

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee
From: Anna Lisa Barbon, CPA, CGA,
Deputy City Manager, Finance Supports
Subject: 2021 Annual Update on Budweiser Gardens
Date: May 30, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the 2021 Annual Report on Budweiser Gardens attached as 'Appendix A' **BE RECEIVED** for information.

Executive Summary

The purpose of this report is to present the 2021 annual report for Budweiser Gardens. This report provides an overview of Budweiser Gardens, highlights from events held in 2020-2021, and a snapshot of financial highlights for the last five years.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, March 1, 2021, Agenda item 2.3, 2020 Annual Update on Budweiser Gardens

Corporate Services Committee, February 18, 2020, Agenda item 2.4, 2019 Annual Update on Budweiser Gardens.

1.2 Budweiser Gardens Overview

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 completed its 19th year of operations in 2021. As a public private partnership, it is structured as follows:

- a) The City of London owns the land.
- b) The City of London leases a portion of the lands upon which the facility sits (Ground Lease) to London Arena Trust for a nominal base rent for 50 years. During the term of the lease, London Arena Trust owns the building in trust for the City.
- c) London Arena Trust leases the building (Participatory Occupancy Lease) to the London Civic Centre Limited Partnership. The partners in the Partnership are Spectra Venue Management (formerly known as Global Spectrum), and EllisDon Construction Ltd.
- d) Spectra Venue Management is the manager of the building on behalf of the Partnership. Spectra is responsible for the sale of naming rights, advertising, attractions, sale of suites and club seats, and the operation of the facility.

Annually, the City receives a share of the net proceeds from operations, noting it is subject to a minimum \$50,000 payment from Budweiser Gardens, as well as a share of the proceeds from ticket sales. The City's share of the net proceeds from operations

varies 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%.

2.0 Discussion and Considerations

2.1 2020-2021 Budweiser Gardens Activity

The 2020/2021 season was drastically impacted by the COVID-19 pandemic. With the public health measures put in place, the activity and events that traditionally filled the venue were put on pause, necessitating the team at Budweiser Gardens to re-think their business models for the 2020/2021 season in response to this new environment. As a result, the Budweiser Gardens team looked to introduce new experiences and opportunities that would not only engage but connect with their fans. This was achieved through the implementation of new digital solutions, and partnerships. Examples of these activities and events are exhibited in the Budweiser Gardens 2021 Annual Report (Appendix 'A').

2.2 Looking Forward

Coming out of the 2020/2021 season, the current season is showing a rebound as Provincial restrictions have lifted with increasing events occurring and new events being lined up. Outlined below are some events that have occurred and that are also lined up for in the near future;

- Toronto Raptors Open Practice for Charity held on October 2, 2021;
- Toronto Maple Leafs Alumni Game October 3, 2021;
- The 2021/2022 London Knights (OHL) Season, where the London Knights kicked off their season with a home opener win on October 8, 2021; and
- Music acts; Blue Rodeo, Imagine Dragons, James Taylor & His All Star Band, ZZ Top, Avril Lavigne, Jann Arden, Dallas Smith, the Doobie Brothers, Randy Bachman & Burton Cummings, Rod Stewart, and Sting.

In February 2022, the operator of Budweiser Gardens was rebranded from Spectra to OVG360. This rebranding was a result of the merger of Spectra with the Oak View Group in November 2021. This rebranding and the inclusion of Spectra into the Oak View Group provides increased expertise in the full-service venue management and hospitality industry. OVG360 has a portfolio of more than 200 partners which include arenas, stadiums, convention centres, performing arts centres, etc.

3.0 Financial Impacts/Considerations

3.1 Financial Highlights

Appendix 'B' (attached) provides a performance summary for the Budweiser Gardens for the last five years; events, paid attendance, income, expenses, net income before depreciation along with the City's net proceeds for both ticket fees and share of net operational income.

As a result of a cumulative financial loss, the City did not receive a share of net proceeds from operations over and above the minimum payment of \$50,000. It is noted that the City is not required to assist in funding the financial loss, however, based on the provisions of the partnership agreement, any losses incurred, will be recouped against future profits that are earned by Budweiser Gardens until they are offset. The impact of this provision is significant as it will shift the City's expectation regarding the share of proceeds that are received in the future. Depending on the number of years until Budweiser Gardens returns to making a financial profit, it will be difficult to determine when the City's share of the proceeds will return to levels achieved prior to COVID-19, over and above the \$50,000 minimum.

The City still receives its share of ticket sales, which was \$2,692 in 2021, which was reduced substantially from prior years as a result of the pandemic. This amount is in addition to the minimum proceeds from operations of \$50,000 which the City received.

At the end of 2021 there was \$1,252,866.61 remaining on the outstanding debt for Budweiser Gardens. The final payment will be made in 2023.

Conclusion

The emergence of the COVID-19 global pandemic on Budweiser Gardens forced the venue to close and put the hosting of events and concerts temporarily on hold. The 2020/2021 season was challenging; however, the Budweiser Gardens team demonstrated their ability to adjust and introduce a number of ways to maintain community engagement and introduce revenue opportunities adjusting to Provincial restrictions. As restrictions began to ease, based on bookings and experience to date, the 2021/2022 season looks to be on a gradual rebound, adjusted where needed to this new environment.

