

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 18, 2020</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>2019 ANNUAL UPDATE ON BUDWEISER GARDENS</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2019 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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2017 Annual Updated on Budweiser Gardens, March 20, 2018, meeting of Corporate Services Committee, Item #2.5

Budweiser Gardens: City Approval of Zamboni Capital Lease Agreement, February 19, 2019, meeting of Corporate Services Committee, Item # 2.1

2018 Annual Updated on Budweiser Gardens, February 19, 2019, meeting of Corporate Services Committee, Item #2.2

Budweiser Gardens: City Approval of Digital Wall Capital Lease Agreement, November 5, 2019, meeting of Corporate Services Committee, Item #2.3

<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 17<sup>th</sup> year of operations in 2019.

Budweiser Gardens is managed by Spectra Venue Management 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 619,000 people attended approximately 146 events last year at the Gardens.

## 2018-2019 BUDWEISER GARDENS EVENT HIGHLIGHTS

Budweiser Gardens hosted a wide range of shows and events in 2018-2019, living up to the multi-purpose function that the City invested in when it built the facility including, but not limited to:

- Country stars such as Shania Twain, Keith Urban, and Luke Combs;
- Comedic acts such as Jerry Seinfeld, and Russell Peters;
- Broadway in London shows such as Rent, Kinky Boots, and The Illusionists;
- Family shows such as Harry Potter and the Chamber of Secrets, Disney On Ice 100 Years of Magic;
- 2019 Juno Awards, JUNO Side Stage (3-day outdoor concert series); and
- a host of various events such as London Taco Fest, Yoga Shack Gives Back 9, and GoodLife Spin4Kids.

## RANKINGS, ACHIEVEMENTS, AND AWARDS SUMMARY

Budweiser Gardens had another impressive year in 2018/2019. The list below highlights achievements, rankings, and awards received by Budweiser Gardens:

- Best Teamwork in a Major Arena.
- Great Team award, as a result of new levels of excellence being achieved.
- Show Us the Money award, due to the best revenue generating initiatives (Last Minute Club).
- Shining Star award, as a result of excellent execution of best practices and leadership in Innovation.

## FINANCIAL HIGHLIGHTS (5-YEAR SNAPSHOT)

At the end of 2019 there was \$4,569,353.81 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.

Appendix "B" (attached) is the Budweiser Gardens 2019 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>

Attached: Appendix A  
Appendix B

c. City Manager's Office

## APPENDIX "A"

### Budweiser Garden Performance Summary

	2019 Budget	2019 Actual	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Events	137	146	122	134	147	124
Paid Attendance	590,264	605,099	490,347	587,020	586,919	669,499

		2019 Budget	2019 Actual	2018 Actual	2017 Actual	2016 Actual	2015 Actual
Budweiser Gardens	Total Event Income	\$2,727,732	\$3,065,300	\$2,639,587	\$3,228,051	\$2,552,117	\$2,736,299
	Other Income <sup>1</sup>	\$3,746,982	\$3,754,534	\$3,736,290	\$3,470,796	\$3,482,830	\$3,745,666
	Total Income	\$6,474,714	\$6,819,834	\$6,375,877	\$6,698,847	\$6,034,947	\$6,481,965
	Indirect Expenses	\$6,389,472	\$6,612,688	\$6,230,807	\$6,408,130	\$5,645,886	\$6,224,114
	Net Income <sup>2</sup>	\$85,242	\$207,146	\$145,070	\$290,717	\$389,061	\$257,851
City's Cash Flow	City Proceeds from Operation	\$50,000	\$183,520	\$117,660	\$258,907	\$243,553	\$456,527
	City Proceeds from Ticket Sales	\$96,359	\$155,488	\$145,314	\$128,005	\$133,961	\$116,168
	Total City Proceeds	\$146,359	\$339,008	\$262,974	\$386,912	\$377,514	\$572,695

<sup>1</sup> Other Income includes items such as Advertising, Naming/Pouring rights, Luxury Suites, etc.

<sup>2</sup> Net Income is based on Operating Cash Flow for Distribution

*Budweiser*  
GARDENS



**2019**  
ANNUAL REPORT

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# 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

■ We entered the 2018-2019 season knowing there were high expectations of us and we believe we took those expectations and exceeded them. This was a year full of A-list performers, fun family shows, sporting events, and one the biggest nights in Canadian music, the 2019 JUNO Awards. This season was surely an exciting one at Budweiser Gardens as we completed our seventeenth year of operation in London, welcoming 146 events and just over 619,000 patrons through our doors!

Budweiser Gardens hosted many A-list artists and several unique events during the 2018-2019 season. Fan-favourites included; Keith Urban, Thomas Rhett, Jerry Seinfeld, and Luke Combs each with sold out performances. We also continued to host our community events & consumer shows which made their debut the previous year. The Local Artisans Performers Showcase, Tequila Expo, and The Cocktail Show all returned for their second year.

The biggest highlight of the year was hosting The 2019 Juno Awards on Sunday March 17th. 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 across Southwestern Ontario. We are proud to have hosted the biggest night in Canadian music and we were able to raise over \$100,000 for Musiccounts which is Canada's music education charity associated with CARAS (The Canadian Academy of Recording Arts and Sciences). Congratulations to all involved!

A major achievement happened on the evening of Friday, May 10, 2019 when Budweiser Gardens received the award for Best Teamwork in a Major Arena at the Live Music Industry awards during Canadian Music Week. We are truly honoured to receive the award as it is a testament to the hard work and strong sense of common purpose that is shared by all Spectra staff at Budweiser Gardens.

The 2018-19 Broadway in London series boasted an impressive lineup with a show for every interest! Cirque Musica Holiday presents WONDERLAND kicked off the Broadway series followed by Harry Potter And The Chamber of Secrets™ In Concert, RENT, Kinky Boots, and The Illusionists.

The London Knights continued to bring enthusiastic crowds to the building for each home game and finished as regular season Western Conference Champions. Thank you to the London Knights for providing fans with top level hockey and continuing to play a significant role in the venue's success!

The London Lightning had another successful year coming in 1st in the Central Division during the regular season! Congratulations to the entire franchise for another great year.

