

Food & Beverage Proposal

NOVEMBER 2021

RFP #20210817



Levy



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TABLE OF CONTENTS

1	FINANCIAL OPPORTUNITY	5
2	SERVICE QUALITY/PROPONENT PROFILE/PROPONENT EXPERIENCE AND QUALIFICATIONS	13
3	STRATEGIC PARTNERSHIP	23
4	PROPOSED APPROACH	31
5	APPENDIX	43





1

**FINANCIAL
OPPORTUNITY**



FINANCIAL OPPORTUNITY

We are pleased to present the following details regarding the financial opportunity under a Levy-managed hospitality operation. The proposals presented herein assume that Levy provides all retail F&B, catering, and 3rd party vendor management at the property. Per instructions outlined in the RFP, all figures are presented in Canadian currency.

Proposal Options

Our proposal is completely focused on maximizing the total return to REAL. The profit split structure variations ensure that Levy and REAL incentives are fully aligned, and that REAL has an active voice in programming the venue to meet guest expectations. Both proposal options outlined below reflect efforts to position REAL to be the primary beneficiary of ongoing initiatives to improve financial performance.

OPTION 1: MANAGEMENT FEE + PROFIT SHARE

The first option of our proposal is a management fee structure with a profit-sharing component. This type of financial structure provides flexibility and enables joint decision making so that both Levy and REAL are incentivized to pursue growth initiatives while managing costs in the most fiscally responsible manner. The profit sharing component ensures that both parties have “skin in the game”, which ultimately drives aligned objectives, transparent communication, and accountability. It also provides REAL with a high degree of upside should Levy outperform financial projections.

Term	Ten (10) years, with the option to extend for one (1) additional five (5) year term
REAL Share of Net Receipts	85%
Levy Share of Net Receipts	15%
Levy Annual Management Fee	\$500,000
Capital Investment from Levy	\$4,000,000
Capital Reserve Fund	2.5% of Gross Receipts
Transition Bonus	Up to \$500,000

OPTION 2: PROFIT SHARE

The second option of our proposal is a pure profit share. Levy and REAL are incentivized to manage costs and drive revenue growth, with both parties having a significant interest in producing favorable financial outcomes and sharing in all upside realized throughout the term.

Term	Ten (10) years, with the option to extend for one (1) additional five (5) year term
REAL Share of Net Receipts	70%
Levy Share of Net Receipts	30%
Levy Annual Management Fee	\$0
Capital Investment from Levy	\$4,000,000
Capital Reserve Fund	2.5% of Gross Receipts
Transition Bonus	Up to \$500,000

Capital Investment

Our proposed Capital Investment allocation is summarized to the right, however, we fully expect to collaborate with REAL to finalize investment plans to ensure our vision for the future matches yours. The Capital Investment is dedicated to supporting technology upgrades, enhancements to concessions and premium areas, portable and vending solutions, and transition costs.

Incremental to the \$4,000,000 capital investment included in each financial proposal, Levy will guarantee up to \$500,000 in additional investment in the form of a one-time Transition Bonus should certain conditions be met. If Net Receipts to REAL in the first 12 months of Levy-managed operations do not meet the stated Year 1 projections included in the selected option, Levy will fund the difference between actual Net Receipts to REAL and the projections up to \$500,000. Levy is wholly confident in its ability to deliver the financial projections presented herein, but wishes to provide additional assurances to REAL as it contemplates the decision to outsource F&B operations.

Finally, the pro forma includes an annual Capital Reserve Fund equivalent to 2.5% of Gross Receipts. This fund will be used to fund repair, maintenance, and replacement of food/beverage service equipment, smallwares, point-of-sale, marketing, advertising, and other leasehold improvements directly associated with the food/beverage service program.

In the event that REAL ultimately pursues a large-scale arena construction project, Levy is committed to exploring future capital considerations to support REAL's long-term growth plans.

AREA	AMOUNT
Technology and Point-of-Sale	\$ 1,300,000
Food & Beverage Portables	1,000,000
Pre-opening Costs	500,000
Mobile Ordering	200,000
Kitchen Equipment	200,000
VIP Suite Upgrades	100,000
Vending	100,000
Other Ongoing Capital Improvements	600,000
Total	\$ 4,000,000

Financial Pro Forma

In the spirit of transparency, we have provided projections to illustrate the potential return based on each financial proposal. We leveraged historical financial, attendance, and event figures as a baseline for projections, as well as our extensive knowledge of sports and leisure venues, special events, and convention and event centres.

CAD IN 000'S	Historical	Projected				
	2019	Year 1	Year 2	Year 3	Year 4	Year 5
Retail	\$ 9,377	\$ 13,524	\$ 15,797	\$ 17,093	\$ 18,482	\$ 19,970
Premium & Catering	4,942	4,342	4,598	4,940	5,308	5,704
3rd Party Vendors	1,302	959	942	925	909	893
Other Income [1]	-	389	425	456	490	527
Revenue	\$ 15,621	\$ 19,215	\$ 21,761	\$ 23,415	\$ 25,189	\$ 27,094
Growth %	-	23%	13%	8%	8%	8%
COS		\$ 4,344	\$ 4,928	\$ 5,291	\$ 5,666	\$ 6,063
% of Revenue		23%	23%	23%	22%	22%
Payroll Expenses		\$ 7,133	\$ 7,918	\$ 8,464	\$ 9,035	\$ 9,657
% of Revenue		37%	36%	36%	36%	36%
Other Opex		\$ 1,525	\$ 1,727	\$ 1,859	\$ 1,999	\$ 2,151
% of Revenue		8%	8%	8%	8%	8%
Operating Income		\$ 6,211	\$ 7,187	\$ 7,801	\$ 8,489	\$ 9,223
Margin %		32%	33%	33%	34%	34%
FINANCIAL PROPOSAL OPTION 1						
Operating Income		\$ 6,211	\$ 7,187	\$ 7,801	\$ 8,489	\$ 9,223
Less: F&B Splits to City and Tenants		3,054	3,486	3,767	4,067	4,389
Less: Amort & Capital Reserve Fund		864	925	965	1,007	1,053
Less: Levy Fee & Share of Net Receipts		769	854	911	977	1,045
Net Receipts to REAL		\$ 1,525	\$ 1,922	\$ 2,158	\$ 2,438	\$ 2,735
FINANCIAL PROPOSAL OPTION 2						
Operating Income		\$ 6,211	\$ 7,187	\$ 7,801	\$ 8,489	\$ 9,223
Less: F&B Splits to City and Tenants		3,054	3,486	3,767	4,067	4,389
Less: Amort. & Capital Reserve Fund		864	925	965	1,007	1,053
Less: Levy Share of Net Receipts		688	833	921	1,024	1,134
Net Receipts to REAL		\$ 1,606	\$ 1,943	\$ 2,149	\$ 2,390	\$ 2,647

[1] Includes discounts and service charge. Discounts understood to total approximately \$51k in 2019. Levy assumes 2019 discounts were included in revenues presented in the RFP. Service charge assumed to be incremental to historical figures provided.

CAD IN 000'S	Projected				
	Year 6	Year 7	Year 8	Year 9	Year 10
Retail	\$ 21,565	\$ 22,760	\$ 23,875	\$ 25,045	\$ 26,272
Premium & Catering	6,130	6,435	6,756	7,092	7,445
3rd Party Vendors	878	863	889	916	943
Other Income [1]	566	594	623	655	688
Revenue	\$ 29,138	\$ 30,652	\$ 32,143	\$ 33,707	\$ 35,348
Growth %	8%	5%	5%	5%	5%
COS	\$ 6,471	\$ 6,749	\$ 6,989	\$ 7,236	\$ 7,474
% of Revenue	22%	22%	22%	21%	21%
Payroll Expenses	\$ 10,308	\$ 10,818	\$ 11,294	\$ 11,809	\$ 12,331
% of Revenue	35%	35%	35%	35%	35%
Other Opex	\$ 2,313	\$ 2,433	\$ 2,551	\$ 2,676	\$ 2,806
% of Revenue	8%	8%	8%	8%	8%
Operating Income	\$ 10,046	\$ 10,653	\$ 11,309	\$ 11,987	\$ 12,738
Margin %	34%	35%	35%	36%	36%
FINANCIAL PROPOSAL OPTION 1					
Operating Income	\$ 10,046	\$ 10,653	\$ 11,309	\$ 11,987	\$ 12,738
Less: F&B Splits to City and Tenants	4,734	4,991	5,236	5,494	5,764
Less: Amort & Capital Reserve Fund	1,102	1,139	1,175	1,213	1,252
Less: Levy Fee & Share of Net Receipts	1,124	1,186	1,257	1,330	1,413
Net Receipts to REAL	\$ 3,085	\$ 3,337	\$ 3,640	\$ 3,950	\$ 4,309
FINANCIAL PROPOSAL OPTION 2					
Operating Income	\$ 10,046	\$ 10,653	\$ 11,309	\$ 11,987	\$ 12,738
Less: F&B Splits to City and Tenants	4,734	4,991	5,236	5,494	5,764
Less: Amort. & Capital Reserve Fund	1,102	1,139	1,175	1,213	1,252
Less: Levy Share of Net Receipts	1,263	1,357	1,469	1,584	1,717
Net Receipts to REAL	\$ 2,947	\$ 3,166	\$ 3,428	\$ 3,697	\$ 4,006

[1] Includes discounts and service charge. Discounts understood to total approximately \$51k in 2019. Levy assumes 2019 discounts were included in revenues presented in the RFP. Service charge assumed to be incremental to historical figures provided.