Submitted by: Ian Collins, Director Financial Services, CPA, CMA
Recommended by: Anna Lisa Barbon, CPA, CGA
Deputy City Manager, Finance Supports

Budweiser
GARDENS

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*

It's hard to believe that it has been 16 months since we last welcomed fans through our doors, heard the 'Go Knights Go' chant, or the sound of 9,000 people singing along to their favourite band. The sports and entertainment industry has certainly been one of the hardest hit during the pandemic and it has impacted countless lives either directly related on the venue management and operational side, those working as part of our tenant teams, members of the entertainment world, or as one of the many support service groups vital to our industry.

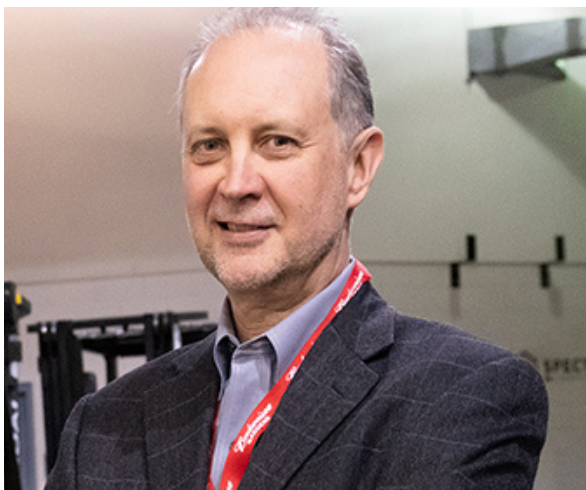
I'm very proud of the team at Budweiser Gardens for demonstrating a collective determination to keep moving forward, creating new and unique events, reimagining favourite traditions, but most importantly finding ways to keep connected with our fans and the community.

This Annual Report will recap the initiatives we have accomplished this past year and our plans for the return of live events. During these times, I am extremely proud of the job the team at Budweiser Gardens has done to remain resilient, persevere, and adapt to an ever-changing environment.

We are eagerly awaiting word on the resumption of OHL hockey and are working closely with all of our live event partners to plan and prepare for concerts to return. The remainder of 2021 and 2022 will be dedicated to extensive preparation to ensure that we are fully equipped when the time comes to welcome our fans back and provide the healthy and safe environment they will expect.

We are proud to be part of the London and Southwestern Ontario community and we recognize how difficult this past year has been for everyone and we share that pain. For those of us who work at Budweiser Gardens, nothing compares to the atmosphere of an event day. The anticipation of an epic show that starts with the first road case being rolled off the truck and continues to build throughout the day until we welcome fans through our gates.

As we continue to make the necessary changes to adapt and prepare for the re-opening of public gatherings, we would like to thank the city for their continued support, our fans, community partners, suppliers, and promoters for all of their contributions during this time. We will get through this, and once again, we will gather to celebrate sport, culture, and entertainment under one roof!