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 second Annual 'Green Game' where we introduced our switch to paper straws to help reduce plastic waste.

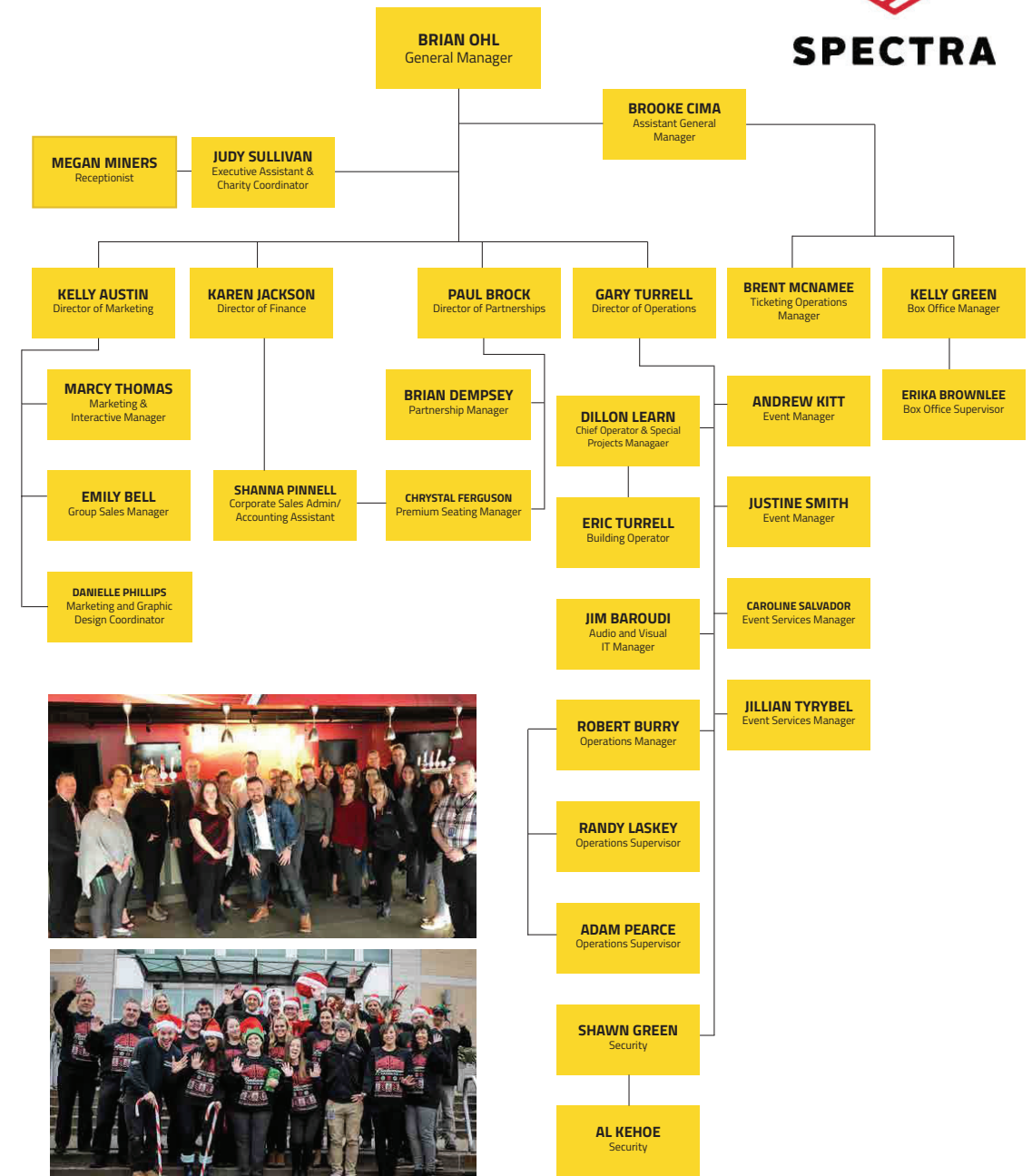
In addition to green initiatives, a heavy emphasis is placed on giving back to the community. Bud's Backstage Experience returned for the 5th year, with proceeds going to London Girls Rock Camp. The building hosted our annual Open House Skate in support of Children's Aid Society. This was the 10th year of the skate and thanks to the generosity of the community we were able to donate over \$9,000!

On behalf of Spectra, thank you to the Southwestern Ontario community for the ongoing support of Budweiser Gardens! Our success would also not be possible without our many partners including the City of London, Downtown London, Tourism London, and Labatt. 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.

# VENUE TEAM



**SPECTRA**



# MESSAGE FROM THE CITY OF LONDON

## Message from Ed Holder

Congratulations on what may well be the most successful year in the storied history of Budweiser Gardens.

Months after the fact, Londoners, and entertainment executives across North America, are still talking about the success of the 2019 JUNO Awards. It truly established London as a major player when it comes to events of this magnitude, and it simply would not have been possible if we did not have the world-class facility that is Budweiser Gardens. Of course, it also helps when that world-class facility also has world-class staff to match.

In addition to the 2019 JUNO Awards, Budweiser Gardens also played host to Jerry Seinfeld, Twenty One Pilots, Luke Combs, Thomas Rhett and dozens of others. Londoners, and tourists from across North America, were also able to enjoy a taste of Broadway with productions including RENT, Kinky Boots, and Harry Potter and the Chamber of Secrets In Concert.

Every Friday night, as has been the case for nearly 20 years, Budweiser Gardens was filled with London Knights fans cheering future first round NHL draft picks, while the London Lightning had another great season and playoff run on the hard-court.

Thank you for the memories and opportunities you have provided to our great city over the last 12 months. We can't wait to make even more with you in the years to come.

Kind regards,



Ed Holder  
Mayor, City of London



## Message from Anna Lisa Barbon

I am pleased to congratulate Spectra Venue Management on another outstanding year at Budweiser Gardens.

This past year reminded us why Budweiser Gardens continues to be the venue of choice in London, Ontario by hosting a wide variety of shows and concerts that appeal to everyone. Shows ranged from the Broadway in London Series to hosting a number of sold out concerts during the year including The Thank You Canada Tour, Luke Combs, Jerry Seinfeld and Thomas Rhett; in addition to Twenty-One Pilots and the sold out Women's Hockey Rivalry Series: Canada vs. USA. Budweiser Gardens is home to the London Knights who had another great season and playoff run, as did the London Lightning.

