

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 19, 2019
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2018 ANNUAL UPDATE ON BUDWEISER GARDENS

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2018 Annual Report on Budweiser Gardens attached as 'Appendix B' **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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2015 Annual Update on Budweiser Gardens, February 2, 2016, meeting of Corporate Services Committee, Item #5

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

2017 Annual Update on Budweiser Gardens, March 20, 2018, meeting of Corporate Services Committee, Consent Item #2.5

<b>BACKGROUND</b>
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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 sixteenth year of operations in 2018.

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 490,000 people attended approximately 122 events last year at the Gardens, more than 50% higher than pre-build expectations.

**2017-2018 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:

- Music legends such as Bob Dylan, Foreigner, and Rod Stewart
- Country stars such as Tim McGraw & Faith Hill

- Comedic acts such as Kevin Hart, and Jeff Dunham
- Broadway in London shows such as the Wizard of Oz, Brain Candy Live!, the Sound of Music, Stomp, and Rogers + Hammerstein’s Cinderella
- Family shows such as Peppa Pig Live, Disney on Ice Dream Big, the Harlem Globetrotters, Stars on Ice, and Cirque Musica Holiday presents Believe
- Cirque du Soleil Crystal, and
- a host of various events such as Fanshawe College 50<sup>th</sup> Anniversary, and a Local Artisans and Performers Show Case

**ACHIEVEMENTS AND AWARDS SUMMARY**

Budweiser Gardens had another impressive year in 2017/2018. The list below highlights achievements, and awards received by Budweiser Gardens:

- Named a finalist for the 2019 London Chamber of Commerce Environmental Leadership Award
- Named the host venue for the 2019 Juno Awards – first time in London!
- Over \$157,000 worth of donations, goods and services went to numerous charities and community initiatives throughout Southwestern Ontario
- Hosted 122 events and welcomed over 490,000 patrons

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

At the end of 2018 there was \$6,911,276 remaining on the outstanding debt. The final payment will 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. The 2018 net income was lower in comparison to 2017 due to the mix of events held and playoff games. Although the net income was down from previous years, the net income realized continues to be better than budget.

Appendix “B” (attached) is the Budweiser Gardens 2018 Annual Report.

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

APPENDIX “A”

Budweiser Gardens Performance Summary

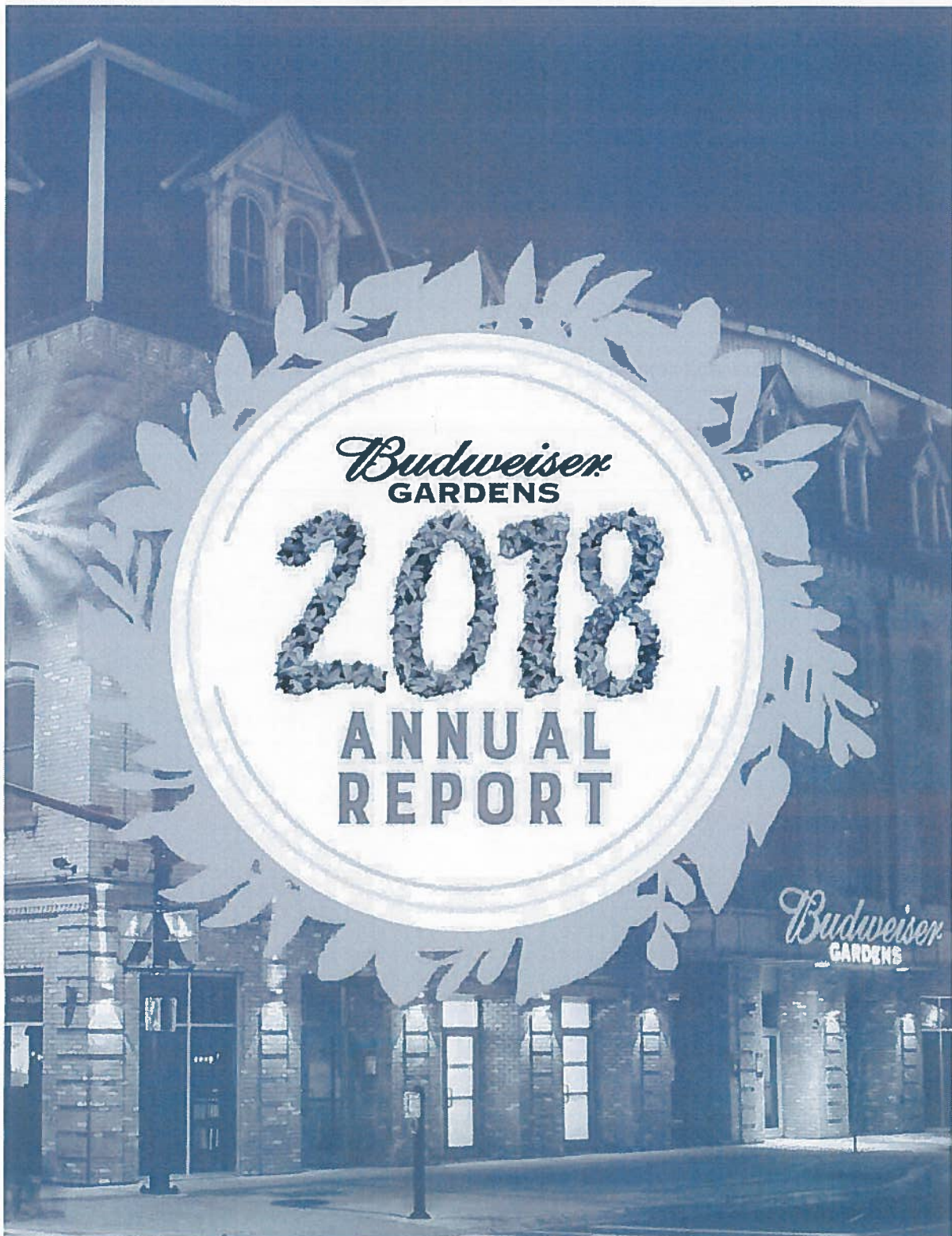
	2018 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
Events	123	122	134	147	124	155
Paid Attendance	564,150	490,347	587,020	586,919	669,499	669,497

