Kyle Julius was awarded Coach of the Year after winning Coach of the Month three times throughout the season and Ryan Anderson was named Playoffs MVP. In addition, the team went on to set four league records, three franchise records and became the winningest team in NBL history.



## APPENDIX "B"

# VENUE TEAM

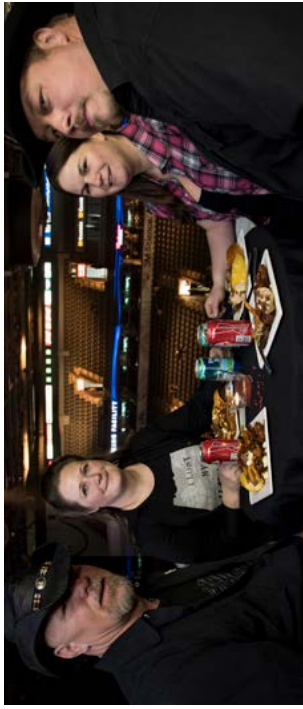


## GROUP SALES

Budweiser Gardens Group Sales Department completed another exciting year that saw the successful implementation of new ticketing initiatives, dinner packages and fan experience packages. These initiatives helped us achieve our goals and repeat new levels of operational excellence, enhance the customer experience and drive profitable growth while working seamlessly across departments to operate as one team. Dinner packages, fan experience packages and food & beverage vouchers continued to be our focus in an effort to grow and drive profitable growth. Group Sales continued growing our internal relationships with Spectra Food Services & Hospitality and our Ticketing & Box Office team to create unique dinner packages, fan experience packages and food & beverage Vouchers for a variety of concerts and shows. All packages and vouchers were available for sale online which generated significant revenue through online convenience charges.

The popularity of several must-see concerts again had us hosting secondary dinner packages off-site as we continued our partnership with nearby restaurant, Michael's On The Thames. This year we began hosting third and fourth packages onsite in our King Club and Media Press Box. We also launched for the first time, a Valentine's Day food & beverage "Bubbly Sweet Treat" up-sell for a concert. Additionally in an effort to push food and beverages initiatives, all of our dinner packages included a signature beverage upsell.

Our exclusive fan experience packages saw much success this season. In October, we created a fan experience package for the FMX World Tour called the "FMX Kickstarters Package". This was also the first time a fan experience package which included food & beverage vouchers, was sold online. Then in April we created a similar package for the Harlem Globetrotters called the "Slam Dunk Package". The uniqueness of these fan-



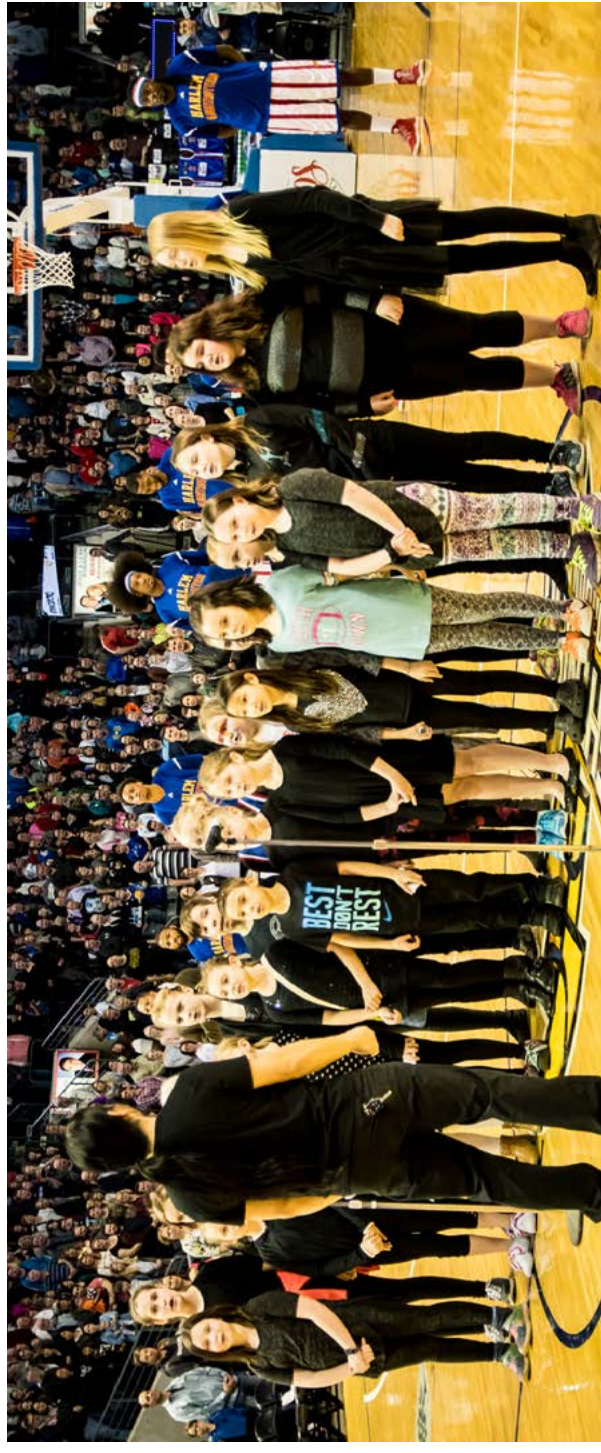
## APPENDIX "B"