Budweiser Gardens had the honour of hosting the 2019 Juno Awards, one of the biggest events in Canada. Leading up to the Juno awards, the Juno Side Stage events also provided 3 nights of concerts in a heated tent outside of Budweiser Gardens. Hosting the Junos proved that Budweiser Gardens can deliver first class events as it showcased London's potential on the world stage leaving a lasting legacy that will not soon be forgotten.

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 to the team as the much deserved recipient of the award for Best Teamwork in a Major Arena.

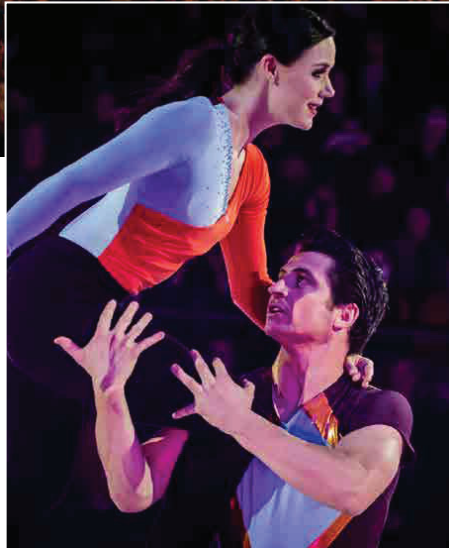
Sincerely,



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



# SUMMARY OF EVENTS



## JULY

Trackside Music Festival  
June 30 - July 1

Shania Twain  
July 3-4

Latin Gastronomy Festival  
July 21

## AUG

Slayer  
August 6

Smashing Pumpkins  
August 9

Forest City Beer Fest  
August 10-11

London Taco Fest  
August 25

## SEPT

Gaither Vocal Band  
September 13

Keith Urban  
September 15

United Way 3M Harvest Lunch  
September 20

Simple Minds  
September 28

## OCT

Jann Arden  
October 10

Monster Jam  
October 27-28

## NOV

Chris Young  
November 1

Thank You Canada Tour  
November 3

Joe Bonamassa  
November 4

Stone Temple Pilots & Seether  
November 7

Jack White  
November 8

London Tequila Expo  
November 10

Goodlife Spin4Kids  
November 17

Russell Peters  
November 20

Gordon Lightfoot  
November 24

Local Artisans & Performers Showcase  
November 25

Cirque Musica Holiday Presents  
WONDERLAND  
November 26

## DEC

Paw Patrol Live! The Great Pirate Adventure  
December 4-5



## JAN

Harry Potter And The Chamber of Secrets™ In Concert  
January 18

Rent  
January 21-22

Bryan Adams  
January 31



## FEB

Women's Rivalry Series Team Canada vs. Team USA  
February 12

Little Big Town  
February 14

Paul Brandt with High Valley  
February 23

## MAR

Disney On Ice 100 Years of Magic  
February 28 - March 3

Lynyrd Skynyrd  
March 5

JUNO Side Stage The Reklaws, Jess Moskaluke & The Washboard Union  
March 15

JUNO Side Stage KILLY, 88Glam & Anders  
March 16

JUNO Side Stage Award Show Viewing, Loud Luxury & Ryan Shepherd  
March 17

2019 JUNO Awards  
March 17

The Cocktail Show  
March 23

Luke Combs  
March 28

## APR

Brit Floyd  
April 3

PJ Masks Live!  
April 6

Colin James  
April 8

Jerry Seinfeld  
April 11

The Harlem Globetrotters  
April 13

Alice In Chains  
April 23

Variety Is... Showcase Show  
April 25

Thomas Rhett  
April 27

Metric with July Talk  
April 28

## MAY

Stars On Ice  
May 5

Godsmack and Volbeat  
May 9

Professional Bull Riders  
May 11

John Cleese  
May 16

Twenty One Pilots  
May 20

Kinky Boots  
May 25

The Illusionists  
May 26



## JUN

Yoga Shack Gives Back 9  
June 2

Signatures  
June 3

Bud's Backstage Experience  
June 6

Dwight Yoakam  
June 7

Corey Hart  
June 8

Cirque du Soleil Corteo  
June 13-16



# EVENT HIGHLIGHTS

## LYNYRD SKYNYRD

On Monday, March 5th Southern Rock icons, Lynyrd Skynyrd brought their Last of the Street Survivors Farewell Tour to Budweiser Gardens as part of the band's blockbuster two-year farewell tour that will see them travel across the globe.

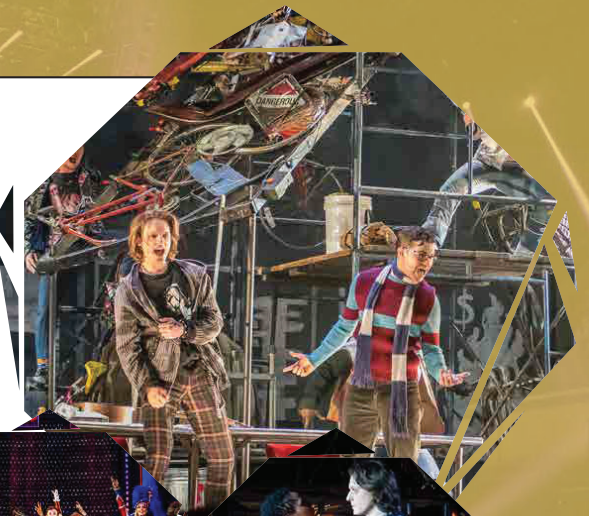
Canadian legend and former front man for The Guess Who, Randy Bachman, opened the show and had the crowd of over 5,000 singing along to classic hits such as These Eyes, American Woman and No Sugar Tonight before ending his twelve song set with the mega hit Takin' Care of Business.