Revenue

Revenue projections reflect Levy's consistent track record of increasing guest spend. The pro forma assumes 23.0% year-1 growth over 2019 revenue. Growth is driven by enhancements to technology, investments in equipment and infrastructure, strategic programming, unique activations, speed of service, cash reduction, and other initiatives highlighted throughout this proposal. This growth also reflects Levy's ability to drive incremental catering business, as well as the expectation that a portion of previously subcontracted F&B outlets are managed by Levy prospectively.

It should be noted that total historical subcontracted revenue generated at each venue is unknown to Levy. As such, assumptions were made concerning the gross amount of subcontracted revenue generated in total, the amount generated by each venue, and the amount transitioned to Levy at each venue.

All year-1 growth percentages referenced throughout reflect growth over 2019 financial results provided by REAL.

MOSAIC STADIUM SALES

Levy sees significant opportunity to accelerate growth in both concessions and premium areas at Mosaic Stadium. In concessions areas, refreshed F&B concepts and stand designs will attract fan spend and prominently display high-value offerings. POS improvements are expected to increase conversion with faster transaction times. Sensible and collaborative pricing optimization will drive average item price. Additionally, strategic placement of portables will encourage revenue capture throughout the concourses. Levy also expects to increase activations, particularly in underutilized premium areas, to drive sales. Premium growth further assumes support from mobile ordering solutions and menu enhancements.

In total, Levy expects these initiatives to generate sales growth of 17.3% in existing areas during year-1, with a further 15.8% growth generated from the conversion of previously subcontracted outlets to Levy-managed areas. We intend on striking the right economical balance between Levy-managed areas and utilizing local, community partners.

BRANDT CENTRE SALES

Similarly, Levy anticipates high growth in Brandt Centre sales through stand refreshes, pricing, technology, and menu optimization. Concessions and premium areas will be targeted for additional activations and programming enhancements. The Brandt Centre is expected to experience similar tailwinds to Mosaic Stadium in terms of conversion, basket size, and check average growth from these initiatives.

In total, Levy expects these initiatives to generate sales growth of 17.0% in existing areas during year-1, primarily from general concessions, with a further 19.4% growth generated from the conversion of previously subcontracted outlets to Levy-managed areas. The projections do not assume that Brandt Centre operations transition to a new arena complex during the term.

QUEENSBURY CONVENTION CENTRE AND INTERNATIONAL TRADE CENTRE SALES

Levy will leverage a dedicated on-site catering and events team, as well as above-unit support from our national Group Sales team, to drive quality catering and events business at QCC and ITC. The on-site team will also support improved programming efforts to deliver elevated experiences and attract higher spend volume. Sales growth reflects relatively conservative assumptions due to pandemic-related uncertainties surrounding near-term event activity, though Levy is confident that additional upside can be achieved if and when event mix returns to pre-pandemic levels.

In total, Levy expects to generate 6.7% sales growth between both Queensbury Convention Centre and the International Trade Centre during year 1 of operations.

AFFINITY PLEX & CO-OPERATORS CENTRE SALES

Event mix and attendance volumes at Affinity Plex and the Co-Operators Centre promote high growth potential through non-traditional service outlets. Levy's projections assume growth through a strategic vending and F&B cart program to maximize currently underutilized spaces in the venues. In addition, growth assumes that mobile ordering is implemented to drive conversion, check average, and basket size. In total, Levy expects these initiatives to generate sales growth of 17.5% during year 1.

OTHER INCOME

Other income reflects discounts and service charges on catered events. Levy assumes a service charge of 18% on catered sales at Queensbury Convention Centre and the International Trade Centre. Levy further assumes that service charges were not included in the historical revenue figures provided by REAL and that projected service charges reflect incremental income to what was shared.

Costs and Expenses

Product costs, payroll expenses, and related operating expenses reflect Levy's in-depth understanding of the various operations based on site visits, conversations with and information provided by REAL, and Levy's extensive experience operating sports and leisure venues, cultural attractions, convention centres, special events, and other venue environments

Levy developed cost of sales projections using insights gained operating comparable properties, as well as our keen understanding of expected procurement trends. Our projections consider variations in product type and revenue stream. Cost projections also reflect Levy's ability to drive efficiencies through menu optimization, scaled purchasing across our global footprint, and actively managing commodity swings.

We demonstrate a consistent ability to manage labour effectively through market cycles using our scale, sourcing strategies, and technology. The proactive efforts to drive labour efficiencies described in other sections of this proposal are reflected in the payroll cost projections. Other operating expenses are consistent with Levy's prudent approach to operating in environments similar to those which are included in this proposal.

Contractual Items

Levy has calculated commissions paid to 3rd parties using historical information provided by REAL. 3rd party commissions assume royalties to Western Pizza and Tim Hortons, 80% of profits generated in the Mosaic Stadium concourse, 20% of profits generated in the Mosaic Stadium premium areas, commissions to the Regina Pats, and commissions paid to various other event providers.

Other contractual items include allowable expenses, comprised of the Capital Reserve Fund, amortization on Levy's Capital Investment, and distributions to Levy commensurate with the profit split and/or fee arrangement outlined in the financial proposal options provided earlier in this section.

In summary, our like-minded organizations are at the forefront of sports and entertainment destinations and can together create the future fan experience, raising the bar for destinations in Canada. We are committed to a true partnership with REAL and look forward to discussing our proposal with you in the future.

NOTES TO FINANCIAL OFFER

1. Our proposal assumes Levy is provided a turn-key facility throughout the term.
2. Gross Receipts shall refer to the total amount of money received by Levy in conjunction with the operations excluding sales and other taxes, credit card fees, amounts not received from bad debts, gratuities, and internal food sales.
3. Net Receipts shall mean Gross Receipts less all applicable Direct Operating Costs, including the amortization of Capital Investments and the Transition Bonus, the Capital Reserve Fund, and Levy's Management Fee.
4. Our proposal assumes the Levy Management Fee is included as a Direct Operating Expense.
5. Our proposal assumes that service charges were not included in the historical revenues provided by REAL.
6. Our proposal assumes that Levy will be the exclusive caterer.
7. The Capital Investment and Transition Bonus shall amortize on a straight-line basis over the Term as an Expense of the operation and the unamortized portion shall be reimbursed to Levy in the event of termination for any reason.
8. Our proposal assumes automatic annual price increases in accordance with the greater of ECI/ CPI. It also assumes that the Annual Management Fee increases annually at the ECI/CPI.
9. Our proposal assumes Levy is providing management services and is in no way obligated to fund operating losses at Evraz Place.



A large crowd of people is gathered at a night festival. In the background, there are bright fireworks exploding in the dark sky. A stage with various signs, including "GREAT WESTERN" and "STAGE", is visible. The scene is illuminated by the festival lights and fireworks.

2

**SERVICE QUALITY/
PROPONENT PROFILE/
PROPONENT
EXPERIENCE AND
QUALIFICATIONS**

November 2, 2021

On behalf of the entire Levy team, we'd like to express our excitement about the opportunity to partner with REAL at Evraz Place. Your mission to deliver exceptional experiences and foster meaningful memories that make our community a better place is fully aligned with the essence of our brand - celebrated experiences. At Levy, we combine our devotion for the details, unbridled creativity, and commitment to culture to deliver experiences worth celebrating. We would love to deliver these experiences across Evraz Place in collaboration with your team.

Your search for the right hospitality partner is foundational to your future success and we recognize the importance of the decision. Beyond the stadium, beyond the arena, we know that the entire guest experience is a reflection on REAL to residents and visitors.

Founded in 1978 on the entrepreneurial spirit of thinking differently and forging the path for new ideas in food, beverage, and hospitality, Levy is committed to tailoring the dining experience based on the needs of your guests and elevating the reputation of Evraz Place as Canada's premier food and beverage destination for sports and entertainment. We deliver on this promise by committing to a true partnership. All of our proposed team members will office on-site as an extension of the REAL team and all of our proposed operations will be housed on-site as further detailed in the proposal.

Within our proposal, you will notice our emphasis on flexibility and community support. These themes apply to each element of our work, inclusive of cafes, concessions, and catering, as well as the request to provide notes to the RFP's terms and conditions. We have provided items for discussion within the Appendix for joint review and discussion.

Thank you again for this opportunity, and we look forward to discussing our unique proposal further with you.

Sincerely,



Ian Baskerville
Senior Vice President and General Counsel
Compass Group Canada



Rob Ellis
Treasurer of its General Partner
Levy



ABOUT *Levy*

Since its entrepreneurial founding over 40 years ago, the company has grown from delivering “The Levy Difference” at a single delicatessen in Chicago to an industry leading food organization known equally for its culinary and hospitality expertise, as well as its strategic business acumen and creativity. With restaurateur roots, Levy has created many of the country’s defining dining experiences by bringing restaurant-quality food and hospitality to places where people least expect it.