focused experience packages was the reason both packages sold out to capacity. The FMX package sold out at 159 packages and generated \$5,439.00 in revenue. The Slam Dunk package sold out at 86 packages and generated \$4,983.00 in revenue. It is because of our drive to work with the OneComcast Spectacor way of thinking with our Box office and Marketing Departments, that our FMX Package was recognized internationally, as the "Best Group Sales Package of the Year" at the Spectra Group Sales, Marketing and Box Office Conference in June.

Similarly to previous years, we worked closely with many non-profits, school groups and membership clubs to provide fundraising opportunities through use of exclusive fan experiences for family shows and sporting events. During the Harlem Globetrotters game in April, 100 event tickets and 100 food & beverage vouchers were purchased by a local charity called the TLC Foundation which we helped organize through our Kids Nite Out Program, now in its 7th year at the building. The tickets and vouchers were donated to a not-for-profit basketball association for underprivileged youth.

We worked closely with the TLC Foundation again during Disney On Ice, and helped facilitate the purchase of 60 VIP Tickets, 60 pieces of Disney merchandise and 60 food & beverage vouchers, all of which were donated to several families whose children are patients at our local Children's Hospital.

For Group Sales, 2016-2017 was a year of operational excellence at Budweiser Gardens and we look forward to another successful season in 2017-2018!