With the crowd warmed up it was time for Lynyrd Skynyrd to take the stage one last time in London. The band kicked off the show with favourites Workin' for MCA followed by Skynyrd Nation, What's Your Name and That Smell all of which gave the crowd a taste of what the band has accomplished throughout their illustrious career. The middle of the set included hits Saturday Night Special and Tuesday's Gone before the band launched into mega hits Simple Man, Gimme Three Steps and Sweet Home Alabama. The final song of the night was none other than Free Bird. Video was used throughout the song to allow the late Ronnie Van Zant to accompany his younger brother Johnny leaving fans with goosebumps from the images and the experience of the show.



## BROADWAY IN LONDON

Broadway in London had a spectacular series for the 2018-2019 season with a total of 5 shows. The series included the original rock musical RENT, the high-heeled hit KINKY BOOTS and the mind blowing spectacular THE ILLUSIONISTS-LIVE FROM BROADWAY™. The series also included the graceful and thrilling all new tour CIRQUE MUSICA HOLIDAY Presents Wonderland, the most beloved film franchise in history featuring a live symphony orchestra HARRY POTTER AND THE CHAMBER OF SECRETS™ in CONCERT, offering a wide variety of entertainment for subscribers and fans alike.



## LUKE COMBS

Very few artists have risen to fame quite as fast as country superstar Luke Combs and on Thursday, March 28th fans at Budweiser Gardens experienced why the 29-year-old from Ashville, North Carolina is one of country music's brightest stars. Headlining his first ever arena tour, Luke Combs' 'Beer Never Broke My Heart Tour' had the sold-out crowd on their feet dancing and singing along from the first notes of Honky Tonk Highway to the last chord of the encore, She Got the Best of Me. In-between, Combs also played his #1 hits; When It Rains It Pours, Beautiful Crazy, One Number Away and Hurricane. Opening for Luke were up and comers Jameson Rodgers and rising stars LANCO. This was Jameson Rodgers's first time to the venue and he didn't disappoint! Playing his hit singles; I Don't Know About You, Some Girls and I Love This Town, he got the night started on the right foot! LANCO, who played Trackside Music Festival in 2018 made their return to London with new music and the fans loved every minute of their set.



## TWENTY ONE PILOTS

Twenty One Pilots made their debut at Budweiser Gardens on May 20th and brought one of the largest fan bases we've seen in 16 years! Excited fans camped outside the venue several days before the show in anticipation to get to the front of the general admission floor once doors opened. Twenty-One Pilots ignited a solid opening with vocalist Tyler Joseph first holding a torch, and then lighting a car on fire. Throughout the evening, hits such as Stressed Out, Heathens, and Chlorine were played, along with more from their Bandito album. The concert's conclusion, like the start of the show, was a strong one that fans will never forget as yellow confetti danced in the air. The confetti was just one piece of an overall visually stunning show, with the lights colour-coordinating to the music. Yellow lights would flash for songs from Bandito, red would flash for songs from Blurryface, and green and purple would illuminate the room as a nod to the Suicide Squad film as they played Heathens.



# 2019 JUNO AWARDS

The much anticipated 2019 JUNO Week & JUNO Awards took over London this past March with musical artists, industry executives and fans from all over Canada visiting and taking part in the many events held in the city March 11-17. Budweiser Gardens had the privilege of hosting Canada's biggest night in music, the 48th Annual JUNO Awards, which was broadcast live on CBC and online at cbc.ca.

The team at Budweiser Gardens played a huge role with all departments- Marketing, Box Office, Food & Beverage and Operations being heavily involved in making this event a huge success for not only the venue but for the City of London. Spectra was well represented on the London JUNOS Host Committee with five Budweiser Gardens employees: Marcy Thomas - Vice-Chair & General Manager, Erin Logie - Outdoor Event Lead, Wendell Reis - Awards Show Event Lead, Brian Ohl - Treasurer, and Karen Jackson - Finance Lead. The host committee pushed the envelope and creativity of the event in many ways. The host committee helped create

an outdoor space for a three day concert series called the JUNO Side Stage. The host committee and Budweiser Gardens also stepped in a huge way to give back through the Musiccounts ticketing initiative. From the day the JUNO Awards announced they were coming to London until the time the final artist hit the stage at the awards show, Budweiser Gardens along with two other local venues promised to donate \$1 per concert ticket sold from all shows that went on sale during this time period to Musiccounts. Through this initiative, Budweiser Gardens alone raised \$145,377 for Musiccounts, which focuses on music education and putting instruments in the hands of kids who need them the most!

Many events outside of the awards show took place throughout the week, including the JUNO Cup Jam, JUNO Cup, JUNOfest, JUNO Fan Fare, JUNO Songwriters Series and more. Many comments following the week stated that London had hosted one of the best JUNO Weeks in history, a true testament to the hard work of all involved.



## JUNO SIDE STAGE

Presented by Budweiser Gardens and Live Nation Canada



For the first time ever, the Canadian Academy of Recording Arts and Sciences (CARAS) partnered with Live Nation Canada and the Spectra team at Budweiser Gardens to put on a 3-day outdoor concert series on the JUNO Side Stage. The event took place in a temporary structure outside of Budweiser Gardens from March 15-17. Each night offered up a different genre of music and showcased many talented Canadian artists. The first night kicked things off with country music from The Washboard Union, Jess Moskaluke and the Reklaws. Saturday night offered hip hop music with Anders, 88Glam and KILLY. Sunday saw an awards show viewing party followed by an after-party with local artists Ryan Shepherd and Loud Luxury. Spectra was a key partner running the ticketing and food & beverage for all JUNO Side Stage shows, along with assisting in marketing efforts. Over the three days, 2,250 attendees took in music at the JUNO Side Stage.



# THE LONDON KNIGHTS



The Knights opened their 2018-19 season on September 21st at home against the Windsor Spitfires. Although missing key members of the team who were still with their NHL clubs, the Knights bested the Spitfires 5-3 to earn their first win of the season. This game saw one of the Knights' five rookies, Matvey Guskov, collect his first OHL goal and first two OHL assists.

As NHL training camps came to a close and the regular season began its early stages, the Knights found themselves with a plethora of talent as NHL clubs finalized their rosters and sent players back to their junior clubs. Liam Foudy and Joseph Raaymakers returned to the Knights from the Columbus Blue Jackets training camp in time for the team's second game of the season against the Sault Ste. Marie Greyhounds. This game also brought a new face to the London Knights as Chicago Blackhawk's first-round pick Adam Boqvist joined the club after attending training camp in Chicago.