		2018 Budget	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2014 Actual
Budweiser Gardens	Total Event Income	\$2,603,645	\$2,639,587	\$3,228,051	\$2,552,117	\$2,736,299	\$3,310,373
	Other Income <sup>(1)</sup>	\$3,718,498	\$3,736,290	\$3,470,796	\$3,482,830	\$3,745,666	\$3,590,991
	Total Income	\$6,322,143	\$6,375,877	\$6,698,847	\$6,034,947	\$6,481,965	\$6,901,364
	Indirect Expenses	\$6,319,745	\$6,230,807	\$6,408,130	\$5,645,886	\$6,224,114	\$6,472,864
	Net Income <sup>(2)</sup>	<u>\$2,398</u>	<u>\$145,070</u>	<u>\$290,717</u>	<u>\$389,061</u>	<u>\$257,851</u>	<u>\$428,500</u>
City's Cash Flow	City Proceeds from Operations	\$50,000	\$117,660	\$258,907	\$243,553	\$456,527	\$772,080
	City Proceeds from Ticket Sales	\$86,476	\$145,314	\$128,005	\$133,961	\$116,168	\$200,867
	Total City Proceeds	<u>\$136,476</u>	<u>\$262,974</u>	<u>\$386,912</u>	<u>\$377,514</u>	<u>\$572,695</u>	<u>\$972,947</u>

- Notes: (1)
- Other Income includes items such as Advertising, Naming/ Pour rights, Luxury Suites, etc.
- (2)
- Net Income is based on Operating Cash Flow for Distribution

APPENDIX "B"

Budweiser Gardens 2018 Annual Report





# TABLE OF CONTENTS

STATEMENT OF PURPOSE	2
MESSAGE FROM THE GENERAL MANAGER	3
VENUE TEAM	4
MESSAGE FROM THE CITY OF LONDON	5
SUMMARY OF EVENTS	7
EVENT HIGHLIGHTS	9
THE LONDON KNIGHTS	11
THE LONDON LIGHTNING	13
GROUP SALES	14
FACILITY FLOOR PLANS	15
PARTNERSHIPS	17
SOCIAL MEDIA	19
FINANCIAL PERFORMANCE AND SEGMENT MARKET RESULTS	20
IN THE COMMUNITY	21-22
ENVIRONMENTAL SUSTAINABILITY	21-22
FUTURE OUTLOOK	23

## 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 THE GENERAL MANAGER

What a year it was for the Spectra Venue Management team at Budweiser Gardens! The 2017-2018 season was surely an impressive one at Budweiser Gardens as we celebrated our 15th anniversary with 122 events and over 500,000 patrons.

The season kicked off with the 3rd annual Trackside Music Festival hosted at the Western Fair race track over the Canada Day long weekend. This year's Trackside festival featured performers such as Thomas Rhett, Kip Moore, Dallas Smith, and many more which resulted in record breaking numbers for the festival. Live Nation, London Music Hall and Western Fair District are amazing partners to work with and work extremely hard to help make this festival a success year after year. A special thank you to Tourism London and London Music Office for their continue support.

Budweiser Gardens hosted many A-list artists and several unique events during the 2017-2018 season. The season fan-favourites included; Rod Stewart, Tim McGraw & Faith Hill's Soul2Soul tour, and Kevin Hart each with sold out performances. We also had some new additions to our event listing as we expanded the scope of events we host. The Local Artisans Performers Showcase took place on November 4th which showcased over 150 local vendors and their hand made products, resulting in \$10,000 being donated to ChildCan and Children Aid Society. On November 10th we hosted The London Tequila Expo which showcased the ever popular agave based drink, Tequila. In addition to tasting an assortment of tequila and mezcal brands, patrons were able to sample offerings from local restaurants, increase their knowledge during seminars led by tequila experts and dance the night away to live mariachi music. These events are a great way to bring the community together and we are always looking for ways to grow and expand.

One of the biggest highlights of the year was announcing that London will be hosting The 2019 Juno Awards along with all JUNO Week festivities, March 11th – March 17, 2019. We are honored that our venue was chosen to host the 48TH Annual JUNO Awards that will be broadcast live on CBC on March 17th, 2019. It was also announced that beginning January 29th, 2018 and continuing through to the awards show, key London music venues including; Budweiser Gardens, will donate one dollar from every concert ticket sold to MusicCounts which is Canada's music education charity associated with CARAS (The Canadian Academy of Recording Arts and Sciences).

The 2017-18 Broadway in London series boasted an impressive lineup with a show for every interest! Brain Candy Live! kicked off the Broadway series followed by Cirque Musica Holiday presents BELIEVE, Harry Potter And The Philosopher's Stone™ In Concert, Rogers + Hammerstein's Cinderella, The Wizard of Oz, STOMP, and The Sound of Music.

The London Knights continued to bring large and enthusiastic crowds to the building for each home game. Towards the end of the season the Knights had an impressive 6 game winning streak and finished in fifth place in the Western Conference. The team lost a hard-fought battle to the Owen Sound Attack in the playoffs after four games with each game ending by a difference of one goal and two of them going to overtime. Thank you to the London Knights for providing our fans with top level hockey and continuing to play a significant role in the venue's success!

The London Lightning had another successful year with back-to-back championships for the second time in franchise history. The Lightning had an epic season finishing first in the Central division, as well as having the highest attendance in the league! Congratulations to the franchise on another successful year, and thank you to the community for their continued support.