# FACILITY FLOOR PLANS

## APPENDIX "B"



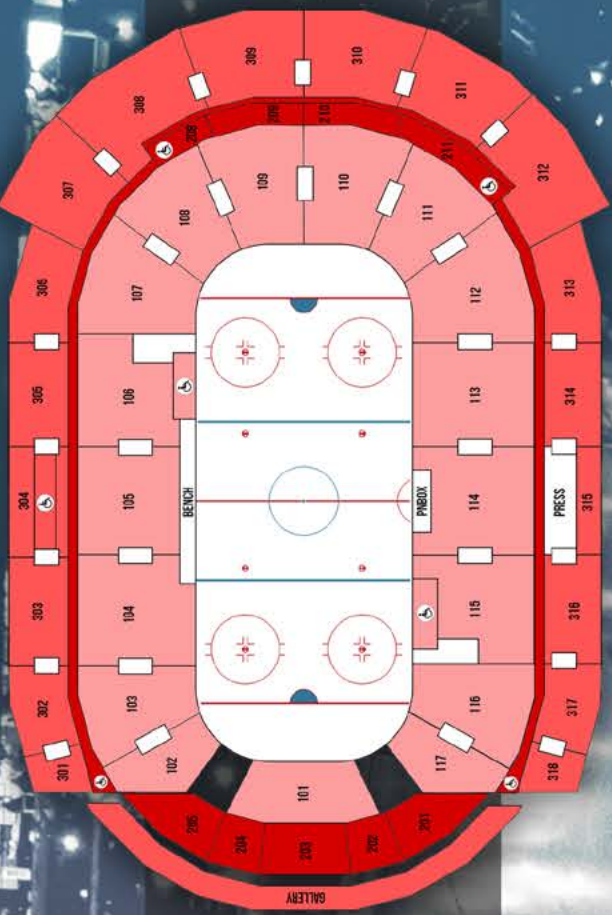
**END STAGE**  
**CAPACITY: 8000**



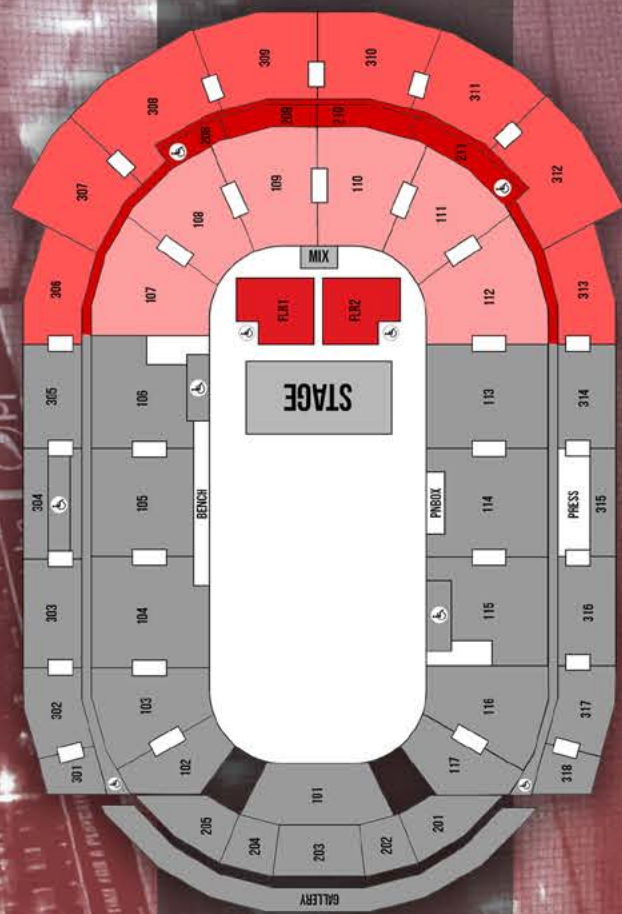
**RBC THEATRE**  
**CAPACITY: 2613**



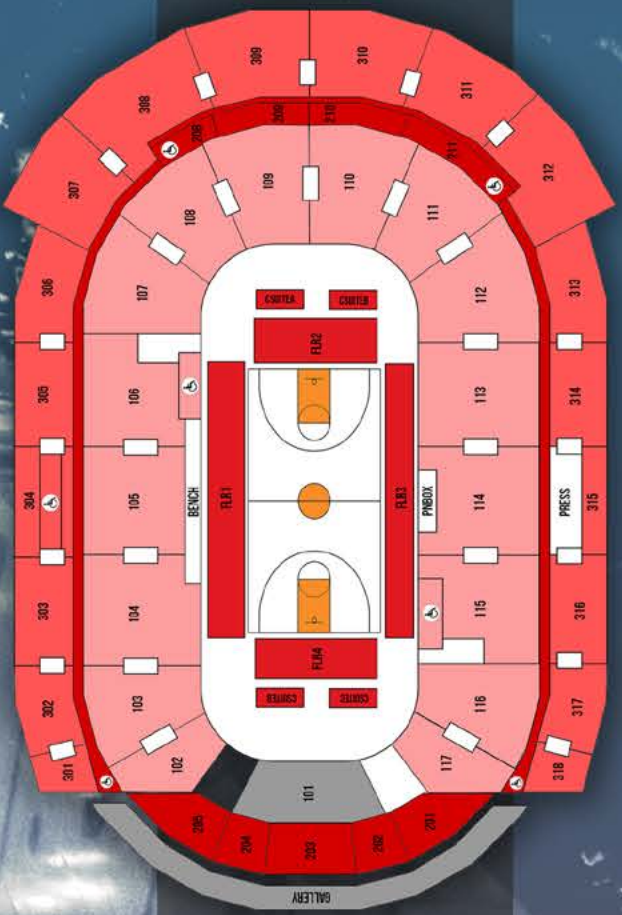
**HYBRID**  
**CAPACITY: 6654**



**HOCKEY**  
**CAPACITY: 9090**



**RBC THEATRE  
SMALL CONCERT**  
**CAPACITY: 3933**



**BASKETBALL**  
**CAPACITY: 8910**

**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**



At 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 perform at Budweiser Gardens. Spectra Food Services & Hospitality creates a memorable experience for each customer through attention to detail and unsurpassed quality.

Spectra Food Services & Hospitality 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, by partnering with them to help with concessions stand operations at events. Monies raised from concession sales go directly to these organizations to assist them in reaching 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.



**THE 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. Head Chef, Ryan Lerch, continues to make big and delicious improvements to the menus available throughout Budweiser Gardens. Spectra Food Services is committed to giving guests an exceptional experience each time they walk through the doors and continue to exceed expectations.

**JOHNSON CONTROL SYSTEMS**

Johnson Controls Incorporated provides a widespread Service Plan Agreement which is part of a 25-year term. The agreement is founded on an extensive and comprehensive service plan which includes a full-time operator at 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**

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.