Our diverse portfolio includes over 200 partnerships with iconic major league and NCAA venues, award-winning destination restaurants, festivals, racing, cultural institutions, and convention centres as well as the Super Bowl, US Open Tennis Tournament, Kentucky Derby, and NHL, MLB, NBA, and MLS All-Star Games.



Globally Resourced, Locally Run.

Compass Group Canada operates regionally in our marketplaces, employing the best talent and using the best local resources. Being backed globally allows leveraged buying power, recruitment reach, and industry leading practices in food safety, support services, and innovation. We are proud to support 67 locations in western Canada and employ more than 1,000 team members across the region. Levy and Compass Group Canada have been working in collaboration to strategically expand the Levy brand in Canada, with legacy partnerships such as the Montreal Canadiens and Ottawa Redblacks and recently formed partnerships with the Edmonton Oilers and Big White Ski Resort. Levy’s experience in sports and leisure destinations, combined with Compass Group Canada’s resources and deep local knowledge, deliver strong results for our partner locations driving revenue and guest satisfaction.

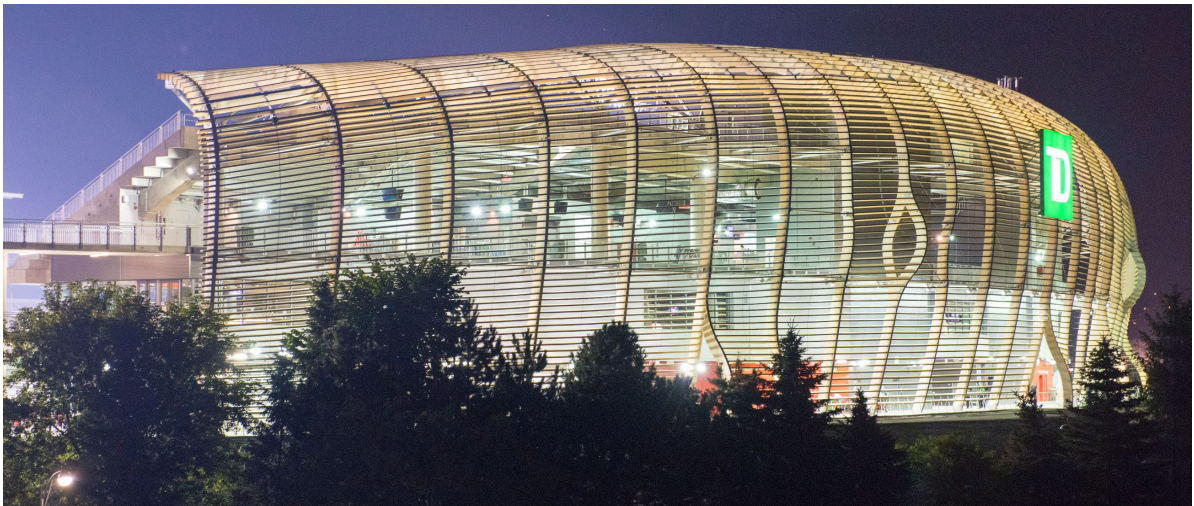


QUALIFICATIONS AND EXPERIENCE

With locations ranging from award-winning restaurants to 100,000-seat stadiums, the finest convention centres, and the most celebrated cultural centres, we bring our best to the table. Every time. Our team of culinary and hospitality specialists deliver restaurant-quality food, beverage, and hospitality to premier venues across North America and we welcome the opportunity to partner with REAL at Evraz Place.

Featured Partnerships

TD PLACE STADIUM



OTTAWA, ONTARIO, CANADA

2013 - PRESENT

ALL DINING SERVICES

TD Place is a 24,000 seat outdoor stadium in Ottawa, Ontario, Canada. It is the home of the Ottawa Redblacks of the Canadian Football League (CFL), Atlético Ottawa of the Canadian Premier League (CPL), Ottawa 67's of the Ontario Hockey League (OHL), Ottawa Blackjacks of the Canadian Elite Basketball League (CEBL) and the Ottawa Aces of the Rugby Football League (RFL).

SPOKANE CENTER



SPOKANE, WASHINGTON

2020-PRESENT

ALL DINING SERVICES

Spokane Center is owned and operated by the Spokane Public Facilities District and contains the Spokane Convention Center, the First Interstate Center for the Arts and Spokane Veterans Memorial Arena. Levy's scope includes catering at large events hosted by Spokane Convention Center, pre-event and intermission hospitality at First Interstate Center for the Arts, and concessions at the Spokane Arena and the Podium.

CENTRAL BANK CENTER



LEXINGTON, KENTUCKY

2019 - PRESENT

ALL DINING SERVICES

The Central Bank Center (formerly known as Lexington Center) is an entertainment, convention, and sports complex located on an 11-acre site in downtown Lexington, Kentucky. It features a convention center, Lexington Opera House, and Rupp Arena.



Our People Plan

We believe that vision is brought to life with the right people.

LEADERSHIP TEAM



Jennifer Bryson

VICE PRESIDENT OF OPERATIONS

Jennifer has over twenty years of experience in the hospitality and food and beverage industries. She earned a degree in Hospitality Business from Michigan State University and an MBA in Project Management from Jones International University in Colorado.

She began her career at Caesars Hotel & Casino in Lake Tahoe, NV. After eight years in the casino, in 2003, she began her career with Levy in Green Bay, WI, as the Assistant Director of Operations at Lambeau Field. Jennifer was given the opportunity to serve as the Director of Operations at Atlanta Motor Speedway, then as the Director of Operations at the BMO Harris Bradley Center in Milwaukee.

Jennifer's current role as a Vice President of Operations has her overseeing twenty-two accounts across Wisconsin, Minnesota, Indiana, Illinois, Iowa, Nebraska and Canada. Ranging from colleges, to arenas, restaurants, football stadiums and convention centers, she works with a diverse range of operations and businesses. She has assisted with several large events, including multiple NASCAR races, PGA events, and account openings.

RESUMES: TALENT REPRESENTATION

We have provided examples of talent that represent the caliber of individuals that meet Levy's high standards of hospitality expertise. We have provided resumes within this section and brief bios have been shared in the Appendix.



STEVE YATES

REGIONAL DIRECTOR OF OPERATIONS



Compass / Levy Canada September 2021 – Present

Regional Director of Operations

- Provides operational leadership and support across multi-unit management teams for Western Canada
- Serves as current project lead for Big White Ski Resort
- Builds robust environments through empowering and encouraging teams in balancing immediate business needs, doing the right thing and commitment toward becoming an employee, guest, supplier, and investor company of choice

One Toronto Gaming (part of Great Canadian Gaming Corporation) May 2019 - 2021

Director of Food and Beverage

- Chaired food & beverage product direction and development for the new Pickering Casino Resort and Casino Woodbine Resort
- Managed teams in creation and design of 12 restaurants, 8 bar concepts, hotel, concert hall, and banqueting facilities
- Influenced a national strategic product delivery of guest experience and sustained profit growth

Carnival U.K. / P&O Cruises Southampton September 2015 – December 2018

Director Operations

- Led a team of 57 managers for Britain's luxury cruise line of 7 ships
- Provided functional role expertise and perspective to senior leadership
- Introduced several tools, processes, and initiatives to grow beverage and cover charge revenues by 6.2% year on year

Royal Caribbean International January 2001- April 2015

Director Operations

- Distributed annual strategic key result targets in delivering sustained profit growth and guest satisfaction
- Controlled product concept design, development, planning and supported execution for Alaska, Brazil, Scandinavia, U.K. for food and beverage
- Prepared reports and facilitated conference calls for shore-based senior leaders

Corporate Executive Chef

- Planned yearly product sourcing, concept, and menu development workshops
- Contributed to global deployment procurement and loading plans
- Worked directly with key stakeholders toward ensuring hiring and training programs were well planned and executed

Executive Chef

- Promoted in 2004 Responsible for the on-board culinary delivery and Inventory performance: Brilliance, Monarch and Sovereign of the Seas

Executive Sous Chef / Culinary Trainer

- Hired in 2000 as part of the Radiance new build and Voyager of the seas



JOSHUA MOORE

REGIONAL EXECUTIVE CHEF



EXPERIENCE

Levy Canada July 2021- Present

Regional Executive Chef

- Executes all culinary, logistical, and theoretical aspects of new business openings
- Represents Levy on Foodbuy's Culinary Solutions Council in Canada
- Orchestrates culinary operations for large events across the country
- Manages culinary operations for various stadiums and arenas

Levy at TD Place October 2016 - July 2021

Executive Chef

- Ran all concession areas, catering, and premium food service areas
- Developed menu and costing for all areas
- Reported theoretical analytics for resource development
- Formed culinary operations for events such as 105th CFL Grey Cup and Festival, NHL 100 Classic, Davis Cup: Canada vs. Great Britain, and 2017 Skate Canada National Championships

New Account Transition for Rogers Place February 2021 - May 2021

Culinary Lead

- Conducted culinary menu development and cost and price analysis for concessions, all-inclusive clubs, luxury suites, and restaurants
- Collaborated with partners for logistical planning