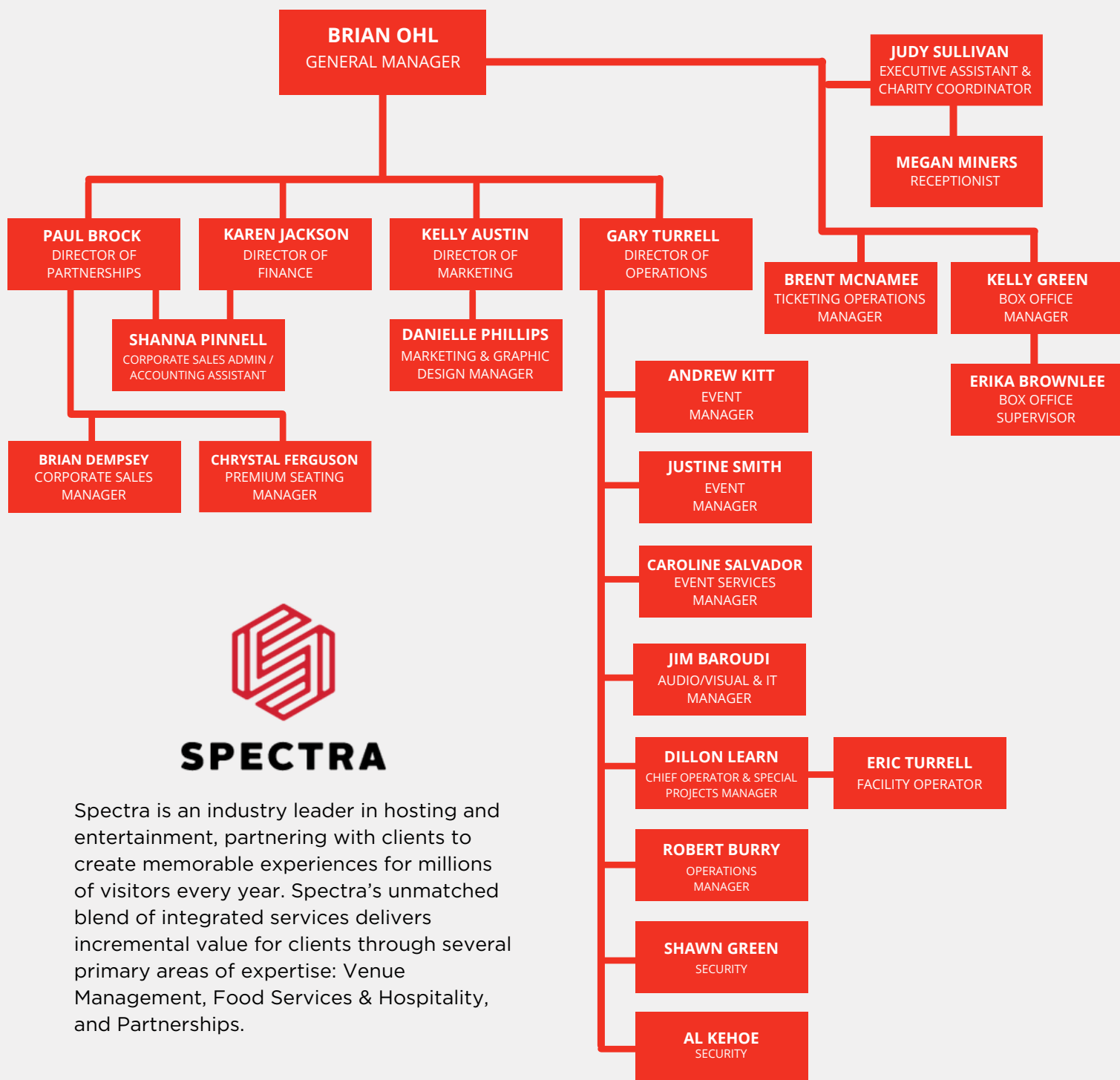


"I'm very proud of the team at Budweiser Gardens for demonstrating a collective determination to keep moving forward."

**- BRIAN OHL
GENERAL MANAGER
BUDWEISER GARDENS**



VENUE *Team*



SPECTRA

Spectra is an industry leader in hosting and entertainment, partnering with clients to create memorable experiences for millions of visitors every year. Spectra's unmatched blend of integrated services delivers incremental value for clients through several primary areas of expertise: Venue Management, Food Services & Hospitality, and Partnerships.

MESSAGE FROM THE *City of London*



On behalf of London City Council, let me commend you for your resiliency, perseverance, and willingness to adapt and adjust over an extremely uncertain and unprecedented year, especially in your industry.

As we begin to emerge from the worst phase of the COVID-19 pandemic, I believe there is a palpable desire, shared by countless numbers of Londoners, to join together in shared celebration. When it comes to these types of gatherings, there is no better venue than Budweiser Gardens.

We look forward to sellout crowds for the London Knights, and London Lightning. We can't wait to sing our favourite songs at first-rate concerts by chart-topping musicians, marvel once more at renowned Broadway shows, and so many other world-class events – all of which are made possible by your outstanding efforts.

For as many reasons as we have to look to the future, we'd be remiss if we did not acknowledge some of the creative ways you sought to entertain and connect with the community, even when public health restrictions posed challenging. We think of Buds Brew Garden, community ice rentals, live stream events like Black Creatives Live and Pride Live, Zamboni experiences, and numerous others.

Budweiser Gardens has been a staple for entertainment in our downtown core, drawing hundreds of thousands of Londoners and visitors for countless events. The work that goes into preparing, hosting, cleaning up and transforming the venue for events is astounding. Thank you for the memories and opportunities you provide to our City. We look forward to creating new memories, together, in 2022.

Kind regards,

ED HOLDER
MAYOR
CITY OF LONDON



MESSAGE FROM THE *City of London*



To Our Friends at Spectra Venue Management:

This was another year unlike any other for both the City and Budweiser Gardens. Following the extremely successful 2018-2019 fiscal year, Budweiser Gardens was scheduled to have another busy lineup of A-List entertainment throughout 2020 and into 2021. However, as a result of the worldwide pandemic, public health measures remained in place to prohibit all large gatherings which caused the postponement/cancellation of remaining or new concerts and events, including the London Knights season.

While hosting of these live events and concerts has been put temporarily on hold, the team at Budweiser Gardens has used the time over the past year to re-think business models, implement digital solutions, and engage fans in new ways. In the short term the staff at Budweiser Gardens have been resourceful and creative in finding new ways to use the facility, engage with the community, and support Londoners.

Budweiser Gardens remains the home for the London Knights and will be ready for hosting duties when the season can safely resume. Although there may be unforeseen challenges still ahead as we all cautiously move forward, Spectra remains committed to enhancing the quality of life of Londoners, and the dedication and professionalism of Spectra Venue Management will continue to bring in high-quality entertainment and world-class acts that have allowed Budweiser Gardens to be one of the top venues in the world in its class.

Sincerely,

ANNA LISA BARBON
DEPUTY CITY MANAGER,
FINANCE SUPPORTS
CITY OF LONDON





IN MEMORY OF
Jim Baroudi
1961 - 2020

Our friend and colleague, Jim Baroudi, passed away in October following a short but intense battle with cancer. Not one to back down from a challenge, Jim's resolve and determination never wavered and his positive attitude in the face of such adversity will serve as an inspiration to all those in the Spectra family he left behind.

Jim began his career at Budweiser Gardens just days after the venue hosted its first event in October 2002 and was a staple at the building until Covid forced the cancellation of all live events in March 2020. While most of Jim's time was spent working behind the scenes in a position that doesn't often receive recognition, those who have spent time at the venue know just how integral he was to the success of each event and the venue as a whole.

Often thought of as quiet and reserved, his friends and co-workers would tend to disagree. Jim had a deep love for the London Knights and Toronto Maple Leafs and could often be found in spirited discussions about both teams on any day throughout the year. During the summer, the topic usually turned to his latest round on the golf course or how his gardens were coming along but nothing compared to the love he had for animals, especially the numerous pets he shared with his wife Viki over the years.

To honour Jim's legacy, the sound room at Budweiser Gardens will be renamed The Jim Baroudi Sound Room.