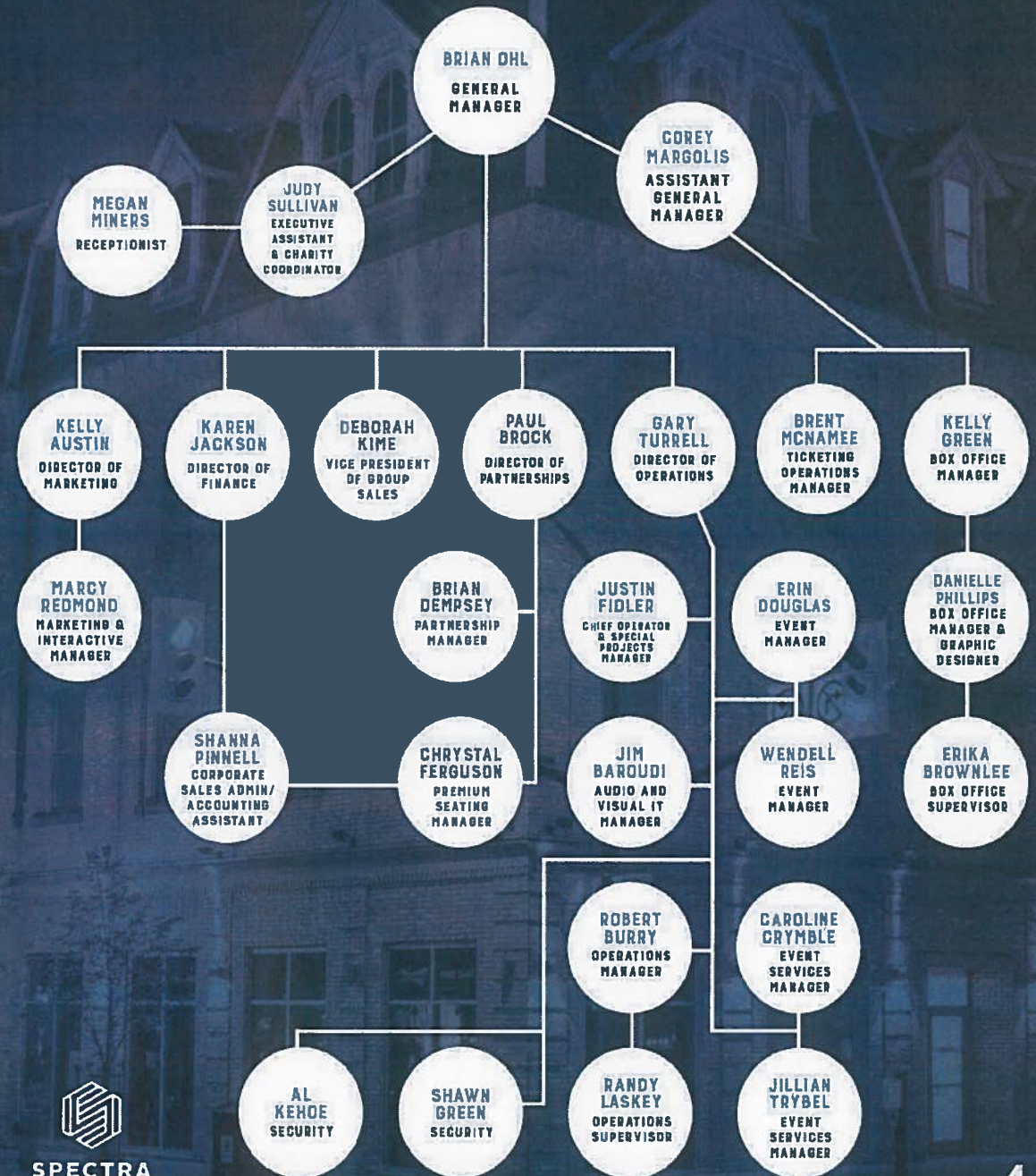
The Spectra Venue Management staff continue to come up with creative, and progressive green initiatives. The London Knights vs. Sudbury Wolves hockey game on February 10th marked the first Annual 'Green Game' where fans had the opportunity to ride the LTC bus down to the game for free as a way to reduce their carbon footprint. Spectra also partnered with ReForest London so that each save made in the game resulted in a tree being planted, an initiative that was matched by Downton London which resulted in 44 trees being planted. In addition to green initiatives a heavy emphasis is placed on giving back to the community. Bud's Backstage Experience returned for the 4th year, with proceeds going to MusicCounts as part of the lead-up to the Junos. Staff also participated in the Big Bike in support of Heart and Stroke, as well as hosted our annual Open House Skate in support of Children's Aid Society. This was the 9th year of the skate and thanks to the generosity of the community we were able to donate over \$50,000!

Creating a great experience for our customers, sponsors, and partners is always a top priority for The Spectra Venue Management staff at Budweiser Gardens and this past season gave us many opportunities to take pride in our hard work. Thank you to our partners and the community of London and Southwestern Ontario for the continued support and an amazing 2017/18 season.

**BRIAN OHL**  
GENERAL MANAGER



# VENUE TEAM



SPECTRA



# MESSAGE FROM THE CITY OF LONDON



## Message from Anna Lisa Barbon

To Our Friends at Spectra Venue Management:

It was another busy year hosting a wide variety of shows and events at Budweiser Gardens with something to appeal to everyone. Shows ranged from the Broadway in London Series which included Brain Candy Live, Cirque Musica Holiday, Harry Potter & the Philosopher's Stone, Wizard of Oz, Stomp, Celtic Woman and The Sound of Music, to Rod Stewart and Stars on Ice featuring Olympic Gold Medalists Scott Moir & Tessa Virtue. Budweiser Gardens hosted a number of sold out concerts during the year including, Our Lady Peace & Matthew Good, Judas Priest, Johnny Reid, Kevin Hart as well as Tim McGraw & Faith Hill.

The concerts and shows weren't the only showstoppers at the Budweiser Gardens, as they hosted the sold out World Junior Championship Pre-Tournament Game: Canada vs. Czech Republic. Budweiser Gardens is home to the London Knights who had another great season and playoff run, as did the London Lightning, who won NBL Championship for the second year in a row.

Finally, an announcement everyone was buzzing about, was that of the Budweiser Gardens who will be the host venue for the 2019 Juno Awards, being held March 17, 2019 – such an exciting time!

The dedication and professionalism of Spectra Venue Management continues to bring in high quality entertainment and world class acts that maintain Budweiser Gardens as one of the top venues in the world in its class. Congratulations on another successful year for Budweiser Gardens.

Sincerely,

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

The Corporation of the City of London  
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OFFICE  
OF MAYOR  
MATT BROWN



## Budweiser Gardens – Annual Report 2018

On behalf of the City of London I am pleased to see another exceptionally successful year at Budweiser Gardens, our premier entertainment venue.

Budweiser Gardens is a significant staple in our downtown core, drawing not only Londoners, but visitors from far and wide for each and every event.

This year, Budweiser Gardens continued to deliver on the sports front, hosting a sold out World Junior Championship Pre-Tournament game: Canada VS Czech Republic as well The London Knights and London Lightning's amazing seasons.

The Broadway London series brought some remarkable shows, including Harry Potter and the Philosopher's Stone, the Wizard of Oz and the Sound of Music.

However, I believe the most prevalent highlight from this past year was the announcement that Budweiser Gardens will be the host venue for the 2019 Juno Awards. I am so excited to see this venue and our entire downtown converted into an incredible space for a week-long celebration of Canadian music.

The work that goes into transforming the venue for each event is truly 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. Myself and all of London look forward to many more.