Hilton Garden Inn Ottawa Airport, Ottawa, Ont., Canada September 2010 - October 2016

Executive Sous Chef

- Directed price structuring, seasonal menu research, food and labor cost management, scheduling, payroll and purchasing, and all aspects of culinary operations
- Achieved an annual revenue of \$4.5 million

EDUCATION

Ontario Red Seal Ministry of Training, Colleges and Universities, Ottawa, Ontario

November 2, 2012

Bachelor of Arts, History Carleton University, Ottawa, Ontario

Graduated 2005

Harvard Manage Mentor Harvard Business School

Graduated 2020



TARA OSBORNE

LOCAL TRANSITION LEAD



EXPERIENCE

Compass Group Canada, Saskatchewan 2015 – Present

District Manager, Eurest Dining – Saskatchewan & Manitoba

- Heads the overall vision, planning, direction and operation of Eurest Dining Services client sites in Saskatchewan
- Ensures the delivery of a great customer experience and exceed operating and financial goals
- Guides strategic business plans, continuous improvements, and motivation to managers, chefs, and on-site food service team

Pratts Food Service, Saskatchewan 2013 – 2015

Manager of Corporate Accounts

- Managed the sales and business of the largest accounts in Saskatchewan, including the Rock Creek franchise and Robin's Donut franchise
- Aligned with corporate chefs on menu development, sourcing new product, sourcing local product profitability as well as day-to-day sales and distribution activity
- CFL Grey Cup and Festival, NHL 100 Classic, Davis Cup: Canada vs. Great Britain, and 2017 Skate Canada National Championships

Director of Retail Sales, Saskatchewan Branch

- Attained retail sales of more than \$100 million annually
- Worked on price comparisons and optimizing customer satisfaction while addressing day-to-day needs of customers ranging from grocery stores to convenience stores

Gordon Food Service, Winnipeg 2010 – 2013

District Sales Representatives, Regina Area

- Advanced a profitable territory with personal sales between \$80,000- \$100,000 per week
- Acquired company's largest street account (The Casino Regina and Moose Jaw)

Crave Kitchen + Wine Bar, Regina 2005 – 2009

Managing Partner

- Developed concept, design, and menus
- Oversaw the hiring and training of more than 50 employees

VOLUNTEER AND COMMUNITY INVOLVEMENT

- Affiliate member of the CCFCC Regina (Chef's Association)
- Served on the planning committee for the Children's Justice Foundation Fundraiser
- Served on the Canadian Cancer Society's Jail N' Bail Campaign
- Regina Downtown Committee Board Member





3

**STRATEGIC
PARTNERSHIP**

Here is what we understand to be your long-term strategic goals, and examples of how your goals and ours are in full alignment.

Growing Revenue and Improving Margin

We feel there is tremendous opportunity to improve topline revenue and profit margin across the food and beverage operation at Evraz Place. By increasing points of sale, tailoring the offerings to your unique user groups, and investing in key areas of the business, we are confident in our ability to lead and deliver improved financial results.

Our financial strategy contemplates each of your unique user groups and aims to maximize their experience across Evraz Place. Our approach is a strategic, collaborative effort, and we look forward to working with REAL to fully align on the key opportunities, define the financial objectives for the food and beverage department, and rank priorities related to hospitality for the business.

For this process, we will start with our interdisciplinary team (Master Planning, E15, Creative Studio Services, Levy Operations, and Design & Construction) to conduct a deep dive on food, beverage, service, team members, environments, innovation, technology, and every interaction related to hospitality as a highly impactful extension of your brand. We will reimagine how the environments are designed and the offerings that exist within these spaces. We will bring together the highest quality food and beverage offerings and a high-touch and personalized level of service and hospitality. Our vision and strategy will ensure a return in sales as well as increased fan satisfaction.

Customer Insights

Throughout our conversations and research, we have looked at the Evraz Place guest experience as part of the greater universe of sports, entertainment, meeting, and tradeshow venues where visitors choose to spend their time and money. Through our in-house data and analytics firm E15, we will hire a dedicated E15 Partner Strategy Analyst to continuously push for greater results and elevation of the guest experience as buying behaviors continue to evolve.

Financial Reporting Tools

Our recommended investment in new point of sale and related technology enhancements will bring an improved level of business and financial reporting tools to the operation. We will be able to report on customer mix, speed of service, product mix, pricing strategy, and many other Key Performance Indicators (KPIs), all with a goal of continuously improving the guest experience and financial results.

Our contributions don't end at delivery of reports. With a dedicated E15 Partner Strategy Analyst (PSA), we will continuously work to put the analytics into action, making recommendations and adjustments to our hospitality program. With competencies in business intelligence, modeling, statistics, data warehousing, data security, and application development, your PSA will know what should happen and not just what did happen. As a result, we will maximize financial returns, deliver excellent quality and, more importantly, provide superior guest experience and value – all key drivers to support our vision for our partners.

Buying Power

Levy and Compass Group Canada utilize our in-house procurement firm, Foodbuy, to leverage our annual purchasing volume for the most savings. Foodbuy consistently delivers the lowest in-unit pricing, and has a dedicated commitment to sustainable sourcing as evidenced in our sustainability commitment and proven track record for reducing food waste. By selecting Levy, you will maximize your buying power while staying true to your values and commitments to responsible sourcing.

Operational Excellence

Our Operations team owns the collaboration process and ensures execution. Our leaders ensure that the vision we set with our partners becomes reality. At every step, they ensure that a true and aligned partnership is at the center of every action we take. Leveraging all of Levy's value added, industry-unique resources, our Operations team works to deliver the best fan experience by acting as the linchpin between our national, regional, and on-site assets to deliver results.

CORE SIGNATURES

Every minimum standard, process, tool, and resource that is implemented is done so with the single-minded focus on enhancing the fan experience. Core Signatures are essential policies and procedures that communicate the values and vision of Levy across all of our venues. They are designed to influence and determine all major decisions, actions, and all activities that take place within the boundaries set by them. They also ensure compliance with laws and regulations, streamline internal processes, and establish our control environment.

TRENDING INNOVATIONS AND BEST PRACTICES

We will use our learnings from exemplary sports and entertainment venues to inform our plan for you. We will focus on solid operational programming, the fan experience, and cutting-edge technology to take the program at Evraz Place to the next level.

Levy is able to keep our pulse on food and beverage experience trends through the data and analytics capabilities of our E15 team and proactive best practice sharing across our portfolio.

We Have Observed The Following Trends:

- An expectation for a frictionless experience enabled through technology, cashless transactions, and mobile and kiosk ordering.
- A heightened interest in local partners and products, encouraging a dynamic reflection of the market within our venues.
- A greater focus on value than on price, meaning that fans are willing to spend more for a memorable experience and quality products.
- A desire for personalization, ensuring that every fan feels that their unique desires are met and that experiences and environments are intentional and customized just for them.
- A preference for convenience and speed, creating more opportunities for grab n go offerings.
- A concentration on sustainable products, ensuring that food not only tastes good, but is good for the environment.

Leadership and Bench Strength

We look forward to working with REAL to determine the right leadership and the exact personnel plan to ensure we're meeting your needs and exceeding your expectations.

PROPOSED LEADERSHIP TEAM

As part of our robust personnel plan, we've highlighted candidates in Section 2B that represent the caliber of individuals that meet Levy's high standards of hospitality expertise. Additionally, a key part of Levy's transition process is our commitment to interviewing 100% of the current leadership team for hiring consideration in collaboration with REAL. It cannot be overstated how important it is to collaborate with you to select the best candidates who will lead the charge for defining the experience at Evraz Place.

STAFFING PLAN

Our proven ability to scale up and scale down staffing support to accommodate event demands and seasonal needs will be beneficial to REAL and Evraz Place. We will be able to leverage Compass' presence in the greater Regina area to support our operations. Within the region, we have access to 18 locations and more than 400 employees who collectively share high standards of service and an understanding of how to create the very best guest experiences.

TALENT DEVELOPMENT AND BENCH STRENGTH

We'll ensure every event is fully resourced by adopting a multifaceted recruitment strategy that will include:

- Building connections with local culinary schools and other institutions
- Holding a non-profit open house and advertising campaign
- Advertising on a range of media from newspapers to social media and our careers page
- Holding regular hiring events to generate interest
- Offering sign up incentives and a referral scheme

Our existing Levy and Compass Group Canada partnerships in the region provide a framework of human resources.

Team members will have additional work opportunities and we'll benefit from experienced team members who already know our standards and can quickly be brought up to speed on the expectations for your location.

Training Programs

Across our locations, our full suite of training programs put our team members in the best position to represent our partners' brands and serve guests in a manner which is safe, courteous, and efficient. For Evraz Place, we believe that training is a fundamental area where Levy's resources and philosophy can make a significant impact.