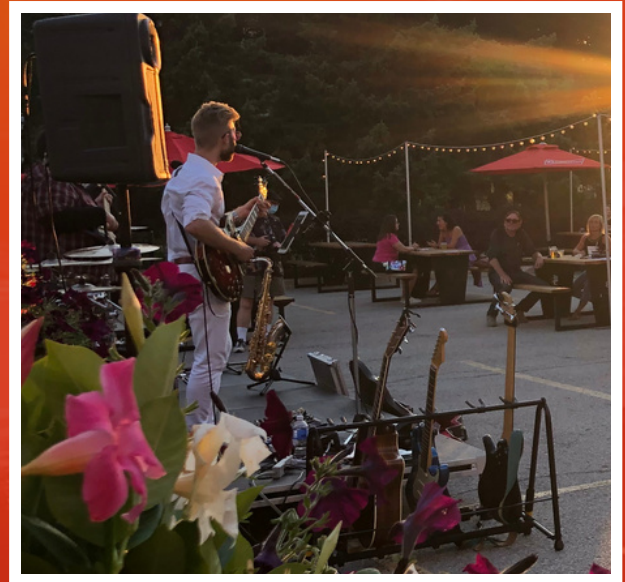
Bud's Brew GARDEN

Like all other restaurant and entertainment facilities, the staff at Budweiser Gardens worked to pivot our focus and look for new opportunities and ways to engage the community during Covid. Friday nights at Budweiser Gardens are a tradition for many Londoners so it seemed fitting that on Friday, July 10th, Bud's Brew Garden officially opened for business!

Located in the West parking lot behind Budweiser Gardens, the Spectra staff worked hard to transform the space into a relaxing, social spot that offered cold drinks, great food, and live music! Every Friday, patrons were treated to the sounds of some of London and Southwestern Ontario's top talent including; 2 Man Advantage, Sarina Haggarty, Andrew Parr Band, Jesse Grandmont & Brian Barber, and the Justin Maki Band. Additionally, Bud's Brew Garden was selected by the organizing committee of the Forest City London Music Awards to host their Women of Music showcase as part of London Music Week 2020. Supporting local artists was an important initiative for the Spectra staff throughout Covid and partnering with the London Music Office to include these artists in the Bud's Brew Garden line up was another means of accomplishing that goal.

The Spectra Food Services & Hospitality team did a fantastic job crafting creative weekly food and drink features to go along with their solid lineup of mainstays.

Overall, the creativity and teamwork exhibited by the Spectra staff at Budweiser Gardens to ensure a successful patio season is something everyone should be proud of.



SEPTEMBER 26, 2020

Brett Kissel



2020 turned into the year of Drive In concerts for many touring artists and Spectra, in partnership with London Music Hall and Western Fair District, were proud to be able to bring multi Juno and Canadian Country Music Association award winner Brett Kissel to London for two shows on Sat. September 26th at the Western Fair District.

After working with the Middlesex London Health Unit to ensure the proper Covid procedures and protocols were in place for the shows, fans were treated to an incredible night of music from one of Canada's top country artists. Although the circumstances may have been different from a normal show, the atmosphere was just as electric. From the first notes of 'We Were That Song' until the the final chord of the encore, fans were singing

along and honking their car horns at every chance.

As a special surprise to London fans, Brett brought out local country artist, Coty Robinson, to sing a few songs with him during both performances. Coty had famously challenged Brett to a game of beer pong following Brett's appearance at Park Jam in 2019 and after beating him won the opportunity to join him on stage at his next show. Coty made the most of his chance, singing a cover of Luke Comb's 'When it Rains It Pours' that would make Luke proud.

While the shows might have looked different, there was no denying how amazing it was to have live music back in London for one day.



ZAMBONI Experience

While we were not able to offer Ice Rentals with the provincial restrictions limiting us to 10 people in the building, we decided to get creative and utilize the space for something unique to our fans. Between February and March 2021, Budweiser Gardens hosted the Zamboni Experience, presented by Porky's BBQ Hearth & Spa. This experience was a crash course in all things Zamboni, which included the opportunity to take one for a spin on the ice. The 1-hour class was designed for adults (18 years and older) with a valid driver's license to learn all about one of the most popular machines in the world, including how they operate, and how to drive them.



LONDON *Knights*



The 2020-21 year was set to be a breakout season for many London Knights. After a number of attempts by the Ontario Hockey League and provincial government, it was finally decided that there would be no junior hockey within the OHL this past year. While it was difficult for the Knights organization and their fans, it was the players that suffered most from the lost season.

Although these young men were not able to compete within the OHL the Knights were able to see four of their 2003 born players drafted into the NHL. First off the board was defenceman Logan Mailloux followed by Ben Roger to the Ottawa Senators in the second

round, 49th overall followed by Max McCue and Bryce Montgomery. Joining Max in San Jose is current Knight Liam Gilmartin who was drafted from the US development program.

The London Knights once again put a focus on community impact and giving back this past year without playing any games. Through a series of online 50/50s and the Annual Charity Golf Tournament the Knights and the Alumni Foundation together supported many great causes in and around our city.

The team now looks forward to a strong finish to the 2021-22 season, with superstars Brett Brochu and Nashville Predators prospect Luke Evangelista leading the charge.