Sincerely,

Mayor Matt Brown

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# SUMMARY OF EVENTS



## JULY

Trackside Music Festival: July 1-2  
Bob Dylan: July 6

## AUGUST

WWE Summerslam Heatwave Tour: August 6

## SEPTEMBER

Fanshawe College 50th Anniversary: September 9

## OCTOBER

Let It Be: October 21

## NOVEMBER

Local Artisans and Performers Show Case: November 4  
Brit Floyd: November 6  
Foreigner: November 14  
London Tequila Expo: November 18  
Brain Candy Live!: November 23  
Arkells: November 25

## DECEMBER

Cirque Musica Holiday presents BELIEVE: December 14  
World Juniors Pre-Tournament Game CAN VS. CZE: December 20

## JANUARY

Harry Potter and the Philosopher's Stone™ In Concert: January 20  
Jeff Dunham: January 24

## FEBRUARY

Rogers + Hammerstein's Cinderella: February 5-6

## MARCH

Disney on Ice Dream Big: March 1-4  
Our Lady Peace & Matthew Good: March 10  
WWE Live Road to Wrestlemania: March 11  
Letterkenny Live!: March 17  
The Wizard of Oz: March 24-25  
Judas Priest: March 27  
Rod Stewart: March 31

## APRIL

Johnny Reid: April 8  
STOMP: April 11  
Celtic Woman: April 12  
The Cocktail Show: April 14  
Harlem Globetrotters: April 15  
Kevin Hart: April 20  
Peppa Pig Live!: April 28

## MAY

Stars On Ice: May 6  
Queens of the Stone Age: May 24  
The Sound of Music: May 26

## JUNE

Bud's Backstage Experience: June 6  
Cirque du Soleil CRYSTAL: June 14-17  
Tim & Faith SOUL2SOUL: June 19  
Trackside Music Festival Day 1: June 30





# EVENT HIGHLIGHTS



## Trackside Music Festival

July 1-2, 2017

Budweiser Gardens once again partnered with Live Nation, London Music Hall and the Western Fair District for the annual Trackside Music Festival on July 1 & 2, 2017. The two-day country music festival was headlined by country superstars Thomas Rhett and Kip Moore and also featured rising stars; Dallas Smith, Brothers Osborne, Brett Kissel and performances by many other country stars. 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, and event services. The two-day festival had the city buzzing and saw a successful year with over 12,000+ in attendance daily.



## Arkells

November 25, 2017

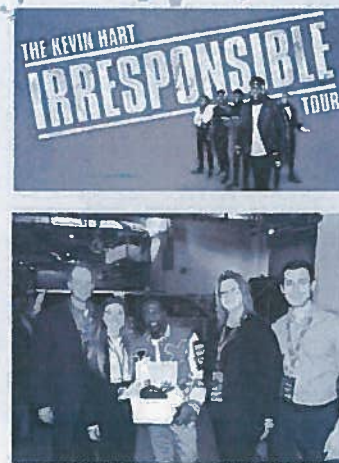
The last Saturday in November featured the debut of the Arkells at Budweiser Gardens. Coming off two very successful shows in Hamilton and Toronto respectively, the highly anticipated Knocking at the Door Tour concluded in London and did not disappoint. A tour high crowd of over 5,400 danced and sang along to hits such as; '11:11', 'Drake's Dad' and 'Leather Jacket'. As has become a common fixture at Arkells shows, one lucky fan was picked from the audience to join the band on stage for their hit 'Private School' where he was able to perform a guitar solo and sing the final chorus with lead singer, Max Kerman. The band paid tribute to The Tragically Hip and the late Gord Downie by playing 'My Music at Work' as the first song of their encore before closing out the show with 'Knocking at the Door.' This may have been the first show for the Arkells at Budweiser Gardens but judging by the electricity in the crowd throughout the night it definitely won't be their last.



## World Junior Pre-Tournament

December 20, 2017

Budweiser Gardens has played host to two MasterCard Memorial Cup tournaments, NHL preseason games, NHL Rookie Tournaments, World Under 17 Championships and many other significant hockey events but for the first time ever, it was host to a World Junior Championship Pre-Tournament Game. On December 20th, Canada's National Junior Team took on the Czech Republic in front of a sold-out crowd of 8,025, many of whom were dressed in red and white with Maple Leaf's on their chest. The event was part of a partnership between the London Knights, Spectra Venue Management and Tourism London to help show Hockey Canada the passion for Junior hockey in London and Southwestern Ontario in hopes of securing future events. Although the game was a rout, with Canada winning 9-0, the fans lived up to expectations providing an NHL-like atmosphere and cheering for the ninth goal with as much enthusiasm as the first.



## Kevin Hart

April 20, 2018

On Friday, April 20th international comedic superstar, Kevin Hart made his Budweiser Gardens debut in front of a sold-out crowd of 9,973 patrons when he brought his 'Irresponsible Tour' to London. Billed as widely successful and massively hysterical, the show certainly did not disappoint! Following openers Will Spank and Na'im Lynn, Kevin Hart took the stage for his 90+ minute set that touched on all aspects of his life and had the crowd doubled over with laughter. The show was also the first 'cell phone free' show that we have had in the venue in which the use of cell phones within the arena bowl was strictly enforced. Through consistent messaging and great teamwork between the show, venue management staff and our fantastic event staff the endeavour turned out to be very successful.



## Tim and Faith

June 19, 2018

Country music power couple Tim McGraw and Faith Hill had everyone in Budweiser Gardens thinking #relationshipgoals when they brought their critically acclaimed Soul2Soul World Tour to the venue on June 19th. The multiple Grammy Award winning superstars had the sold-out crowd of 7,800 plus on their feet from the minute the first notes started until the final chord was played. Although Tim McGraw had previously played the venue in 2010 this was the first time that his wife Faith Hill performed at Budweiser Gardens and she did not disappoint. The Soul2Soul Tour brought with it an impressive stage with impeccably executed production that perfectly matched the chemistry and electricity of the performers on it.



## Broadway in London Series 2017-2018

Broadway in London had a spectacular series for the 2017-2018 year with a total of 4 package shows, and 4 more optional add-ons. The series included the first of an eight part Harry Potter series, Harry Potter and the Philosopher's Stone- In Concert, which allowed fans to relive the magic of the film in high-definition while London Symphonia performed John Williams' unforgettable score live. The Broadway series also included some theatre favourites; Cinderella, The Wizard of Oz, STOMP and The Sound of Music. Brain Candy, Celtic Woman and Cirque Music Holiday also offered a wide variety of entertainment for subscribers and fans alike.



# LONDON KNIGHTS



The Knights began their 2017-2018 season at home against the Windsor Spitfires then on the road against Saginaw where the team secured their first victory of the season in overtime. The Knights would start the season battling and eventually strung together a four-game win streak with momentum heading into the month of November.

The beginning of the month of November marked the annual edition of the CHL's CIBC Canada Russia Series which saw four Knights represent Team OHL; Evan Bouchard, Robert Thomas, Cliff Pu, and Alex Formenton in two games against representatives from Russia. The games were hosted in Owen Sound on November 9th and in Sudbury on November 13th. Alex Formenton was selected as the 2nd star of the game in Owen Sound.

December would be a big month for the team and the franchise as Knights Head Coach Dale Hunter won his 700th regular season game against the North Bay Battalion on Saturday December 2nd becoming the fastest coach to reach the mark in the OHL. In the same game, 9,431 teddy bears rained down onto the ice for the Salvation Army in the Knights' annual Teddy Bear Toss.