For every team member who joins our team, we will ensure:

- They are inspired to deliver hospitality-led experiences
- They are engaged with your mission and educational storytelling
- They receive the onboarding they need to deliver great service to you and your guests from day one
- They are educated in our food preparation, storage, and sanitation standards
- They will receive the training and ongoing education they need to serve alcohol responsibly
- They will be equipped with the resources to promote our wellness philosophy
- They will have ongoing development opportunities to continue their growth over time

A Partner for the Future

The future is bright at REAL. We see the long-term vision to continue to grow Evraz Place as a premier sports and entertainment destination, and look forward to infusing innovation and creativity into the hospitality program as the complex continues to evolve and grow. As your food and beverage partner, we will propose new designs, concepts, and recommendations aligned with your goals and derived from our deep experience in sports and entertainment complexes. Our design and construction team has a combined 75 years of experience supporting our partners and we look forward to working with you alongside your construction and architecture partners to ensure that we are fully bringing the vision to life.

Our investment recommendations are outlined in Section 1 and are thoughtfully put together to maximize return on investment and guest experience. Drawing from our deep experience in sports and entertainment, we are excited to apply some of our learnings and successes to the partnership at Evraz Place.

Building a REAL Food & Beverage Story

The REAL Flavours brand story is one centered on many of the same values that we embrace - a Food & Beverage Story with a focus on local, organic, sustainable ingredients using unprocessed meats, fresh vegetables, and fresh fruits. At Levy, creating a Food & Beverage Story and bringing it to life is a hallmark of our success and we could not be more excited to lead REAL through our unique process. We will develop and incorporate a Food & Beverage Story to serve as an overarching vision that unites all elements of the guest experience, including concepts, menus, and service styles. The objective of a Food & Beverage Story is to set the tone for hospitality products and experiences in and around the venues, become the core for hiring and training, define our North Star for all decision making, and spark and drive on-point messaging and communications throughout the complex.



Conceptual Food & Beverage Story

Vision

We are the heart of Regina. We bring people together to live, work, and play.

Promise

We deliver exceptional hospitality experiences. We bring Canadian favourites to life, with a twist, by honouring the local and indigenous ingredients of Saskatchewan.

Values

- *We are proud hosts, sparking connections that are uniquely Saskatchewan.*
- *We honour the Queen City and its community, making it a better place every day.*
- *We are dreamers, challenging the status quo and leading with curiosity.*
- *We are doers, delivering on our promises and strategically and thoughtfully managing our business and plan for the future.*







The background of the slide is a photograph of a hockey rink during a game or practice. The image is heavily filtered with an orange color. In the foreground, several hockey players in dark jerseys and light-colored pants are visible, some holding sticks. In the background, the stands are filled with spectators, and various banners are visible, including "Calgary Flames", "HERITAGE CLASSIC 2019", and "Tim Hortons".

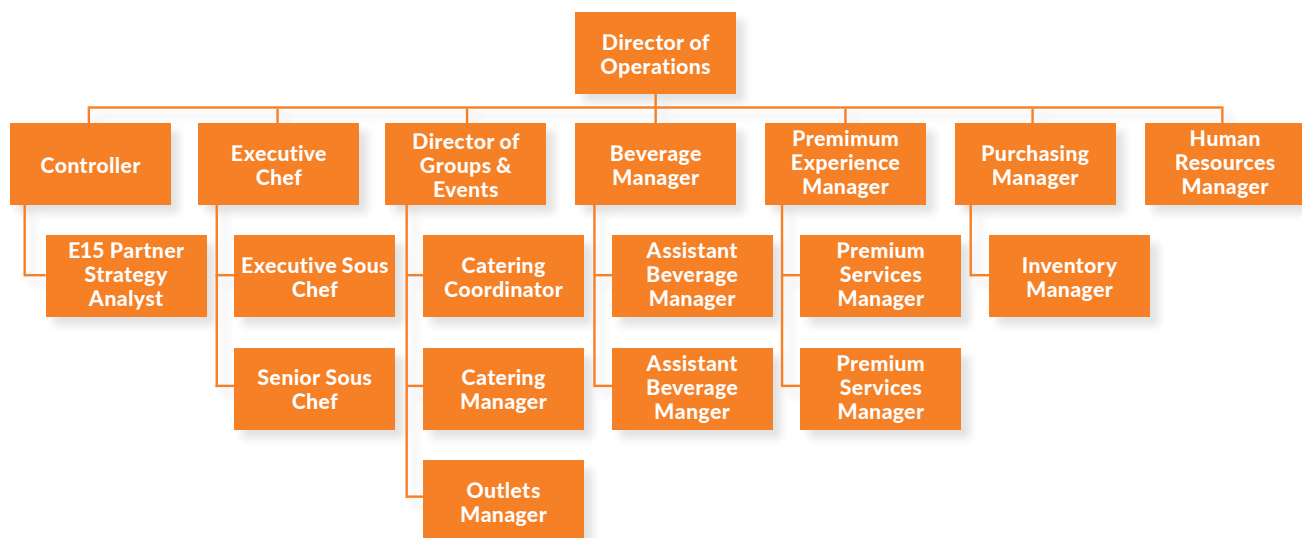
4

PROPOSED APPROACH

OPERATIONAL PLAN

Proposed On-Site Team

We understand that operating seamlessly at the on-site level to attain all objectives is critical to the success of Evraz Place. The on-site team will embrace an ownership mindset and leverage regional and global resources to deliver customized solutions and authentic experiences. This philosophy gives you the resources and best practices of a national organization with the capability of a local management team.



Data-driven Business Strategy

Our food and beverage program for Evraz Place will be rooted in data and informed by consumer insights. We will leverage our partner, E15, to maximize the value we're bringing to every table and hospitality touchpoint at Evraz Place to drive sales, fan engagement, satisfaction, and ultimately revenue. We have provided a snapshot of this data-driven approach in the Appendix.

Keeping REAL Flavours - Elevating the Food & Beverage Story

MENU DEVELOPMENT PROCESS

Our approach to culinary creation blends what's best for the business and what's most desired by the guests. Our effort is collaborative and we look forward to working closely with you to infuse the spirit of Saskatchewan into our food and beverage program. We believe menu development is an ongoing process, and we look forward

to working closely with you every step of the way. We will do multiple tastings and monitor our performance on a regular basis to allow us to continually refine our offering and exceed expectations. We have developed some sample menus which you can review in our Appendix. These are intended to be a starting point as we work collaboratively through the creative process.

Hospitality Strategy - Review and Recommendations

We will collaboratively develop a Hospitality Strategy for Evraz Place. We strongly believe that innovation is a proactive interaction. The work in this proposal is preliminary and yet to be informed by the Visioning Session and Stakeholder Interviews we will undertake with you. We will consider all aspects of the hospitality experience, from designing and planning for operating efficiencies, developing the right offerings, creating the best environments for those offerings, to integrating technology.

The following is a high level summary for each location. As we work together to build out your Food & Beverage Story, we will refine menus and work collaboratively to finalize and implement proposed changes

MOSAIC STADIUM – HARVARD CLUB AND EAST SIDE ENTRANCE

Observation:

During our tour, we noticed that Harvard Club had heavy food offerings and East Side served up core menu items, creating an opportunity for fans to fill up early which might limit concessions opportunities throughout the stadium.

Solution:

Our recommendation is to bring the operation in-house and create a food hall style environment where we have flexible programming of a variety of trending small bites, driving new energy into the spaces and renewed interest in fans around what they may experience. The program may feature local chefs or restaurants who might not be in a position for a season-long commitment. We'll also feature a menu reflective of Saskatchewan trends ensuring a boost in sales and engagement.

Benefits:

- Improved sales volume
- Labour efficiency
- Potential to program for non-game days associated with special events, corporate, and meetings
- Nurture community connections with REAL



MOSAIC STADIUM – CONCOURSE

Observation:

There is an opportunity to improve the menu mix to match market demand, increase fan engagement with “wow” menu items, and live action stations.

Solution:

Re-imagine the concourse dining experience tailoring the offerings to fan preferences. Consider incorporating some of the “wow” menu items referenced in the Appendix, gradually revising menu mix, and developing pop-up food experiences around the Pilsner Patio. An Argentine Parrilla open air barbecue would leverage the mobile smokers in inventory and draw fans from across the stadium with enticing scents and flavours.

Benefits:

- Improve sales volume
- Drive demand with pop-up environment and products which will not be available every game
- “Wow” items will increase social media engagement

BRANDT CENTRE

Observation:

We Recognize REAL Intends to update/replace the Regina Pats Arena and Infrastructure and therefore recommend a light refresh to the existing space, focused on the FOH and Premium Suite Experience. Brandt Centre ranks as the second highest beverage revenue, reports low labour figures and has 160K + season ticket holders, suggesting a robust, loyal fan base.

Solution:

- Speed Market(s) designed for accelerated beverage self service
- Additional points of sale/concessions to service market demand
- Light refresh in the Suite Spaces to enhance Premium experience, refreshed culinary, small wares, soft furnishes as examples
- Elevate the Fan Experience through mobile engagement:
 - Utilize smartphone ordering technology allowing guest to pre order, wayfind, push specials or impulse items
 - Club Seats, General Admission Enhancements: Mobile Ordering via App: Pre-Order, Pre Pay, Pick Up Zones, In-Seat Delivery (club only),

More information on grab n go markets and mobile ordering technology is included in the Appendix.