VIRTUAL Events

Spectra recognized that while live music and entertainment were temporarily on hold, the digital experience was adapting and growing to fill the gap. The virtual event industry was evolving rapidly, and Spectra began working with promoters to offer unique, “engage & watch from home” opportunities for our fans. Budweiser Gardens embraced the concept and developed several virtual events highlighting local talent and creating opportunities for our corporate partners.



BLACK CREATIVES LIVE

On Friday, February 26, 2021, Budweiser Gardens hosted Black Creatives Live, a 1 hour live stream on Facebook to celebrate Black History Month and highlight various forms of art by London locals. This virtual event included musical theatre, visual art, rap, spoken word, a DJ, and was hosted by the president of the Black London Network, Alexandra Kane.



3,624
REACH



1,507
IMPRESSIONS



167
ENGAGEMENTS



PRIDE LIVE

For the first time, the team at Budweiser Gardens opened this virtual event for other Spectra venues to participate on Wednesday, June 16, 2021. Pride Live was a celebration for Pride Month and included performances from LGBTQ+ communities across North America. This 1 hour virtual event hosted on 11 participating Spectra venue Facebook pages boasted an impressive lineup with drag performers, fashion designers, musicians & more! Thanks to Tourism London and Pepsi for their support as official sponsors for the virtual event.



67,112
REACH



29,710
IMPRESSIONS



1,472
ENGAGEMENTS

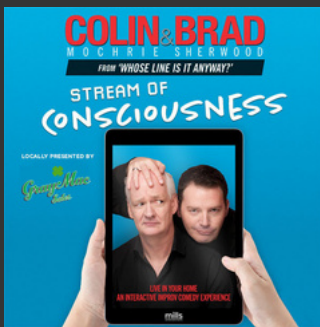
VIRTUAL Events

FEATURED ARTIST FRIDAYS

From May - September 2020, Featured Artist Fridays streamed each week on the Budweiser Gardens Facebook page as a way to provide entertainment to our followers, support local artists, and provide opportunities for our corporate partners. Each week showcased a new local musician, playing a different genre of music, and was hosted by a Corus radio personality. A special thank you to each of the local businesses who partnered with us on these events. Once Bud's Brew Garden opened, the stream moved to the patio so those who could not make it could still catch a live performance.



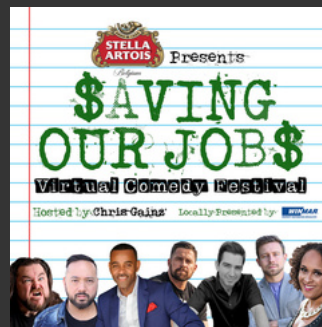
ADDITIONAL STREAMING EVENTS



**COLIN & BRAD
STREAM OF
CONSCIOUSNESS**



KISS 2020 GOODBYE



**SAVING OUR JOBS
COMEDY FESTIVAL**



BLUE RODEO

\$2,018 *In Total Revenue*

DIGITAL Initiatives

ZOCA PRINTS

For the 2020 Holiday Season fans were able to purchase the ultimate gift to commemorate memories from their favourite concerts at Budweiser Gardens. We partnered with Zoca Studio and M&T Printing and sold custom prints that were designed for past performers to the public for a limited time.

106 SOLD | \$2,120 IN REVENUE

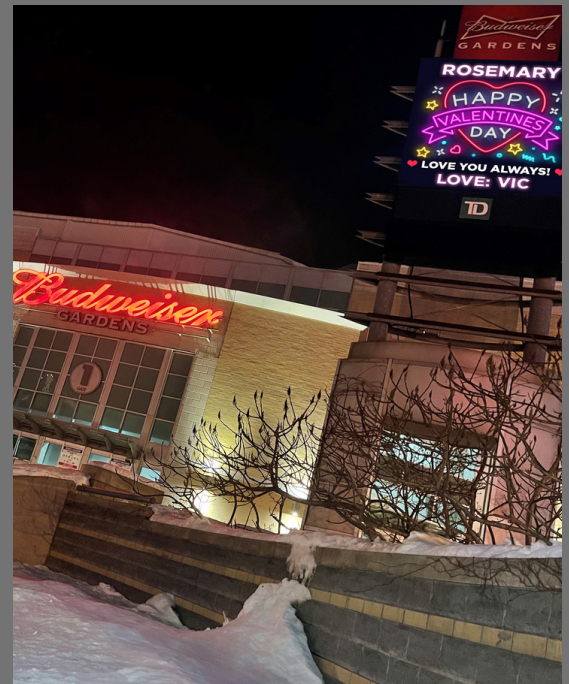
DIGITAL MARQUEE

For Valentine's Day and Mother's Day we offered fans the opportunity to book a custom message to show their love in lights on our digital marquee outside of gate 1. Purchasers had the option to choose from 4 templates and include a special note for the recipient.

74 SOLD | \$2,875 IN REVENUE

ONE YEAR LATER

March 11, 2021, marked the one-year anniversary of the last event we had at our venue with fans. To recognize the date, the Spectra team created a video to share with our community to remind them that it has been a year since we last saw them, but we are still here, that we are missing events and games, our fans, and the community as a whole; but we know we will survive, and we cannot wait to welcome everyone back. The video consisted of video messages from community partners, artists, and recapped all that has happened in the venue since the lock-down in March 2020.