**BEE CLEAN**



Janitorial Services throughout Budweiser Gardens are provided by Bee Clean Janitorial Services. Bee Clean provides three major components which comprise the cleaning requirements of 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.

**INNOVATIVE SECURITY MANAGEMENT**



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 downs, smoking areas, and/or other static positions in the venue.

## SOCIAL MEDIA

It was another great year for Budweiser Gardens on the social media front, ranking 2nd in the world according to the Venues Today Social Media Power 100 rankings (capacity of 10,001-15,000). A priority was placed on growing the number of followers on each social media platform, which was achieved through a number of initiatives including: in-venue signage, online contesting and social campaigns specifically designed to engage followers.

### 2016 HOLIDAY FACEBOOK CAMPAIGN

Budweiser Gardens once again executed the 12 Days of Christmas Facebook campaign during the holiday season to help engage followers and create some buzz online. The campaign was a huge success with over 7,000 entries collected over the twelve day period. The engagement soared above previous years with over 4,000 likes, 900 shares and 380 new followers gained. The campaign also saw amazing opt-in numbers for the cyber club, adding 1,009 new email accounts to the database.

### #BG PLAYLIST MUSIC SURVEY

This year saw the launch of the venues first ever music survey, called the #BGPlaylist. The goal was to facilitate conversation, engage fans and gather valuable data. The survey was pushed out through our Facebook and Twitter platforms as well as to our cyber club email database.

The campaign asked the simple question - who do you want to see play Budweiser Gardens? The resulting fan engagement was tremendous. With no incentive or money spent to push the campaign, the results were impressive with over 2,372 responses, 200 new emails collected and over 14,252 organic reach on Facebook.



## APPENDIX "B"

## FINANCIAL PERFORMANCE

	ACTUAL	BUDGET	VARIANCE
NUMBER OF EVENTS	134	135	-1
PAID ATTENDANCE	587,020	592,375	-5,355
DIRECT EVENT INCOME	809,735	853,748	-44,013
ANCILLIARY INCOME	2,418,316	1,675,051	743,265
TOTAL EVENT INCOME	3,228,051	2,528,799	699,252
OTHER INCOME	3,470,796	3,517,060	-46,264
TOTAL INCOME	6,698,847	6,045,859	652,988
INDIRECT EXPENSES	6,408,130	6,013,378	-394,752
NET INCOME	290,717	32,481	258,236

## MARKET SEGMENTS RESULTS

**BUDWEISER GARDENS HOSTED A TOTAL OF 134 EVENTS IN THE 2016-2017 FISCAL YEAR**

**LONDON KNIGHTS**

The London Knights played 43 games (2 preseason, 34 regular season and 7 playoff games) accounting for 32% of the results.

**LONDON LIGHTNING**

The London Lightning appeared in 28 games, making up 20.8% of the results.

**CONCERTS**

Budweiser Gardens hosted 21 concerts at the venue for 15.7% of the total.

**FAMILY SHOWS**

There were 19\* family show events during the fiscal year for 14.2% of the results.

**PERFORMING ARTS**

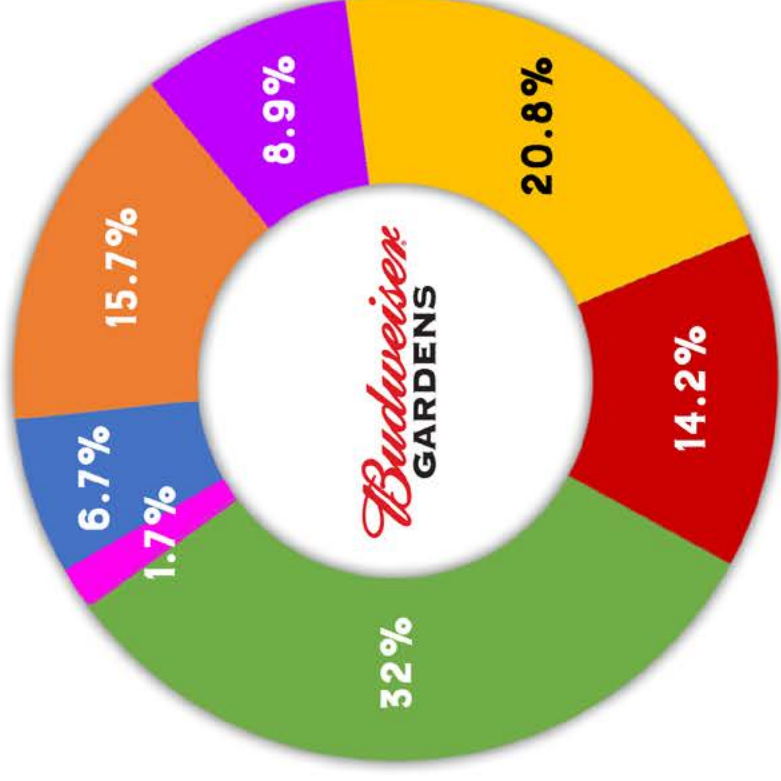
Performing Arts accounted for 8.9% of the total events and included the Broadway in London series and Cirque du Soleil's OVO.