The month of November brought the Knights a couple more familiar faces and a little bit of history. Evan Bouchard (Edmonton Oilers) and Alex Formenton (Ottawa Senators) rejoined the club fresh off their NHL debuts and first NHL goals. Bouchard and Formenton both made their season debuts on November 4th in Kitchener which ended up being win number three of a perfect 12-for-12 November; which

was part of a season-high 15 game winning streak.

On November 22nd, the London Knights honoured the 2005 Memorial Cup championship winning London Knights team that was named the CHL Team of the Century over the summer. The pregame ceremony involved appearances from members of the team including former captain Danny Syvret and current NHLer Corey Perry. The Memorial Cup trophy was also in attendance for the game's festivities. A few weeks later, the Knights hosted their annual Teddy Bear Toss game. This year's bringer of teddy bears was Adam Boqvist who scored a highlight reel goal against the Sarnia Sting that led to 8,763 bears raining down on the ice for the Salvation Army.

As the new year began, the London Knights established the Don Brankley Hall of Fame in honour of the late London Knights trainer. The inaugural class included Walt McKechnie, Dennis Maruk, Dave Lowry, Tim Taylor, Chris Taylor and Rob Schremp. Located outside sections 309-310. The Hall also includes all members of the organization that have previously had their number retired.

Prior to the OHL Tradeline in January, the London Knights bolstered their roster by adding overage forward Kevin Hancock from the Owen

Sound Attack and the older brother of Knights' rookie Gerard Keane, Joey Keane, from the Barrie Colts. As January continued the Knights hosted their first Superhero Night where the team sported jerseys with the "Spidey-Knight" logo from the mid-90's. After the game these jerseys were auctioned off for charity.

As the 2018-19 season came to a close, the Knights secured their first Midwest Division title since 2013 and 12th in team history with a victory over the Erie Otters on March 3rd. Two weeks later the Knights secured top spot in the OHL's Western Conference with a win over the Saginaw Spirit in their last game of the regular season. They finished the regular season with 99 points going 46-15-6 which was good for second in the entire OHL, only seven points behind the Ottawa 67s for first overall.

In the first round of the playoffs, the London Knights met their rival the Windsor Spitfires. The Knights made short work of the Spitfires, sweeping them in four games. In the second round, the Knights met the powerhouse Guelph Storm. After jumping out to an early 3-0 lead in the series, the Storm battled back to force a game 7 here in London. The Knights fought to a two-goal lead early in the second period, however, the Guelph Storm battled back as they surged to a 6-3 victory to clinch the series and end the Knights season.



## Community Involvement

The London Knights continued their strong involvement with the London community again this past season. This season saw the Knights raise \$267,167 for community partners through 50/50 sales; a 169% increase from last season. These funds were donated to over 30 different organizations including Ronald McDonald House Charities, Children's Health Foundation, Anova, and many more. The London Knights players and Scorzy, also made many community appearances including Home Depot Kids Workshops, a city-wide No Frills Playoff Kickoff, and our March Breakaway event at The Factory.

The team looks forward to the 2019-2020 season, hoping to build off the success of this past season and bring more excitement to Budweiser Gardens and the London community.

## NHL Draft

The NHL Entry Draft was held on June 21st and 22nd in Vancouver, British Columbia. Two players from this past seasons' team were drafted, along with two players that the Knights' hold the rights to. Forward Connor McMichael was drafted in the first round, 25th overall, by the Washington Capitals. Import forward Matvey Guskov was drafted 149th overall by the Minnesota Wild. Defenseman Hunter Skinner, who just recently was signed to an OHL Standard Player Agreement by the Knights, was drafted 112th overall by the New York Rangers. Defenseman Alex Vlasic, who the Knights hold the CHL rights to, was drafted 43rd overall by the Chicago Blackhawks.





## London Lightning

The London Lightning had a wild season in their 8th year of the National Basketball League of Canada after bringing back some fan favourites and past champions Marvin Phillips, Garrett Williamson and Mo Bolden and pairing them with some exciting young talent in Xavier Moon, Anthony "AJ" Gaines and Kevin Ware. The team got off to a slow start to the season and half way through the season they found themselves in last in the central division but after making a coaching change and bringing back former assistant coach Elliott Etherington to right the ship things started to turn around and the team's mentality changed.

After the change and a few roster adjustments the Lightning went on to climb back up the standings all the way to first in the central division and looked poised to make another deep playoff run. The Lightning faced off against the KW Titans in the first round of the playoffs. Unfortunately the Lightning lost in the Central Division semifinals against the KW Titans in the 5th game of a 5 game series in which no team won a game on their home court.

Not all was lost though as the Lightning were able to develop some great young players who will make the coming years team that much stronger. Be on the lookout for the 2019/2020 London Lightning season!



The Group Sales Department enjoyed another successful year here at Budweiser Gardens. We implemented various group sales initiatives, provided quality products and services and worked towards creating the ultimate guest experience. During the 2018-2019 season, we used new and creative ways to increase profitability and continued to build a culture of high standards.

The Group Sales Department has always put community at the top of its priority list. Throughout the season, we played a vital role in raising funds for nonprofit organizations, school groups and skating clubs. This was accomplished by involving groups in different activities, such as national anthems, half time opportunities and high-five tunnels. Groupmatics, the online group booking tool, made the proficiency of this seamless.

We have maintained a focus on improving the guest experience by analyzing guest reviews, predicting customer demands, and appreciating our repeat customers. Word of mouth and social media remain the most powerful customer acquisition tools we have, and we are very grateful for the trust our customers have placed in us. Repeat customers have made the Group Sales department a market leader in the sports and entertainment industry.

The dinner packages in the Talbot Bar and Grille were very popular this year, with eleven of them being completely sold out. Not only were the dinner packages successful in our restaurant, they were also very successful in our Press Box. The Press Box dinner package offers 32 exclusive seats (a mixture between rail and table seating), a private bar and a gourmet station-style buffet. Guests raved about the privacy and exclusivity the Press Box provided while they watched concerts such as Shania Twain, Keith Urban and Thomas Rhett. During the 2018-2019 season, we sold a total of 2,713 dinner packages and generated \$419,393 in total package revenue.