Social Media



61,151
FOLLOWERS



14,744
FOLLOWERS



47,274
FOLLOWERS



\$4,862
IN REVENUE

Bud Insider Database



\$122,767
IN TICKET SALES
FROM BUD INSIDER
EBLASTS



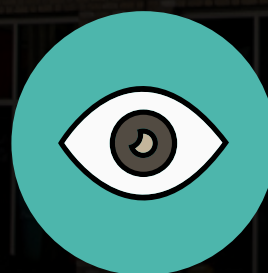
122,767
BUD INSIDER EMAIL
DATABASE SIZE

Website

WWW.BUDWEISERGARDENS.COM



\$238,595
IN REVENUE FROM
PURCHASES THROUGH
OUR WEBSITE



332,711
UNIQUE PAGEVIEWS

FACILITY Floor Plans



End Stage

CAPACITY: 8,000



Hybrid

CAPACITY: 6,654



Small Concert

start.ca
PERFORMANCE *Stage*

CAPACITY: 3,933

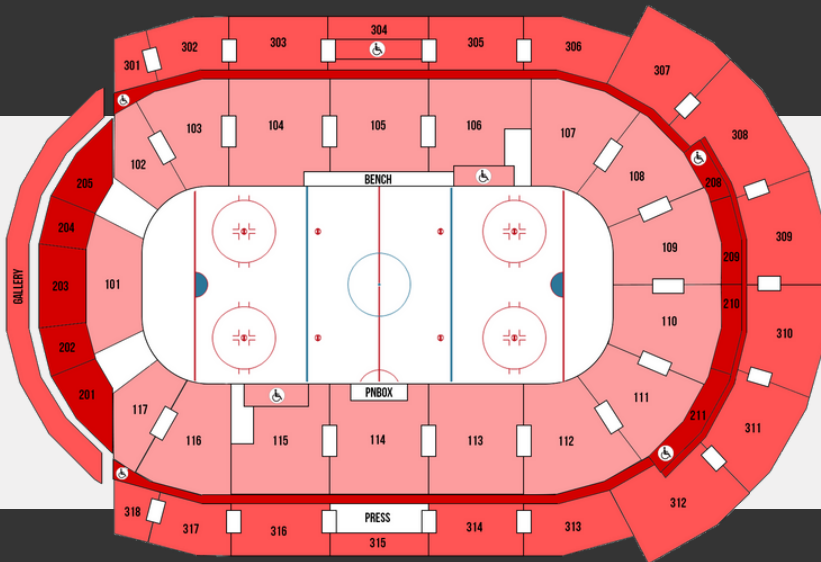
FACILITY Floor Plans



Theatre

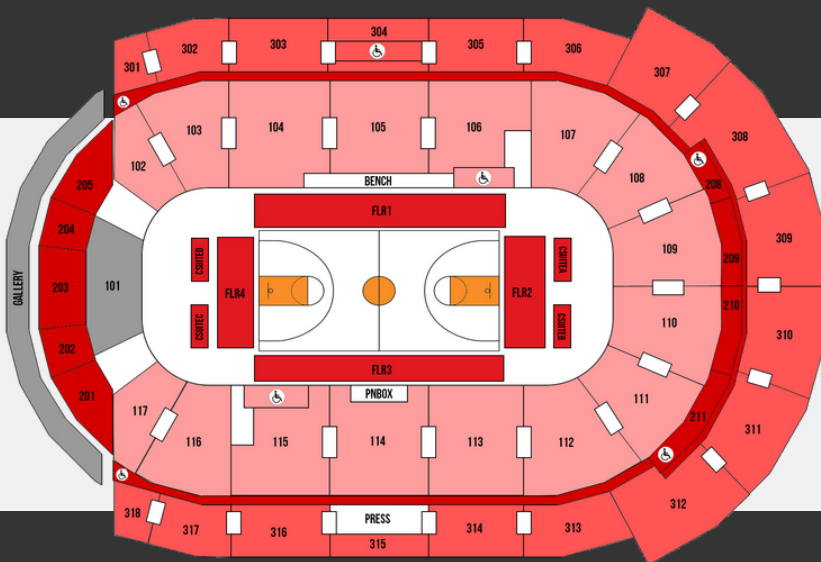
start.ca
PERFORMANCE *Stage*

CAPACITY: 2,613



Hockey

CAPACITY: 9,090



Basketball

CAPACITY: 8,910

Partnerships

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 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.



SPECTRA



TALBOT BAR & 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.

Partnerships

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 because 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.



FOOD & BEVERAGE *Initiatives*



THANKSGIVING DINNERS

Our Executive Chefs have perfected the classic Thanksgiving recipes, creating a feast to delight the whole family. The dinner package includes an herb-roasted Grade "A" Ontario turkey, brown turkey gravy, cranberry-orange sauce, and four delicious sides. Your Thanksgiving dinner comes conveniently packaged, ready to heat and serve. Leaving you the time to relax and enjoy the day.



CHRISTMAS FESTIVE DINNERS

Our Executive Chefs have perfected the classic Christmas recipes, creating a feast to delight the whole family. The dinner package includes a garlic and herb roasted Grade "A" (Ontario) turkey, sage-infused turkey gravy, cranberry-orange chutney, and three delicious sides. Your Christmas dinner comes conveniently packaged, ready to heat and serve. Leaving you the time to relax and enjoy the day.



HOLIDAY DECORATING KIT

Looking for a fun activity with the family? Introducing our Holiday Cookie Decorating Kit! Kit Includes: 12 Shortbread Cookies, Royal Icing - Red, White and Green, Mini M&M's, Holiday Sprinkles, White and Semi-Sweet, Mini Chocolate Chips



HOT CHOCOLATE BOMBS

Our Hot Chocolate Bomb is a heavenly ball of chocolate goodness filled with mini marshmallows and cocoa powder! Simply place the decadent chocolate bomb at the bottom of your favourite mug and pour steaming milk or hot water over to create the perfect cure for the winter blues!