**MISCELLANEOUS SPORTING EVENTS**

Miscellaneous sporting events accounted for 6.7% of the total events

**OTHER EVENTS**

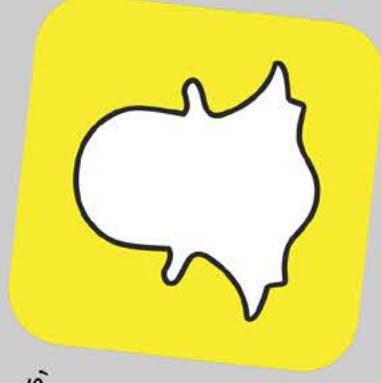
Other events accounted for 2.4% of the total events at Budweiser Gardens. These included such events as Variety Is, The United Way Harvest Lunch and Yoga Shack Gives Back.



\*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.

### SNAPCHAT GEOFILTERS

Throughout 2016-2017, Budweiser Gardens continued to focus on building its Snapchat presence, utilizing several features including geofilters. Geofilters allow businesses to engage with fans by allowing them to provide filters for those within a geo-fenced area. Fans can then share these filters with their followers to showcase their location. With a focus on growing it's engaged following, the venue successfully launched geofilters for the following shows: The Tragically Hip, Tim Hicks, Dierks Bentley, Eric Church, Green Day, The Lumineers, and Dixie Chicks. The filters resulted in thousands of views, impressions and conversions, helping expose the venue to many Snapchatters.



### 2016-2017 SOCIAL MEDIA RESULTS

**+9500** TWITTER FOLLOWERS  
**+5418** FACEBOOK FOLLOWERS  
**+1766** INSTAGRAM FOLLOWERS  
**3,188,221** UNIQUE WEBSITE PAGEVIEWS  
**\$26,646** SOCIAL MEDIA REVENUE



## IN THE COMMUNITY

Throughout the 2016-17 fiscal year, the Spectra team participated in several community initiatives that included the donation of time and tickets as well as other fundraising efforts. Over \$398,448 worth of donations, goods and services went to numerous charities and community initiatives throughout Southwestern Ontario. This included 6,093 tickets which gave members of the community the opportunity to experience hockey, basketball and live entertainment at Budweiser Gardens.

Bud's Backstage Experience, Yoga Shack Gives Back, Heart & Stroke Big Bike and community clean up days are a few of the other charitable and community events that the Spectra staff supported. We are very lucky to also work with incredible organizations such as the United Way, Children's Health Foundation, Make-A-Wish foundation of Southwestern Ontario, Ronald McDonald House and many more.



## OPEN HOUSE SKATE AND TOY DRIVE

This year marked the eighth time that the team at Budweiser Gardens opened its doors to the community for the annual Open House skate in support of the Children's Aid Society. This event brings together families from all over London and Southwestern Ontario and gives people the opportunity to skate on the same ice as their beloved London Knights, while simultaneously helping to make the holiday season better for those in need. This year, we were able to present the Children's Aid Society with over \$5,000 worth of toys and donations! The event, which is organized by Spectra's Premium Seating department, is also supported by a team of full-time employees from every department of the venue who donate their time to ensure a great start to the holiday season.



### 2017 HUSTLE AWARD

#### DOUG KINSELLA - CONCESSIONS MANAGER

Doug Kinsella was honoured companywide with the Hustle Award. This award is presented to a Comcast Spectacor employee who goes above and beyond to deliver excellence to customers/co-workers/clients, whether internal or external, and is committed to living out our company's Credo and Goals daily.

Doug has exemplified the spirit of the hustle award in his role at Budweiser Gardens, has approached every task with a "can do" attitude and taken his projects and initiatives to the next level. Doug is a vital part of Spectra Food Services & Hospitality's success at Budweiser Gardens and continues to go above and beyond in his every day work.