We had the privilege of hosting the Women's Rivalry Hockey Game(Canada vs. USA) at Budweiser Gardens this year. The Group Sales department sold a total of 3,721 group tickets totaling \$67,866 in total ticket revenue. The department worked successfully with Spectra Food Services and Hospitality to sell all five Hospitality rooms and encouraged groups to pre-order food ahead of time. This made execution more manageable for Spectra Food Services and brought in a total revenue of \$6,142 from just pre-ordered food.

We look forward to another successful season in 2019-2020!

## GROUP SALES

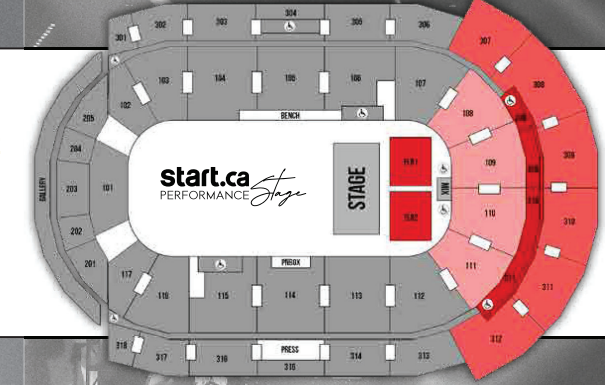


# FACILITY FLOOR PLANS



## END STAGE

CAPACITY: 8,000



## THEATRE

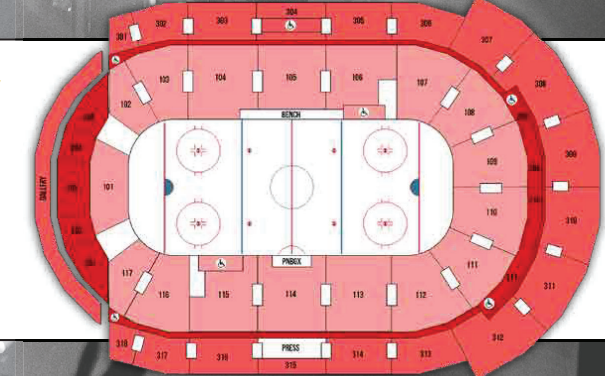
START.CA PERFORMANCE STAGE

CAPACITY: 2,613



## HYBRID

CAPACITY: 6,654



## HOCKEY

CAPACITY: 9,090



## SMALL CONCERT

START.CA PERFORMANCE STAGE

CAPACITY: 3,933



## BASKETBALL

CAPACITY: 8,910

# 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

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 hundreds of thousands of patrons who visit Budweiser Gardens each year. 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.



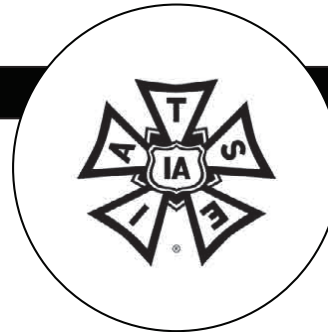
## THE TALBOT BAR AND GRILLE

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 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).



## INNOVATION 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.



**\$80,359**

IN SOCIAL MEDIA REVENUE  
45% INCREASE



**↑6%**

FACEBOOK FOLLOWERS  
REACHED 60K



**↑40.5%**

INSTAGRAM FOLLOWERS  
REACHED 11K



**↑2.2%**

TWITTER FOLLOWERS  
REACHED 49K



**7,140,501**

TOTAL UNIQUE WEBSITE  
PAGE VIEWS  
31% INCREASE



**\$1,679,177**

REVENUE DRIVEN FROM BUD  
INSIDER EMAIL BLASTS!

# DIGITAL INITIATIVES

It was another great year for Budweiser Gardens on the social media front. A priority was placed on driving revenue, and increasing engagements and followers on all platforms. This was achieved in a number of ways, including: in-venue signage, online contesting and both paid & organic social campaigns specifically designed to engage followers and drive revenue.



## 2018 HOLIDAY FACEBOOK 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 3,817 entries collected over the twelve day period. This year the marketing department worked with the corporate sales team to utilize building partners to offer 3 larger prizes along with tickets to a show- a Porky's fireplace, 1 night hotel stay at Delta and a Copp's Buildall gift card. The campaign saw some great numbers with an organic reach of 101,467, 7,818 engagements and 2,477 of the contest entries opting in to the Bud Insider email club.

## LAST MINUTE CLUB

In January 2019 Budweiser Gardens launched the Last Minute Club for all sold out shows. This allowed fans to sign up to be notified via email if last minute tickets became available closer to the show date. The club was utilized for 5 shows resulting in near sell outs for each. This initiative has been a huge success and is something the Spectra team at Budweiser Gardens will look to grow next fiscal year!



**6,259**

INDIVIDUALS  
EMAILS SENT

**56%**

AVERAGE  
OPEN RATE

**45%**

AVERAGE  
CLICK THROUGH  
RATE

**808**

TICKETS  
SOLD

**\$60K**

IN REVENUE



## ADOPTABLE PET OF THE MONTH

In January 2019, Budweiser Gardens partnered with the Humane Society of London and Middlesex to launch the Adoptable Pet of the Month program. The program features one adoptable pet each month on the venues social media channels with information on how to adopt. The program was built to work with our local humane society in helping raise awareness of adoptable pets while also gathering great content for the venues social media channels and allowing for a stress break at work for staff members. The pet of the month will usually visit the office to get their photo taken in/around the venue, then its playtime for the staff! The program has been a huge success thus far with 66,175 people reached & 4,644 engagements on #AdoptablePetoftheMonth posts on Facebook and an additional 16,422 people reached via Instagram.