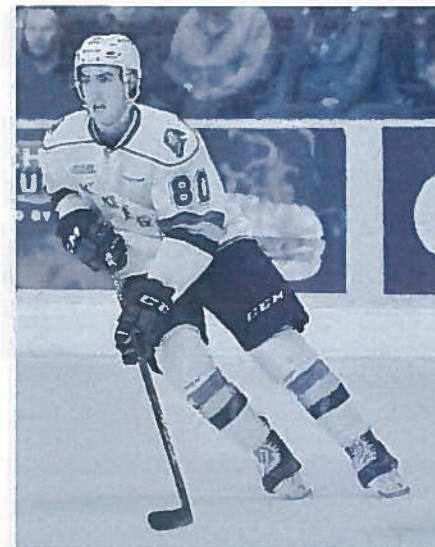
This year's World Junior Championships in Buffalo had a contingent of Knights representatives with Formenton (Canada), Thomas (Canada) and Max Jones (USA) as well as Knights graduates; Victor Mete (Canada) and Olli Juolevi (Finland). The Canadian trio of Formenton, Thomas and Mete were able to win gold against Sweden bringing Canada its 17th gold medal at the tournament.

At the conclusion of the tournament, the team also saw the departure of fan favourites, Sam Miletic (Niagara), Thomas (Hamilton), Jones (Kingston) and Pu (Kingston). We thank them for their time in London where they represented the team and city to the fullest. The return also saw the team welcome Connor McMichael, Sergey Popov and Nathan Dunkley to the Knights.

The new calendar year started with Bouchard and Liam Foudy being invited to the CHL's Sherwin-Williams Top Prospects Game for players in their NHL draft year. Bouchard would put up a record tying performance with four assists tying a record set by Daniel Briere in 1996 on his way to earning the Jim Gregory Player of the Game honours for Team Cherry.

As the Knights made their way to the conclusion of the regular season, the team put together a win streak of six games, the longest of the season with wins over the Peterborough Petes, Kingston Frontenacs, Ottawa 67's, Guelph Storm, Erie Otters, and Flint Firebirds.

The Knights would conclude their 2017-18 season with 82 points going 39-25-2 which was good for fifth place, only two points behind Owen Sound for fourth in the Western Conference of the OHL where the Knights would go on to play the Owen Sound Attack in the playoffs. The series would end in four games with each ending by one goal and two going in overtime.



With the conclusion of the playing season over, the London Knights saw their players receive a multitude of awards and recognition from staffs across the OHL with players receiving honours in the following;

## EVAN BOUCHARD

8TH IN LEAGUE SCORING

4TH IN ASSISTS WITH 62

5TH IN POWER PLAY  
POINTS WITH 23

6TH IN GAME WINNING  
GOALS WITH 7

VOTED 3RD SMARTEST  
PLAYER IN THE WESTERN  
CONFERENCE

VOTED 2ND IN  
HARDEST/BEST SHOT IN THE  
WESTERN CONFERENCE

VOTED BEST OFFENSIVE  
DEFENSEMEN IN THE  
WESTERN CONFERENCE

## LIAM FOUDY

5TH IN SHORTHANDED  
GOALS WITH 5

VOTED WESTERN  
CONFERENCE'S MOST  
IMPROVED PLAYER

## ADAM FORMENTON

VOTED WESTERN  
CONFERENCE'S FASTEST  
PLAYER

VOTED 2ND IN BEST  
DEFENSIVE FORWARD IN THE  
WESTERN CONFERENCE

## JOSEPH RAAYMAKERS

5TH IN GOALS AGAINST  
AVERAGE OF 2.84

4TH IN SAVE PERCENTAGE  
(.910)

3RD IN SHUTOUTS WITH 3

## JORDAN KOOY

AWARDED THE FW "DINTY"  
MOORE TROPHY (LOWEST  
ROOKIE GOALS-AGAINST  
AVERAGE) FOR A FIRST  
YEAR GOALIE

In the 2018 NHL Entry Draft, the Knights saw four players selected with Bouchard at 10th overall (Edmonton Oilers), Foudy at 18th overall (Columbus Blue Jackets) Alec Regula at 67th overall (Detroit Red Wings) and Kooy 208th overall (Vegas Golden Knights).

The London Knights are very keen on community involvement by supporting the fans who devote their time to cheering them on. Knights players would make appearances at the Children's Health Foundation, White Oaks Mall, dozens of school visits, among many other community outings to showcase the passion that they have for the City of London.

As the 2017-2018 season has ended, the team looks forward to another exciting season 2018-2019.



# GROUP SALES



## LONDON LIGHTNING

The London Lightning are back-to-back champions for the second time in franchise history. The 2017-2018 season brought the Lightning their league leading fourth championship title in the National Basketball League of Canada (NBLC). Finishing the regular season first in the Central division for the third straight season, the Lightning also held the highest attendance in the NBLC during the season for the seventh straight year. With over 112,000 people coming to watch the Lightning, Budweiser Gardens averaged between 5,500 – 6,000 fans per game.

The Lightning's 2018 playoff run began at home when they took on the Niagara River Lions. London bested the River Lions, winning the series 3-1. In the second round, the Lightning battled the St. John's Edge. Taking six games to close out the series, the Lightning were going to the NBLC finals for the third straight season where they would face the Halifax Hurricanes. A back and forth series that went right down to the wire, the Lightning came out on top defeating the Hurricanes 109-101 in game 7, claiming the 2018 NBLC title.

After a wildly successful team effort, the Lightning's players took home some individual awards and milestones to cap off the year. Canadian Garrett Williamson took home the 2018 NBLC Playoff MVP after an impressive postseason. Williamson also became the first Canadian in league history to reach the 2,000 regular season point milestone, which also moved him into the 10th spot on the all-time career points list.



Budweiser Gardens Group Sales Department completed another GREAT year that saw the successful implementation of Groupmatics which is an online group booking platform. Integrated with the ticketing system, Groupmatics makes organizing a group and fundraising a seamless experience for the organizer. This tool helped us increase our sales for Disney on Ice and Cirque du Soleil and to achieve new levels of operational excellence, improve the customer experience and drive profitable growth. We look forward to continued growth in the coming season!

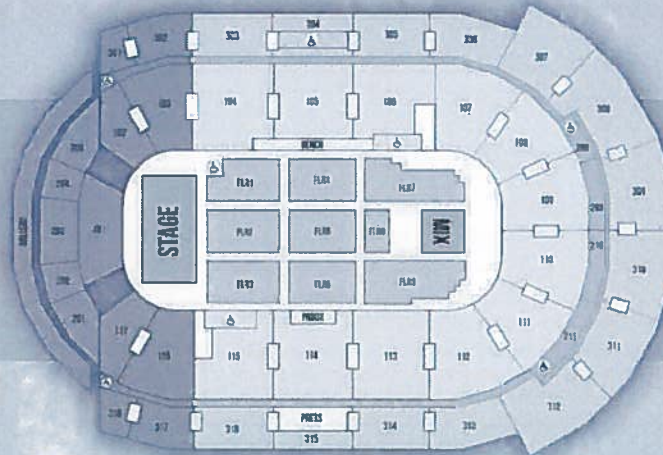
Similarly, to previous years, we worked closely with many non-profits, elementary and secondary school groups to provide fundraising opportunities through use of fan experiences (national anthem, play on the ice/court, high five tunnel, etc.) for family shows and sporting events, where funds would go towards a specific charity of choice or special cause. Groupmatics played a role in simplifying this process.