CO-OPERATORS CENTRE – IMPROVE POINTS OF SALE

Observation:

This highly utilized space could benefit from increased points of sale and flexible programming to maximize revenues during busy periods. Understanding the profile of these guests can improve their spend and dwell time. There are also two under-utilized kitchens in this building, one at either end of the concourse.

Solution:

We recommend investing in a portable program to bring unique offerings to guests throughout the Centre. The program would consist of several formats such as bicycles, electric carts and rolling portables designed to be branded and support a range of concession menu items. Some vending solutions are also highlighted in the Appendix. To maximize our production and provide more variety, we will introduce ghost kitchen concepts that would be available via mobile ordering and accessible through food lockers.

Benefits:

- Increase sales volume
- Encourage “hockey moms” to come more often and spend more by creating an environment that resonates
- Develop flexible solutions (mobile, vending) alongside permanent concessions in order to manage labor costs while maximizing revenue growth

QUEENSBURY CONVENTION CENTRE – GROUP SALES AND KITCHEN

Observation:

The Queensbury Convention Centre was reported to have strong group business, but not drive a large profit margin for REAL. It was also noted that the QCC kitchen supports a great deal of the campus activity.

Solution:

Draw from Levy best practices to develop a custom sales and marketing plan to help support group business opportunities at the Queensbury ConventionCentre Levy Convention Centre team to audit business practices to understand inefficiencies and recommend improvements drawing from our deep experience in convention centres. Invest in kitchen upgrades to keep this center point of the campus with top of the line production capabilities.

Benefits:

- Improve revenue and margin
- Kitchen investments to improve food production and efficiencies
- Leverage REAL Flavours Food & Beverage story to elevate Evraz Place’s reputation as a destination for catered events



INTERNATIONAL TRADE CENTRE & QUEENSBURY CONVENTION CENTRE

Observation:

Data and our experience in meetings and conventions tells us that guests are looking for unique and memorable dining experiences.

Solution:

We recommend investing in a portable program to bring unique offerings to guests throughout the trade centre. The program would consist of several formats such as bicycles, electric carts and rolling portables designed to be branded and support a range of concession menu items. Apply our marketing budget to bring these ideas forward during the catering sales process to develop customized and memorable upsell opportunities.

Benefits:

- Address guest desire for unique experiences
- Create profitable upsells for catering sales
- Enable branding and sponsor opportunities for meeting organizers
- Flexible price point and offerings to address a range of audiences
- Can be cross-utilized during fairs, tournaments, and other large events, easy to relocate

CAMPUS WIDE - BEVERAGE PROGRAM

Observation:

There is strong demand for beverages across Evraz Place, resulting in long lines during peak periods. Beverage yields high margin and highly rated user experiences. Of concert and sporting event attendees in Regina, 73% believe it's worth paying extra for high quality beer, wine, and spirits.

Solution:

Develop a robust beverage program campus wide including signature drinks, "wow" items and social media-worthy packaging and serving vessels. Incorporate packaged cocktails to improve speed of service. Focus on premium service areas including enabling mobile ordering, curating signature drink programs, and building upsells and value items into beverage menu.

Benefits:

- Increase revenue per cap and profit margin
- Improve speed of service
- Enable REAL to engage in meaningful sponsorship discussions for placement across campus (outside of Mosaic Stadium)

CAMPUS WIDE – TALENT ENGAGEMENT

Observation:

Labour sourcing can be challenging in the local market and there is a need to cultivate local talent in order to build bench strength for future expansion and growth. A strategic and multi-faceted plan is needed to bring long term stability to the labour market.

Solution:

RESOURCES:

With a Base of 400+ Compass Associates Strong in Saskatchewan, we look forward to leveraging our large local talent pool, recruiting purposefully, introducing our top talent to your Team. Our recruitment team has prepared a short and long-term recruitment strategy, ready to deploy upon notice of partnership with REAL at Evraz Place. One of our leadership development programs, Manager In Training, prepares recent college and university graduates for manager roles. More information on this program is detailed in the Appendix.

ENGAGEMENT:

Nudge is our Mobile employee engagement tool, via mobile App, which enables collaboration, communication, engagement, idea sharing and employee recognition. More information on this tool has been provided in the Appendix.

EDUCATION:

We will develop a career plan path to include training culinary talent to become operationally intelligent by educating them on the analytical side of the business. This will improve engagement, efficiency, and talent bench for Levy.

Benefits:

Access to Levy Canada Recruitment Support which supports local talent with the training and resources to level up, as well as access to Levy's global talent pool and best practices. Highly engaged associates drive a more efficient and profitable business. Our in-house programs incent the right behaviors and reward our associates for demonstrating them, driving culture and connectivity.

CAMPUS WIDE – TECHNOLOGY STRATEGY

Observation:

An evolving inventory of hardware and technology solutions have created gaps in the visitor experience. There is a need for robust reporting and analysis across all venues at Evraz Place in order to understand the business and make future-facing improvements.

Solution:

Invest in technology solutions that will set Evraz Place up for incremental gains to financial results and guest experience. Mobile ordering, POS enhancements/ replacement, frictionless experiences, and other solutions should be explored. Our recommendation would be to reserve a large portion of the investment until we can observe the needs, then make short and long-term recommendations to build a strong technology strategy for Evraz Place.

Benefits:

- Financial: Top Line Growth; Middle / Bottom Line (COS, PBITDAR) Improvement; ROI (NPV or IRR)
- Speed Of Service: Peak Period Transaction Times Decrease
- Guest Satisfaction: Improvement in Guest Satisfaction Scores
- Team Engagement Scores: Improvement in Employee Engagement
- Thought Leadership: Positive PR Headline and Story
- Partner Engagement: Partners Value Ideas

REFERENCES



TD PLACE STADIUM

Ottawa, Ontario, Canada
2013 - Present
All Dining Services

MARK GOUDIE

Chief Executive Officer
Ottawa Sports and
Entertainment Group
1015 rue Bank St., Ottawa, ON,
K1S 3W7, Canada
613.232.6767 x8244
MGoudie@oseg.ca

ANNE-MARIE VILLENEUVE

Vice President, Guest Experience
& Operations
Ottawa Sports and Entertainment
Group
1015 rue Bank St., Ottawa, ON,
K1S 3W7, Canada
613.232.6767 x8264
avilleneuve@tdplace.ca



SPOKANE
CONVENTION
CENTER

SPOKANE CENTER

Spokane, Washington
2020 - Present
All Dining Services

STEPHANIE CURRAN

Chief Executive Officer
Spokane Veterans Memorial
Arena
720 West Mallon Avenue,
Spokane, WA 99201
509.279.7000
scurran@spokanepfd.org



CENTRAL BANK CENTER

Lexington, Kentucky
2019 - Present
All Dining Services

BILL OWEN

President and CEO
Central Bank Center
430 West Vine Street, Lexington,
KY 40507
859.551.3000
bowen@rupparena.com

VALUE ADDED CONSIDERATIONS

Within this section, we have provided information on:

- Our Specialized Strategic Projects Team
- Sponsorships
- Our Retail Team, Rank + Rally
- Promoting Group Sales Business
- Vending
- Community Development

Our Specialized Strategic Projects Team

Our ultimate goal is to ensure that we complete a seamless transition for your guests and surpass all pre-existing service expectations. To do so, we will provide a dedicated support team that specializes in new business transitions to oversee each milestone with full, transparent communication to guarantee that this partnership is measured as a complete success from day one.

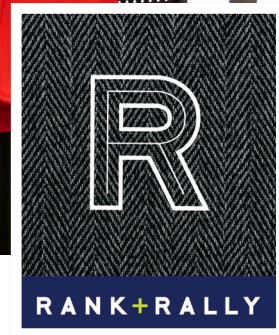


The Strategic Projects team, led by George Russell, transitions over \$1 billion in new business annually across all of Compass Group's sectors by managing the multidisciplinary support functions. This team brings a range of expertise to the project management system that has ensured the successful transitions of Lexington Center- inclusive of Lexington Convention Center, Opera House, and Rupp Arena, Spokane Public Facilities District Venues, and most recently the Oregon Metro Visitor Venues- home to the Oregon Convention Center, Oregon Zoo, Portland Expo Center, and Portland's 5 Centers for the Arts. These multi-property venues entailed an extreme amount of complexity, handled through increased organization and foresight over the course of the transition.



Your Project Manager, Debbie Kim, is directing the efforts of the transition team as a dedicated resource to Evraz Place. Her mission is rooted in setting clear goals, establishing timelines, tracking progress, ensuring accountability, and identifying operational gaps. Kim will partner directly with our jointly appointed Director of Operations to ensure regular updates are shared out with all key stakeholders.

We have provided a Transition Plan and Status Report in the Appendix.



Our Retail Team, Rank + Rally

In 2017, Levy created Rank + Rally with the vision to change the retail industry. Channeling the same spirit that positioned Levy as leaders in the sports and entertainment space, Rank + Rally was born to change the conversation around how guests interact with merchandise and the retail environment. Rank + Rally aims to create and deliver superior hospitality, exclusive retail products, and unforgettable experiences in authentic ways.

We envision the opportunity to have a conversation with the Roughriders around how we can implement their brand and ultimately strengthen our partnership driving new experiences and financial results.