NEW YEARS EVE PACKAGE

Who else is ready to celebrate this year being over and celebrate the start of 2021!? This New Years' Eve we have the perfect treat to help you celebrate 2021 in style at home!



VALENTINE'S DAY PACKAGE

Our Candy Melt Smash Heart, made in-house by Chef Matthew, is a decadent chocolate brownie, covered with chocolate ganache and topped with fresh strawberries and sprinkles. Simply break through the candy melt layer to reveal the delicious dessert that hides beneath it!

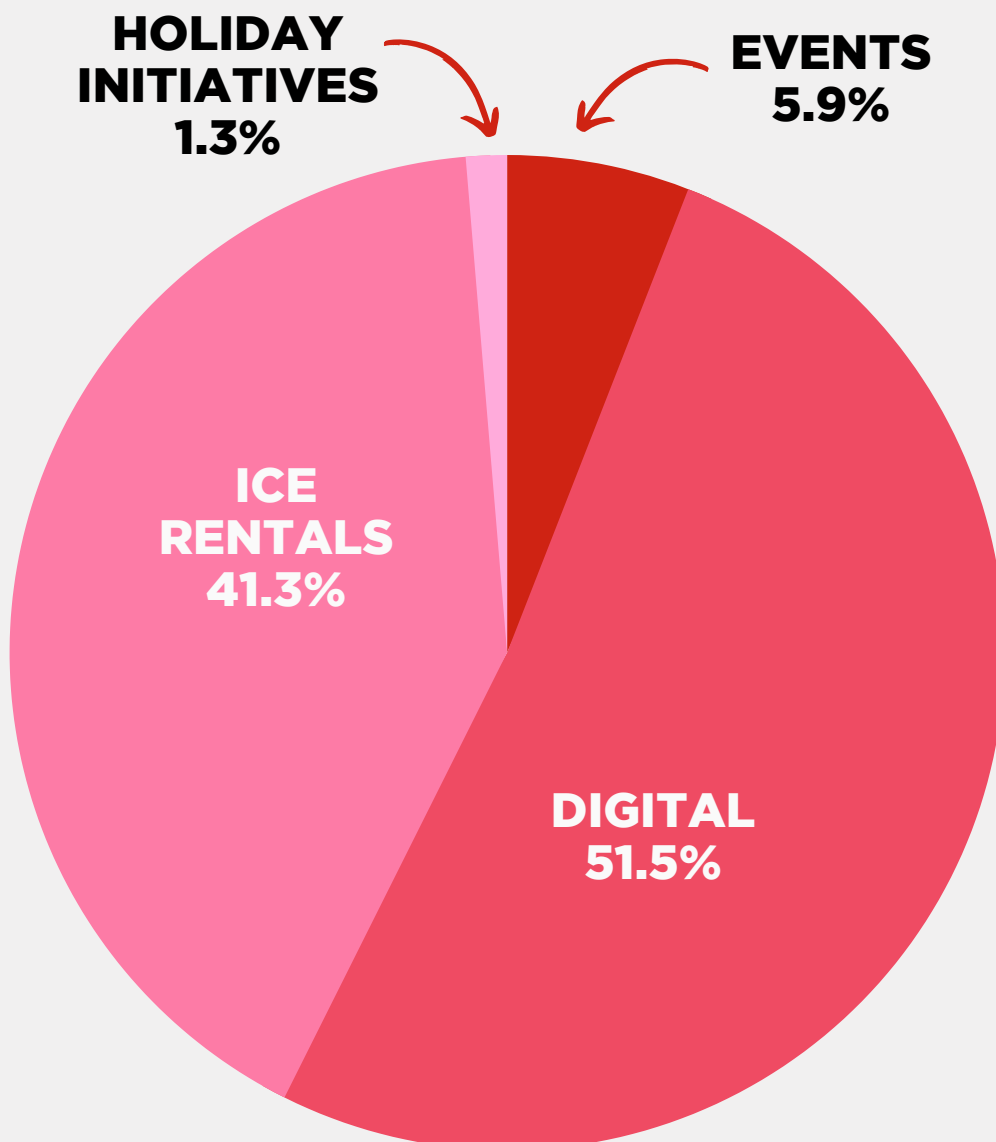


EASTER COOKIE DECORATING KIT

Looking for a fun activity with the family? Introducing our Easter Cookie Decorating Kit! Kit Includes: 12 easter egg-shaped Sugar Cookies, Coloured Frosting & Fun Sprinkles.

FINANCIAL *Performance*

EVENTS (BUD'S BREW GARDEN, BRETT KISSEL, ZAMBONI EXPERIENCE)	\$22,270
DIGITAL (WEBSITE, SOCIAL MEDIA, EBLASTS, STREAMING EVENTS)	\$193,171
ICE RENTALS	\$155,000
HOLIDAY INITIATIVES	\$4,995



ENVIRONMENTAL *Sustainability*

The Spectra Venue Management team at Budweiser Gardens partnered with Waste Connections of Canada to host a free Electronic Recycling event on Saturday, October 17th from 9 am to 1 pm which gave Londoners the opportunity to safely dispose of any old electronic devices that they had lying around their homes or offices.

In addition to providing the bins for recycling old electronics, Waste Connections of Canada also had a shred truck available so that confidential documents could be shredded on site conveniently and worry free.