# FINANCIAL PERFORMANCE

	NUMBER OF EVENTS	EVENT INCOME	% OF TOTAL EVENT INCOME
LONDON KNIGHTS	42	\$937,251	30.6%
LONDON LIGHTNING	24	\$36,676	1.2%
CONCERTS	28	\$1,000,344	32.6%
FAMILY SHOWS	16	\$236,543	7.7%
MISC. SPORTS	4	\$268,486	8.8%
OTHER	31	\$585,999	19.1%
	<b>146</b>	<b>\$3,065,300</b>	

# MARKET SEGMENT RESULTS

## LONDON KNIGHTS

The London Knights played 42 games accounting for 28.8% of the total events

## LONDON LIGHTNING

The London Lightning appeared in 24 games making up for 16.4% of the total events

## CONCERTS

Budweiser Gardens hosted 28 concerts at the venue for 19.2% of the total

## FAMILY SHOWS

There were 16 family show events during the discal year for 11% of the total events

\*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 calculatulated as three events.

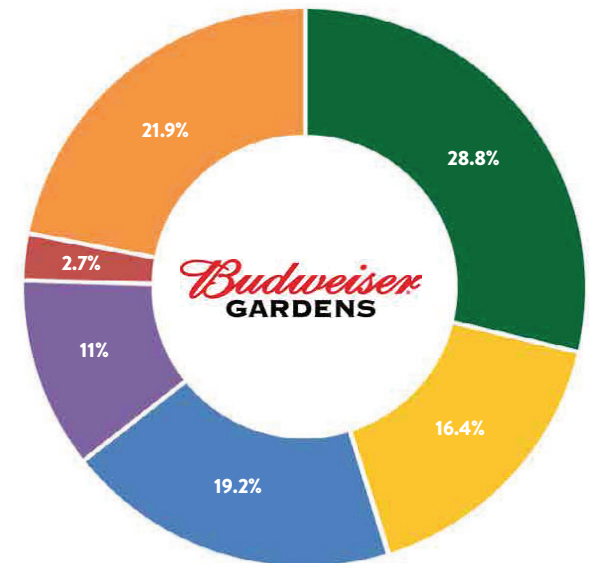
## MISC. SPORTS

Misc. sporting events accounted for 2.7% with 4 events

## OTHER

Other events accounted for 21.9% 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 146 EVENTS DURING THE 2018-2019 FISCAL YEAR**



# IN THE COMMUNITY

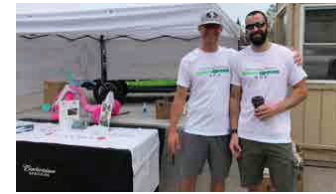
Throughout the 2018-2019 fiscal year, the Spectra team participated in several community initiatives that included the donation of time and tickets as well as other fundraising efforts. Over \$359,000 worth of donations, goods and services went to numerous charities and community initiatives throughout Southwestern Ontario. This included 2,117 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, Adoptable Pet of the Month 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, Humane Society of London and Middlesex and many more!



This year marked the 10th Anniversary of the annual Budweiser Gardens Open House Skate in support of the Children's Aid Society. This community 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 \$9,000 worth of toys and donations! The event, which is organized by the Spectra's Corporate Partnerships 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.

## Open House Skate and Toy Drive



2018-19 was another successful year for the Green Committee at Budweiser Gardens as we were able to implement new initiatives and expand on established ones.

The committee once again partnered with Downtown London to host the 2nd Annual Green Game on November 9th when the London Knights hosted the Sudbury Wolves. As with the previous Green Game, Spectra Venue Management teamed up with the London Transit Commission to offer fans coming to the game the opportunity to ride on LTC busses for FREE beginning at 5pm and running through the end of service. Fans attending the game had extra incentive to root for a London Knight's shut-out as ReForest London and Spectra once again partnered on the 'Saves for Trees' program that saw a tree planted for every save that a Knight's goalie made during the game as part of the Million Tree Challenge. This year, a total of 50 trees were planted as Downtown London matched the 25 save total. A new edition to the game was the presence of Raw Material Company Inc. who partnered with the London Fire Department to have a presence at the game and collect used household batteries for recycling. In addition to collecting batteries at the game, Budweiser Gardens has also become a permanent collection site. Finally,

the Green Game marked the official launch of the PASS ON PLASTIC, SCORE WITH PAPER campaign that saw the removal of plastic straws and the introduction of paper straws at the venue.

The 2nd Annual Electronic Recycling Day was held on Saturday, June 1st as the Spectra team at Budweiser Gardens partnered with Waste Connections of Canada to host the free event which provides Londoners the opportunity to safely dispose of any old electronics devices as well clear out sensitive documents to be shredded on site. This year there were a total of 2,200kg's of electronic material recycled and 1,170kg's of paper shredded.

Our Food Services and Hospitality team continued to have success through their partnership with Filta and the use of their services; FiltaFry and FiltaBio. From August 2018 to June 29, 2019 Budweiser Gardens saved 17,652 pounds of oil with the FiltaFry service and collected and recycled 3,570 pounds of waste oil with the FiltaBio service. The reduced cooking oil usage has led to 1,008lbs of packaging savings, a reduction in greenhouse gases of 21,018lbs and 1,450lbs of fertilizer and pesticides which when all combined is the equivalent of planting 1,049 trees!

In an effort to reduce our Carbon Footprint, the Green Committee introduced The Green Commute transit program which encourages

**BUDWEISER GARDENS**  
**Goes Green**  
 ELECTRONIC RECYCLING DAY  
 SATURDAY, JUNE 1<sup>ST</sup> 9:00AM - 1:00PM



full time employees to find alternative methods of getting to work such as; public transit, carpooling, walking and cycling. Each time an employee uses one of these alternative methods they are eligible to fill out a ballot which is entered into a bi-weekly draw for prizes. In the first two weeks of the program, 47 ballots were entered and we expect the number to keep growing.

The Green Committee at Budweiser Gardens partnered with New Earth Solutions to have a living wall installed on the 100-level main concourse of the venue. The wall which measures 18'-5" x 7'-5" is located across from the King Club and is made up of a variety of plants including; Arboricola plants, Crotons, Ficus and others. In addition to the esthetic benefit, living walls have been found to help purify the air, reduce stress and increase the feeling of wellbeing.

Budweiser Gardens was proud to be a finalist for the Environmental Leadership award at the 2019 London Chamber of Commerce Business Achievement Awards. To be named a finalist in our first year being nominated was an accomplishment and a testament to the hard work that the team has put in over the last two years! Congratulations to Heeman's on a well-deserved win!