PRODUCT
& BRAND
DEVELOPMENT



CHANNEL
EXPANSION



BRAND
ENVIRONMENTS



PRICING &
PROMOTIONS



RETAIL
ANALYTICS



E-COMMERCE



VENDOR
PARTNERSHIPS

Vending

We see a tremendous opportunity to extend the hospitality experience across Evraz Place with thoughtful placement of vending services in select buildings across the campus. As part of Compass Group, we would envision partnering with our sister company, Canteen.

Canteen is an on-demand retail and food service company that provides micro-markets, dining, vending and coffee and more solutions nationwide. But, it is more than snacks, drinks, and fresh food. It is giving people exactly what they want, when and where they want it. We have provided specific vending solutions in the Appendix.

Sponsorships

Through our strong standing in the supplier community, we are able to leverage our size and scale to help Evraz Place in your journey to seek potential sponsorships. We can make introductions where appropriate and help craft what a sponsorship may look like at your property.

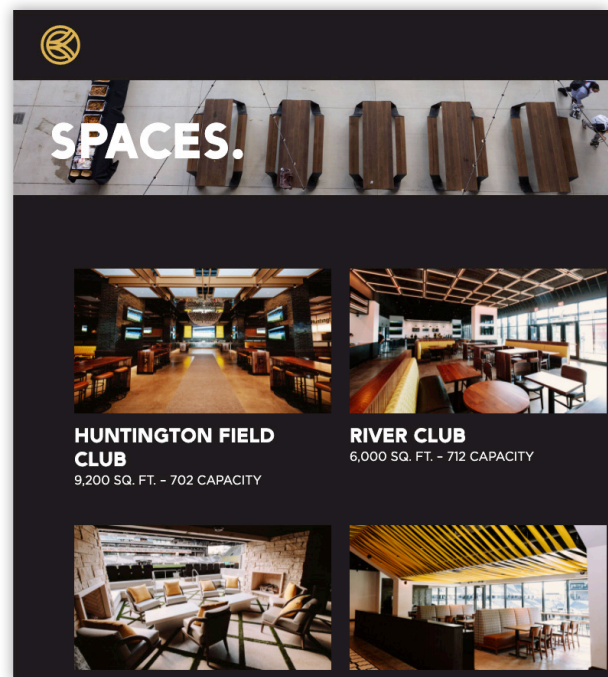
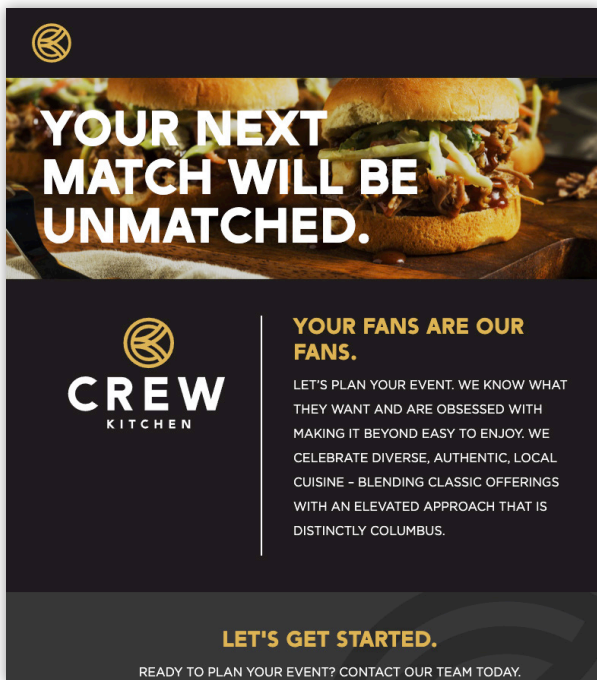
Promoting Group Sales Business

TARGETED COMMUNICATIONS + GO-TO-MARKET STRATEGY

Crafting an integrated communications and marketing strategy that appeals to all senses will create a call to action for potential guests. Our goal is to share a message of elevated event experiences to drive revenue growth and reputational excellence.

Events Website

A custom events website allows us to focus on guest experiences and food and beverage all while serving as the main hub of information to create and drive sales inquiries. We can highlight event spaces and capabilities, beautiful food photography, chef/team profiles with specialty menus, and also links to social media channels.



Community Development

**THERE'S AN INNATE POWER
OF FOOD TO BRING PEOPLE
TOGETHER AND CREATE
COMMUNITY.**

The power of food is amplified in a large venue because it is the most prevalent opportunity for engagement and brand connection, on premise, and therefore creates an incredible ripple effect when it moves beyond stadium and arena walls and into the surrounding community. At Levy, we are committed to building and engaging the communities all around our locations. Examples of how we see this coming to life at Evraz Place have been provided in the Appendix.





5

APPENDIX

The following information has been provided to further complement our RFP response.

- Talent Representation: Bios
- Talent Engagement Programs
- Diversity, Equity, & Inclusion
- Community Development
- E15 Consumer Insights
- Menus
- Technology & Frictionless Experiences
- Vending
- Sustainability
- Transition Timeline
- RFP Requested Clarifications

Talent Representation: Bios

In Section 2B, we have provided resumes. The following brief bios provide additional background and context on Steve Yates, Chef Joshua Moore, and Tara Osborne.

STEVE YATES

Regional Director of Operations

Steve Yates is our Regional Director of Operations, bringing over 30 years of experience creating diverse food and beverage programs from initial ideation to delivering incredible guest journeys within the casino, cruise, and hotel industries. His work in iconic hotels such as Chateau Frontenac, Chateau Lake Louise, and Chateau Whistler led him to become a certified Executive Chef.

Steve moved to the cruise industry in 2000 as an Executive Chef with Royal Caribbean. He quickly advanced from a corporate Chef to the Fleet Food and Beverage Director, taking a lead role in the creation, execution, and delivery of the fleet's numerous food and beverage concepts. He joined Carnival U.K Southampton in 2015 as the Director Operations entrusted with overall food, beverage, and procurement for Britain's luxury cruise line P&O.

Steve joins our team from One Toronto Gaming having led a diverse food and beverage program across four casinos and build out for two industry changing resort properties.

JOSHUA MOORE

Regional Executive Chef

Joshua Moore is the Regional Executive Chef for Levy Canada. In addition to current responsibilities including new business openings and culinary program development, Joshua also represents Levy on Foodbuy's Culinary Solutions Council in Canada.

Since joining Levy and Compass Group Canada as Executive Chef at TD Place in 2016, Joshua has led Culinary operations for some of Canada's largest annual sporting events, including the 105th Grey Cup and 2017 NHL Winter Classic. He has also managed all day-to-day culinary operations for a 24,500-seat outdoor stadium and 10,500 seat arena complex housing five different professional sports teams.

TARA OSBORNE

Local Transition Lead

Tara joined Compass Group in 2015 and currently oversees all Eurest Dining operations in Saskatchewan and Manitoba. She has over 25 years of food and beverage management experience combined with solid sales, marketing, and human resources knowledge.

Tara came to Compass Group as a lover of all things Saskatchewan and a true "foodie". Her diverse foodservice career has taken her from farmer's fields to boardroom tables. During her career she has specialized in fine dining, catering and events, quick-service, and retail foodservice operations. She has worked with many large franchises and brands and continues to oversee a very diverse portfolio of Compass business in the prairies. Her responsibilities include menu development, hiring and training the best of the best, marketing and event planning, budgeting, and optimizing guest satisfaction while addressing day-to-day operational requirements and promoting safety as her highest priority.

Talent Engagement Programs

MANAGER IN TRAINING (MIT) PROGRAM

MIT

MANAGER IN TRAINING

DELIVERY:

Blended

Online Instructor-Led Classroom, e-Learning, On-the-Job Experiential Learning, and Live Events over an 18 months period.

AVAILABILITY:

Candidates are recruited by the Talent Acquisition Team.
ADD IN LINK to PeopleHUB.

COST CENTER:

The cost of this program is covered by corporate.

MAP LINK:

- PEOPLE MAP
- MAP 4
- MAP 5



For more information on this and other trainings available please visit:
www.compassmylms.com

? WHAT IS IT?

Manager in Training is a leadership development program that prepares recent college & university graduates for manager roles in the sectors and support departments.

OVERVIEW

Manager in Training provides talented recent college & university graduates with a unique fast-track learning opportunity focusing on management development. MIT builds a bench of new managers. Upon successful completion of the program, MIT participants have the opportunity to assume a role within the organization.

- Campus recruiting offers a structured but flexible approach to learning and development.
- The theme for MIT: Manager in Training is "True North." There may be just four cardinal directions, but everyone's True North is unique. Participants in the MIT program are guided by specific MIT checklists during their first rotation then by Guideline documents for the remaining rotations. There are four 3 month rotations before permanent placement into a location. Follow-up and learning continues for 6 months after placement.
- MIT participants receive personalized coaching and feedback from a **Grad Development Manager, Unit Lead and Mentor.**
- MIT participants are divided into cross-sector **Accountability Groups**, which gives them the chance to connect and collaborate with other participants. Participants work in their Accountability Groups on **Business Impact Project Work.**
- MIT participants attend several **Connect Sessions** and several **Live Events** during the 18 month program. There are pre-work and action items associates with each Connect Session and the Live Events.