Packaging continued to be a focus to increase our food and beverage revenue and improve the customer experience. Group Sales again successfully worked with Spectra Food Services to create dinner packages for a variety of concerts, sporting events and shows, as well as offering food vouchers as an up-sell program to generate additional profit. Popularity of several concerts gave us the opportunity to continue to create secondary packages partnering with nearby restaurant, Michael's On the Thames and to create new "Pre-Show Packages" in the King Club and Press Box. All packages are made available online which generates significant revenue through convenience charges. We offered packages for 15 events with 2,606 packages being sold for total revenue of \$239,414.

During the 2017-2018 season, we exceeded our budget for family shows such as Disney on Ice, Stars on Ice and Broadway achieving \$522,204 in Group Sales revenue and 139% of our revenue goal supporting our goal to drive profitable growth.

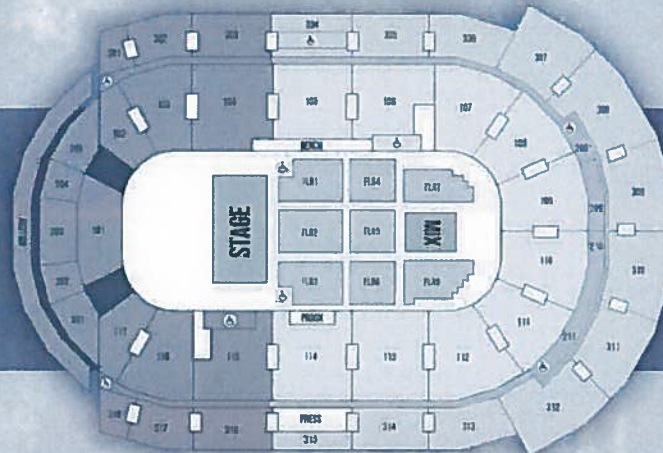
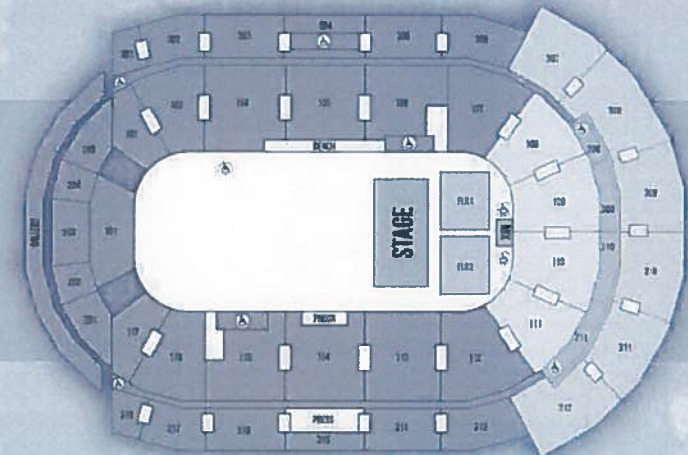


# FACILITY FLOOR PLANS



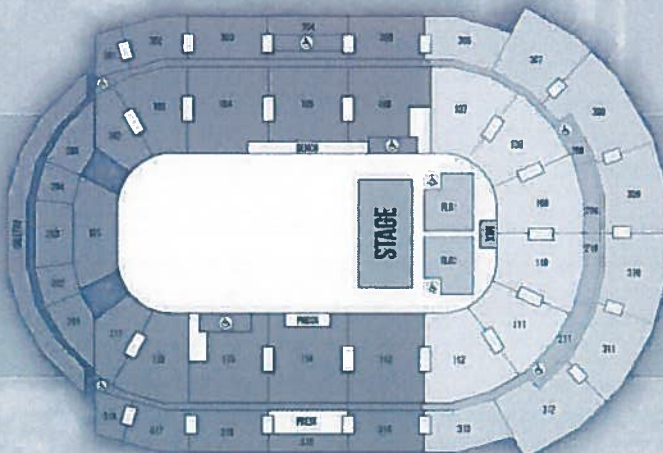
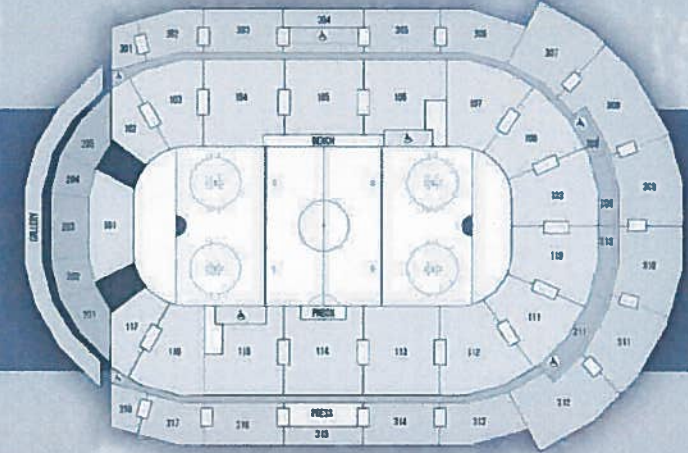
**END STAGE**  
CAPACITY: 8000

**RBC THEATRE**  
CAPACITY: 2613



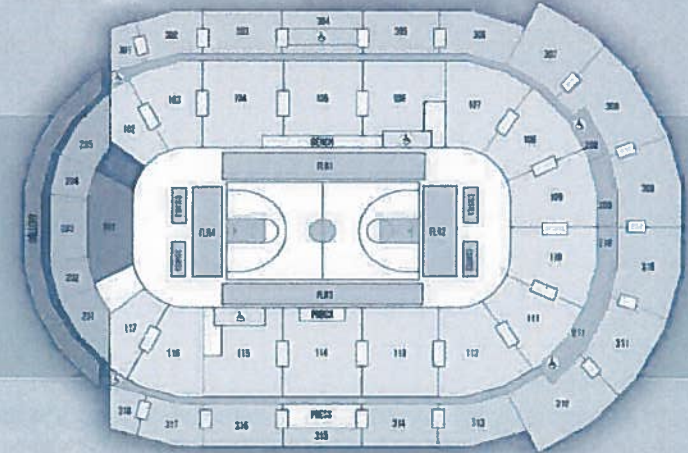
**HYBRID**  
CAPACITY: 6654

**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.

Johnson  
Controls



## 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 Building Maintenance. 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. 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).