In accordance with COVID 19 protocols and procedures patrons entered the Budweiser Gardens West Parking off Ridout St. and were then directed to the waste collection area where staff members removed items for donation from the vehicle to ensuring a safe and contactless interaction.



5.39
METRIC TONNES
E-Waste



2.15
METRIC TONNES
Shredding

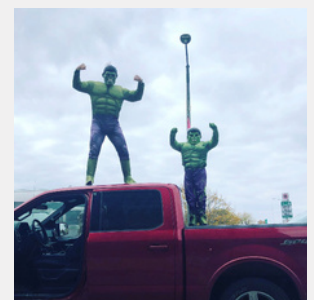
BUDWEISER GARDENS
GoesGreen
ELECTRONIC RECYCLING DAY
SATURDAY, OCTOBER 17TH 9:00AM - 1:00PM



REIMAGINING EVENTS *Candy Cruise*

On Saturday, October 31, 2020, Budweiser Gardens hosted the first first-ever Candy Cruise: A Safe Halloween Drive-Thru Event in our south parking lot between 12 pm & 2 pm. Families were asked to stay in their vehicles as they stopped at participating booths to pick up sweet treats. Participants were encouraged to dress up in costumes and decorate their cars for a chance to win a

prize pack provided by London Comicon. Those in attendance also had the chance to see some of their favourite superheroes, villains, and Star Wars characters. We had over 400 cars come through the event. Thanks to our local partners London Music Hall, 97.5 Virgin Radio, Fanshawe Student Union, Zen 'Za, Chickpz, London Comicon, and Dominion Lending Centres.



REIMAGINING EVENTS

Teddy Bear Drop-Off

The annual Teddy Bear Toss is a beloved London Knights tradition and a highlight for Londoners. Budweiser Gardens was able to partner with the London Knights to keep the tradition alive and hosted the 'Teddy Bear Drop-Off' presented by Libro Credit Union on Sunday, December 13th between 1 pm and 3 pm. Fans were able to drive through the parking lot to drop off their stuffed animals and say hello to Scorzy! In total there were 1,751 bears were collected and donated to the Salvation Army.





FUTURE *Outlook*

As we look toward the 2021 fiscal year in the entertainment industry there remains a significant amount of uncertainty related to the continuous evolution of the COVID-19 pandemic and the associated restrictions to events. With the mass distribution of vaccines in Canada, the entertainment industry is seeing light at the end of the tunnel.

The Spectra team at Budweiser Gardens will continue to focus on five strategic priorities in 2021 fiscal year, which will include new revenue generation opportunities; diversity, equity & inclusion; community engagement; staff planning and re-opening plans; and guest safety.

Fall of 2021 will likely see the return of fans back to watch the London Knights and other live events including Canadian artists such as the Saints & Sinners 2021 Tour and Stars on Ice. The future of live entertainment in a post-COVID-19 world looks bright, as artists and bands of different genres have been waiting to play for live audiences for over a year and are anxious to get started. When the time comes, we will be ready.

We at Spectra are ever the optimists and believe we will be together again in the not-too-distant future. That is why we named our re-opening plan “Together Again”. So, what does the future hold? Any hopeful future begins with careful planning and much consideration. Planning of how we will adapt to a ‘new normal’, which will include continued and enhanced sanitization protocols, minimizing contact during the guest experience, and which utilizes the home to venue and back again approach. The ‘new normal’ will include checks and balances which includes, working closely with all our stakeholders to read and react to requirements and pursuing the International WELL Building Certification to ensure we have left no stone unturned in our planning and preparation and to safeguard the health and wellbeing of our staff, tenants, artists, partners, and guests.

Spectra looks forward to continuing to drive economic impact and enhance the life of the people in London and surrounding communities through hosting additional events and elevating the customer experience at each event.

Together AGAIN!



SPECTRA

Budweiser
GARDENS

BUDWEISER GARDENS

99 DUNDAS ST.
LONDON, ON

Appendix B – Budweiser Garden Performance Summary

Budweiser Gardens - Key Statistics

	2021 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual	2017 Actual
Events	99	2	84	146	122	134
Paid Attendance	460,590	606	372,119	605,099	490,347	587,020

Budweiser Gardens - Operations Summary - Fiscal Year Ending June 30th

	2021 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual	2017 Actual
Total Event Income	\$1,768,511	\$871	\$1,601,431	\$3,065,300	\$2,639,587	\$3,228,051
Other Income ¹	\$2,749,852	\$337,711	\$2,997,553	\$3,754,534	\$3,736,290	\$3,470,796
Total Income	\$4,518,363	\$338,582	\$4,598,984	\$6,819,834	\$6,375,877	\$6,698,847
Indirect Expenses	\$4,945,443	\$257,630	\$5,247,405	\$6,612,688	\$6,230,807	\$6,408,130
Net Income (loss) ²	(\$427,080)	\$80,952	(\$648,422)	\$207,146	\$145,070	\$290,717

City's Cash Flow - Fiscal Year Ending December 31st

	2021 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual	2017 Actual
City Proceeds from Operations	\$50,000	\$50,000	\$50,000	\$183,520	\$117,660	\$258,907
City Proceeds from Ticket Sales	\$117,911	\$2,692	\$17,064	\$155,488	\$145,314	\$128,005
Total City Proceeds	\$167,911	\$52,692	\$67,064	\$339,008	\$262,974	\$386,912

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

² Net Operating Income before depreciation.