### 2016 ABILITY FIRST AWARD

On Thursday, November 3rd, the Spectra Venue Management and Spectra Food Services and Hospitality teams at Budweiser Gardens were awarded the Large Business Award at the 2016 Ability First Champions Awards breakfast held at the Best Western Plus Lamplighter Inn & Conference Centre. The Ability First Champion Awards are designed to recognize and celebrate employers and individuals that motivate and support the hiring and retention of persons with disabilities. These awards are open to all employers and individuals that have successfully hired and retained a person or persons with disabilities.

Ability First Champions Awards breakfast held at the Best Western Plus Lamplighter Inn & Conference Centre. The Ability First Champion Awards are designed to recognize and celebrate employers and individuals that motivate and support the hiring and retention of persons with disabilities. These awards are open to all employers and individuals that have successfully hired and retained a person or persons with disabilities.

# THANK YOU!

## Budweiser GARDENS

VOTED LONDON'S FAVORITE LIVE ENTERTAINMENT VENUE



WWW.BUDWEISERGARDENS.COM



## FUTURE OUTLOOK

Following a successful 2016-17 year, the Spectra Venue Management team at Budweiser Gardens are looking forward to a great 2017-18 season. The return of Trackside Music Festival will kick off the year on July 1-2 at the Western Fair District. There is an extra special excitement about the festival as it coincides with Canada's 150th birthday. To help celebrate, Trackside will feature eight Canadian artists on the main stage and an all Canadian lineup on the Side-Track stage.

On July 6th, Budweiser Gardens will welcome back Hall of Fame inductee and recent Noble Prize recipient, Bob Dylan as part of his On Tour. This will be the third time that Bob Dylan has played the venue and we certainly hope it won't be his last. Also taking the stage this year is the Beatles tribute show Let It Be and Brit Floyd, the world's greatest Pink Floyd tribute show.

Broadway in London is back for another season and will be bringing an all-new lineup to the RBC Theatre including classics such as: Rodgers & Hammerstein's Cinderella, The Wizard of Oz, Stomp and The Sound of Music. Also included in the series is multi-platinum Irish music sensation, Celtic Woman, Brain Candy Live!, Cirque Musica Holiday – Believe and Harry Potter and the Philosopher's Stone in Concert – featuring London Symphonia.

Budweiser Gardens will also have a different look this season as all the in-bowl lights are being changed over to LED lights as we work to make the venue increasingly environmentally friendly. This conversion will include installing 78 - 695 watt LED light bulbs and will take over 10 business days to complete. The end result should save us an estimated 381,000 kWh.

The 2017-18 season will also include new security measures at the venue. Beginning in August, Budweiser Gardens will be equipped with 14 Garrett PD 6500i walkthrough metal detectors that will be utilized for all ticketed events taking place in the building. The metal detectors are being implemented for the safety and security of our fans, entertainers, players and staff and will also help to ensure that we keep the venue on par with larger facilities in Canada.

The Spectra team at Budweiser Gardens looks forward to welcoming guests from around Southwestern Ontario to our award-winning venue. We will continue to strive to ensure that all guests have a great experience from the time they purchase tickets to when they leave the event. Furthermore, we will continue to utilize our social media channels to engage fans beyond our event dates for a well-rounded entertainment experience.



## APPENDIX "B" HEART AND SOUL TOUR 2015

**Chicago**  
AND  
EXPERIENCE FIRE

**elton john**  
world tour 2015\*  
**Budweiser**  
**Garden**  
working personnel  
**London, ON**  
Nov 2016

**WORKING**  
Nov 2016

**BILL TALENT**  
**FERRAID OF HEIGHTS**  
**WORK**  
**2/26 END**

**WORKIN**  
OCT 2  
THE  
TUMBLERS  
WORKIN  
BUD-C  
VENUE

**JAMES TAYLOR**  
2016  
**HIS MAJESTAR BAND**  
**WORKING**  
5/10/16 - 8/10

CANADIAN  
**COUNTRY**  
**MUSIC**  
ASSOCIATION  
AWARDS

**ALL**  
**ACCESS**

FACTOR Canada

**RILLY PEACE**  
**MOTHER EARTH**  
FEATURING EDWIN  
**THE STANDSTILLS**  
OCT 27

**BRANTLEY**  
**GILBERT**  
THE BLACKOUT TOUR  
**LOCAL CREW**  
2.13.16 8

APPENDIX "B"



**SPECTRA**  
BY COMCAST SPECTACOR