## 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. For the safety and security of our fans, entertainers, players and staff, Budweiser Gardens employs the use of walkthrough metal detectors for all events taking place at the venue. Qualified designated security personnel will be onsite to facilitate the screening as well as any secondary searches that may be required.



# SOCIAL MEDIA

It was another great year for Budweiser Gardens on the social media front. A priority was placed on growing the number of followers on each social media platform and driving revenue, which was achieved through a number of initiatives including: in-venue signage, online contesting and social campaigns specifically designed to engage followers.

**\$54,763**  
SOCIAL MEDIA  
REVENUE

**MORE THAN DOUBLE  
LAST YEAR'S TOTALS!**

**+6,024**  
FACEBOOK  
LIKES



**+1,989**  
INSTAGRAM  
FOLLOWERS

**+4,655**  
TWITTER  
FOLLOWERS

**+5,449,879**  
TOTAL UNIQUE  
WEBSITE  
PAGEVIEWS

**DREW BY 2 MILLION  
SINCE LAST FISCAL**

## HIGHLIGHTS

### NEW WEBSITE LAUNCH!

On August 21, 2017 Budweiser Gardens launched a new website with new partner Carbonhouse! To celebrate the new website, the venue ran a contest hosted on the new site for a pair of tickets to see the Queen of country pop, Shania Twain. The contest was pushed out on all venue social media channels, directing followers to the brand new website to enter. The contest, which ran for 48 hours, saw great results with 1,807 entries. The new website has seen great success over its first year, increasing total unique page views and conversions.



### 2017 HOLIDAY CAMPAIGN

Budweiser Gardens once again executed the 12 Days of Giveaways Facebook campaign during the holiday season to help engage followers and create buzz online. The campaign was a huge success with 10,759 entries collected over the twelve day period. The engagement soared above previous years with 20,814 reactions, comments & shares and 383 new followers gained. The campaign also saw amazing opt-in numbers for the BudInsider program, adding 1,773 new email accounts to the database.



### 15-YEAR ANNIVERSARY CAMPAIGN

To celebrate the 15th Anniversary of the venue, a 15-day campaign was launched to count down and celebrate the biggest moments of the last 15 years via Budweiser Gardens Instagram account. The campaign ran in October and counted down to the day the venue opened its doors for the first time in October 2002. The campaign saw great engagement, jumping the total engagement numbers from 556 in September to 1,633 in October! There was also a jump in followers for the month of October of 118.

### CIRQUE DU SOLEIL SCAVENGER HUNT!

To promote our Cirque du Soleil CRISTAL show in a unique way through user generated content, Budweiser Gardens executed a scavenger hunt with promotional ice cubes. 30 ice cubes were hidden at the Covent Garden Market and fans were encouraged to find them and bring them to the box office in order to win a pair of tickets to Cirque du Soleil. The contest was promoted through the venue's social media channels and saw great results! Facebook: 23,000 organic reach, Instagram: 3,206 impressions, Twitter: 4,270 impressions 30 winners = 30 ice cubes found!



# FINANCIAL PERFORMANCE

	NUMBER OF EVENTS	EVENT INCOME	% OF TOTAL EVENT INCOME
LONDON KNIGHTS	38	\$779,711	29.5%
LONDON LIGHTNING	30	\$83,675	3.2%
CONCERTS	13	\$766,907	29.1%
FAMILY SHOWS	10	\$63,995	2.4%
MISC. SPORTS	4	\$279,814	10.6%
OTHER	27	\$665,485	25.2%
<b>TOTAL</b>	<b>122</b>	<b>\$2,639,587</b>	

### LONDON KNIGHTS

The London Knights played 38 games accounting for 31.1% of the results.

### LONDON LIGHTNING

The London Lightning appeared in 30 games, making up 24.6% of the results.

### CONCERTS

Budweiser Gardens hosted 13 concerts at the venue for 10.7% of the total.

### FAMILY SHOWS

There were 10 family show events during the fiscal year for 8.2% of the results.

\*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 calculated as three events.

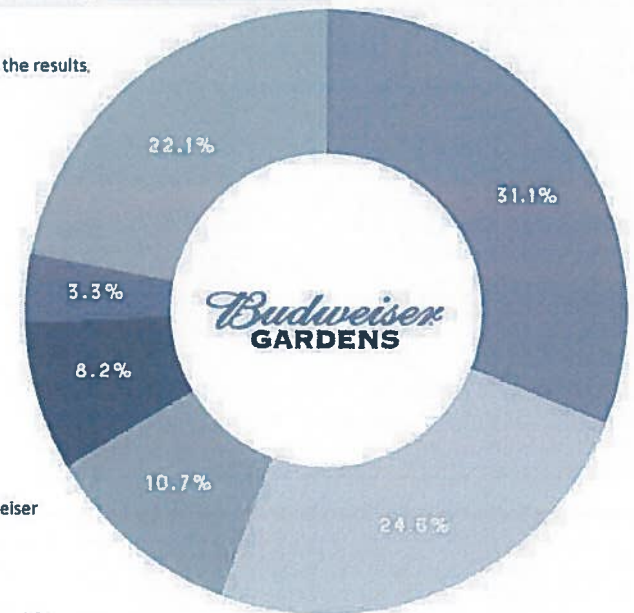
### MISC. SPORTING EVENTS

Misc. sporting events accounted for 3.3%.

### OTHER

Other events accounted for 22.1% of the total events at Budweiser Gardens. These included events such as London Tequila Expo and The Cocktail Show.

**BUDWEISER GARDENS HOSTED A TOTAL OF 122 EVENTS DURING THE 2017-2018 FISCAL YEAR**



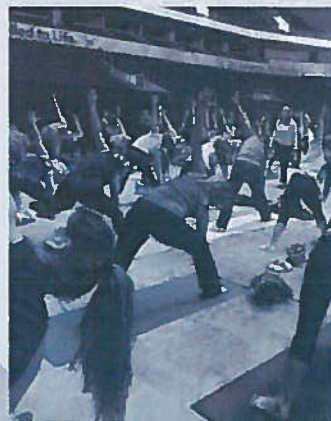
# MARKET SEGMENT RESULTS 20



# IN THE COMMUNITY

Throughout the 2017-2018 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 \$157,686 worth of donations, goods and services went to numerous charities and community initiatives throughout Southwestern Ontario. This included 2,084 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 of Southwestern Ontario, Ronald McDonald House and many more.