# ENVIRONMENTAL SUSTAINABILITY



# AWARDS

## BEST TEAMWORK IN A MAJOR ARENA CANADIAN MUSIC WEEK

Budweiser Gardens received the award for Best Teamwork in a Major Arena at the Live Music Industry Awards presented by Stingray and El Mocambo on the evening of Friday, May 10, 2019. The awards were created by Canadian Music Week in partnership with the International Festival Network (IFN) and Canadian Live Music Association, the Live Music Industry Awards are a highlight of CMW's Live Music Summit.



“ **WE ARE TRULY HONORED TO RECEIVE THE AWARD AS IT IS A TESTAMENT TO THE HARD WORK AND STRONG SENSE OF COMMON PURPOSE THAT IS SHARED BY ALL THE SPECTRA STAFF AT BUDWEISER GARDENS** ”  
- BRIAN OHL

The other venues nominated in this category include: Rogers Arena (Vancouver, BC), SaskTel Centre (Saskatoon, SK), Scotiabank Arena (Toronto, ON), and True North Sports & Entertainment (Winnipeg, MB). Last year's award winner for Best Teamwork in a Major Arena was the Air Canada Centre (Toronto, ON); known now, as Scotiabank Arena. Budweiser Gardens appreciates the recognition this award brings to the venue.



Each Year Spectra hosts an annual companywide Box Office, Marketing and Sales conference at one of our venues in North America. The conference includes an award presentation to honor venues and individuals who have demonstrated outstanding performance in the areas of sales, marketing, and ticketing which led to new levels of success for Spectra venues. Budweiser Gardens was honoured to receive the award for 'Great Team' and 'Show Us The Money'.



## GREAT TEAM AWARD

The Great Team award paid tribute to the venue with a team who had inventively collaborated and worked together to achieve new levels of excellence for their venue over the past year. The entire team at Budweiser Gardens came together to put on the biggest music event in Canada- The 2019 JUNO Awards. Marketing, Box Office, F&B and Operations were integral in making this event a huge success for not only the venue but for the city of London. Five members of the Budweiser Gardens team were on the local host organizing committee for the JUNOS and were integral in making sure things ran smoothly. The team at Budweiser Gardens also worked closely with Live Nation and CARAS (The Juno Awards) to partner and create the JUNO Side Stage. Overall, Budweiser Gardens raised close to \$125,000 for Musiccounts! The JUNO Awards put London and Budweiser Gardens on the national stage. Overall the event was a huge success and helped showcase what the team at Budweiser Gardens can do to industry execs, labels, artists and fans alike.

## SHOW US THE MONEY AWARD

This award was presented to the venue with the best revenue generating initiative and Budweiser Gardens was the recipient for the Last Minute Club Initiative. The initiative was launched in January 2019 for all sold out shows at Budweiser Gardens. The box office and marketing team worked together with our neolane/adobe rep to set up a form on the ticketing event page for all sold out shows, which allows fans to sign up their email to be notified should tickets become available at a later date. Once the box office confirms a large ticket release, they contact the marketing department to send out an email to the Last Minute club for that show with a special code to buy tickets. Each email resulted in near sell out of the tickets released. So far we have been able to send 5 last minute club emails, resulting in 6,068 emails being sent, an average open rate of 56%, average CTR of 44% and 770 tickets sold for a revenue of \$54,140.

## SHINING STAR AWARD

Budweiser Gardens also brought home the Shining Star Award, awarded to the venue with excellence in execution of best practices and leadership in Innovation. Budweiser Gardens executed many of the recommended best practices campaigns and initiatives that were rolled out across all of the Spectra Venue Management FanOne Marketing Automation Venues. In addition to executing the recommended campaigns and initiatives, Budweiser Gardens has been an innovator. Budweiser Gardens has worked with FanOne to determine how best to take advantage of the advanced marketing automation functionalities. In particular, the first venue to launch the Last Minute Club initiative which identified a new revenue generation opportunity.

# FUTURE OUTLOOK

Spectra Venue Management and Budweiser Gardens have established an exceptional reputation of hosting world-class artists and performances. Following a successful 2018-2019 Year, the Spectra team at Budweiser Gardens are looking forward to another great season. This fiscal year will start off with two fan-favourite concerts, Def Leppard's Hits Canada tour on July 22nd and Michael Buble on July 29th.

This coming season we are looking forward to our partnership with Fanshawe College as they will be presenting our Speaker Series. The series will include An Interactive Evening with Gene Simmons, and Dr. Phil. Each of these events will allow patrons to hear stories from iconic personalities in an intimate and candid conversation.

We are looking forward to welcoming back Canadian icons, Arkells, this fall. Arkells have been playing in Southwestern Ontario for many years, from pubs and restaurants to arenas and stadiums. We are also thrilled to welcome back Olympic Champions and our favourite hometown duo Tessa Virtue and Scott Moir when Rock the Rink skates in to town. Returning performers are welcomed with open arms, our patrons show the excitement and appreciation for these artists and we proudly

offer up our stage time after time.

Broadway in London will be back for another great season, bringing an impressive lineup to the Start.ca Performance Stage at Budweiser Gardens! This season will offer four spectacular titles including Beautiful: The Carole King Musical, the ever popular Jersey Boys, the graceful and captivating Riverdance, and the most beloved film franchise in history featuring a live symphony orchestra Harry Potter and the Prisoner of Azkaban™ In Concert. We look forward to what is sure to be another successful Broadway season!

Budweiser Gardens will continue to raise the profile of the venue within the industry, region and community through hosting a diverse blend of events throughout the next fiscal year. In addition to our roster of top notch events there will be a heavy emphasis on continuing to give back to the community and coming up with creative and progressive green initiatives. We plan to continue touring the facility to representatives of future markets that are looking to emulate our venue plan for a future downtown facility. Spectra Venue Management will also strive to maintain our social media prowess and engage fans beyond our event dates inside the venue, for a well-rounded entertainment experience in a local facility.



**BUDWEISER GARDENS**

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*Budweiser*  
**GARDENS**

 **SPECTRA**