## ENVIRONMENTAL STABILITY

Throughout the 2017-18 season there was a conscious effort by the Spectra Venue Management and Spectra Food Services & Hospitality teams at Budweiser Gardens to evaluate environmental practices and procedures in all aspects of the venue's operation. Through this evaluation several changes were made that have had a positive effect on both the environmental impact and the bottom line of the facility.

Beginning in July 2017, the operations crew began replacing the metal halide lightbulbs in the interior and on the exterior of Budweiser Gardens with energy efficient LED lightbulbs. In total, 1,114 lightbulbs were replaced which has resulted in a total reduction of 130,061 watts over the

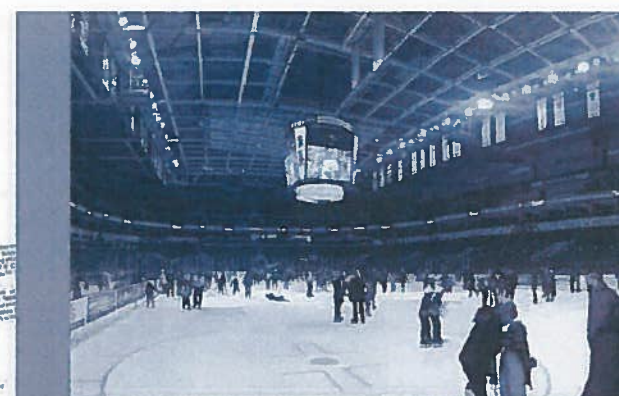
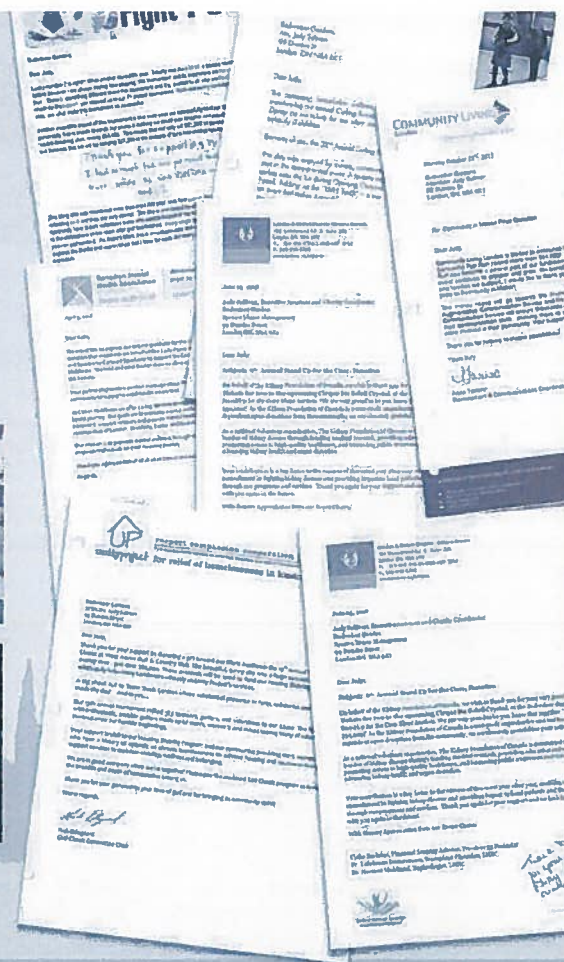
the course of the fiscal year. On average, the venue saves 500 kWh per event which is the equivalent of approximately half a month's usage in a typical Ontario home.

The Spectra Food Services and Hospitality team at Budweiser Gardens have also taken recent measures to reduce their footprint within the venue to go along with long standing practices such as; composting in the Main Kitchen and 38 luxury suites, providing recyclable or compostable containers at concession stands where possible and ensuring that napkins and other paper products offered to patrons are made from 100% recycled materials.

In January, they partnered with Filta to use two of their services; FiltaFry and FiltaBio which have had a significant

reduction on their environmental impact. From January 1st to July 1st, Budweiser Gardens saved 5,600 pounds of oil with the FiltaFry service and collected and recycled 5,000 pounds of waste oil with the FiltaBio service. The reduced cooking oil usage has led to a 320 pounds of packaging savings, a reduction in greenhouse gases of 17,190 pounds and 460 pounds of fertilizer and pesticides which when all combined is the equivalent of planting 858 trees!

The team at Budweiser Gardens also hosted two Green events during 2017-18. On Saturday, February 10th, the Spectra Venue Management team at Budweiser Gardens launched its inaugural 'Green' game when the London Knights hosted the Sudbury Wolves. In addition to the new green



## OPEN HOUSE SKATE

This year marked the ninth 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 the 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.

**BUDWEISER GARDENS**  
**Goes Green**  
 SATURDAY, FEBRUARY 10  
 LONDON KNIGHTS VS. SUDBURY WOLVES





# FUTURE OUTLOOK

Following a successful 2017-18 year, the Spectra Venue Management team at Budweiser Gardens are looking forward to a great 2018-19 season. The return of Trackside Music Festival will both end and kickoff the fiscal year on June 30 & July 1 at the Western Fair District. This marks the third time Budweiser Gardens, London Music Hall, Live Nation and Western Fair District have partnered to bring the country music festival to Londoners and the surrounding area.

On July 3rd & 4th, Budweiser Gardens will welcome back the queen of country pop Shania Twain! This will mark the third time that Shania Twain has played back to back shows at the venue and we certainly hope it won't be her last. Other great country acts coming this year include Keith Urban, who will play his 8th show at the venue (the most of any artist!), and Chris Young, who will take the venue stage for the first time as a headliner!

This coming season is an amazing year for music fans, as The Canadian Academy of Recording Arts and Sciences (CARAS) is bringing 2019 JUNO Week to London, Ontario with Budweiser Garden's hosting The 48th Annual JUNO Awards along with many other festivities leading up to the Awards. Fans of all genres can expect to see the biggest and brightest names perform. This is the first time 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 with as many local groups and organizations to put on the best JUNO Week Canada has seen! We have a big year ahead of us for all music fans and a year of firsts for Spectra Venue Management's Budweiser Gardens team. The countdown to JUNO Week March 11-17, 2019 is on!

Broadway in London will be back for another great season, bringing an all-new lineup to the RBC Theatre at Budweiser Gardens! This season offers THREE spectacular titles including the original rock musical RENT, the high-heeled hit KINKY BOOTS and the mind blowing spectacular THE ILLUSIONISTS-LIVE FROM BROADWAY™. Plus two Season Special Options: the graceful and thrilling all new tour CIRQUE MUSICA HOLIDAY Presents Wonderland, and the most beloved film franchise in history featuring a live symphony orchestra HARRY POTTER AND THE CHAMBER OF SECRETS™ in CONCERT. We look forward to what is sure to be another successful Broadway season!