ENTRY-LEVEL COMPETENCY IS EXPECTED FOR THE FOLLOWING SKILLS:

- Focusing on clients & customers
- Developing winning teams
- Building strong relationships
- Seeing the bigger picture
- Innovating & improving
- Delivering results

NUDGE

Nudge, our Mobile employee engagement tool, via mobile App, which enables collaboration, communication, engagement, idea sharing and employee recognition.



Meet **Nudge Rewards**, your new workplace app.
Get Nudged. Get Engaged. Get Rewarded.

A Nudge Moment

This month on Nudge we're reinforcing the importance of providing exceptional guest experience.

We asked our associates to tell us about the time they went above and beyond to make a customer's day. Let's take a look at some inspiring stories that prove little things can make a huge difference when it comes to offering exceptional guest experience!



Mike Alfred Jun 12 11:14 AM

We have several hearing impaired customers and we all make an effort to learn some sign. Goes a long ways to connecting on a personal level.



Dhiraj Sharma Jun 11 6:49 PM

Today one lady came at 10.00 am & I was making sandwich for catering . She said to me that I know you will open at 11.30 for everyone but right now I am hungry & I want a egg salad sandwich. So I stopped my catering order. & I made her a lovely egg salad sandwich she was so happy from my service & said to me that you made my day. she thanked me 4 to 5 times for my service.
It was a very lovely experience.



Matthew Wong Jun 12 10:37 AM

We go above and beyond daily here. The campus is 9 buildings large, the distance we have to travel to deliver everything via cart through downtown traffic is always challenging but we do it anyways at no extra cost. Client and security are always amazed we don't use a car to make these deliveries. And upon delivery, you can hardly tell everything came from outside.



Nicole Boucher Jun 8 8:11 AM

Working in the courthouse, I have made efforts to be extra sincere towards the family of the people attending court. Most of the time, I make sandwiches and serve drinks to parents, grandparents of the inmates, and with those customers I tend to make a little more conversation, welcome them and wish them the best. I go above and beyond by treating every customer with a high level of respect from the moment they arrive



Naveen Kanwar Jun 10 5:08 PM

We had a lady coming into our cafe 20 minutes after we close.
She was pregnant and said my baby is craving for grill cheese, my chef Robert turned on the grill right away and we served her.
She was so happy that not only she posted awesome comments online but gave us some catering orders as well.
So never say no and try your level best!!!!



DIVERSITY, EQUITY, & INCLUSION

COMPANY CULTURE

We have built and continue to work on our company culture that celebrates inclusivity and diversity, and it serves as the foundation for every interaction and decision we make. We have been recognized by Forbes magazine for creating one of the nation's Best Places to Work, being a Best Employer for Women, Best Employer for New Grads, and a Best Employer for Diversity.

COMMUNITY SUPPORT

We are a food and beverage company with a focus on supporting the communities we serve. We will identify and incorporate local products into our hospitality program to celebrate the flavours of the community and support the local economy. Our evaluation process is rigorous and allows us to determine the proper utilization of supplier relationships, evaluating both financial benefits and improvements to the guest experience.





We have long believed in Levy's value of Inclusion and being genuinely open and welcoming at heart. With the social change that started in Minnesota in 2020, we started having tough conversations and created a Work of Change program to be part of something so much bigger than food and hospitality, to fight systemic racism.

Throughout our Company's history, we have worked hard to improve our efforts to be more diverse, inclusive, and create an environment where we all belong, can be our best selves, and where any kind of inequality is simply not tolerated. Yet, like everyone, we need to be, and do, markedly better. Our culture is, and has always been, about coming together and doing the hard work we need to do as a family. We have a history of effectuating change and we've always moved both the Company and our industry forward with this approach.

Our Work of Change initiative has grown to reflect our progress and plans, and it will continue to be updated to share the actions being taken, as they happen. Our pledge is that we will never stop talking and learning. This will not be a moment in time, but a constant journey to be, and do, better.

We pledged to work together to make meaningful and needed change, all backed by measurable goals and KPIs that we can hold ourselves accountable to. These actionable plans are global, but each location has a specific roadmap.

We create change by listening to and with each other. Levy's Diversity & Inclusion Action Council leads these important conversations at the core of our work to do better and be better for our people and our communities.

Global Work of Change Focus Areas

Levy advances our Global Work of Change through three priority Focus Areas:

FOCUS AREA	PURPOSE
AWARENESS	Nurturing a family that listens, has open conversations, and demonstrates empathy for one another and its communities. Being allies.
WORK ENVIRONMENT & CULTURE	Creating and cultivating an environment where we all feel a sense of belonging.
OPPORTUNITY	Increasingly creating opportunities for diverse team members to thrive in a supportive culture.

Work of Change Objectives

Under each of our Focus Areas, we have created measurable objectives:

AWARENESS	WORK ENVIRONMENT & CULTURE	OPPORTUNITY
<ul style="list-style-type: none">• Establish guidelines for community partner selection and engagement within and outside the company• Grow Levy's minority- and woman-owned vendor base• Ensure communications channels equitably represent the diversity of our people and partners, and promote inclusivity	<ul style="list-style-type: none">• Ensure Levy policies are equitable and free of unconscious bias• Expand our enterprise wide training portfolio to encompass unconscious bias and inclusion training• Establish Employee Resource Groups as a voice to advocate for and connect our Levy Family	<ul style="list-style-type: none">• Increase internal and external diverse candidate pool for open role fulfillment• Expand race and gender diversity participation in development programs ranging from hourly to executive level• Create a new internal mentorship program to ensure diverse talent is included

Diversity Business Enterprise Goals

Levy is committed to prioritizing diversity within our organization as well as seeking out local partnerships. We are a food and beverage company with a focus on supporting the communities we serve. We will identify and incorporate local products and partners into our hospitality program to celebrate the flavour of the community and support the local economy. Our evaluation process is rigorous and allows us to determine the proper utilization of supplier and subcontractor relationships, evaluating both financial benefits and improvements to the guest experience. We are also proud to share that our organization has made a commitment to increasing MWBE spend company-wide in 2022.

Community Development

TOGETHER WE FIGHT FOOD WASTE!

Our mission at Stop Food Waste Day is to ignite change regarding the global food waste issue. We do this by drawing attention to the problem, at the same time educating through engaging with society at all levels and sharing practical, creative, and impactful ways we can all change our behavior to minimize food waste.

When we are selected as REAL's partner, we intend to leverage the Power of Compass Group to highlight REAL & Levy's shared journey against food waste.

As the largest food service organization globally, partnered with one of the largest hospitality Campuses in Western Canada, we commit to featuring the REAL Team on our Stop Food Waste Day Virtual Summit, highlighting REAL, while reaching millions of partners across North America.

Stop Food Waste Day Virtual Event

On April 28th, 2021, Stop Food Waste Day partnered with the leading non-profit organization, Food Tank, to bring Stop Food Waste Day to millions at home—with the Stop Food Waste Day Virtual Event.



KEY STATS:

- 33% of all food produced globally is lost or wasted every year
- 45% of root crops, fruit, and vegetables produced globally is wasted per year
- \$1,866 the annual cost of food wasted by the average American family
- 25% of the food wasted globally could feed all 795 million undernourished people in the world
- 8% of all greenhouse gas emissions each year are due to food loss and waste

REGINA FOOD BANK & LOCAL FOOD RESCUE

We are committed to the ideal that no one truly in need in our community should ever have to struggle with hunger. As a current community member in Regina we are proud, existing partners of the Regina Food Bank and food rescue program which we intend to parlay into our REAL vision.

Whether through donations, volunteer hours, or charity initiatives we are thrilled to deepen our partnership with the food bank and REAL, while aligning ourselves with REAL's goals in supporting this exceptionally worthy cause in our community.



FOOD RESCUE

Food Rescue recovers fresh, unsold food to protect the environment and provide immediate hunger relief.



**Canadian Mental
Health Association**
Regina Branch
Mental health for all

Regina Branch

Compass Group & Levy are global leaders in the movement to stop food waste and giving back to our local communities. Engaging with local food rescue organizations, like the Food Bank, the Regina Mental Health Association or Second Harvest, are examples of direct impact initiatives who rescue fresh, surplus food, feeding the Regina community.

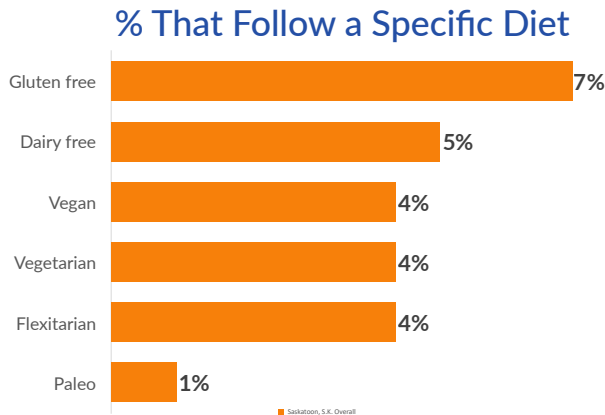
JOINT COMMUNITY GIVE BACK COMMITTEE

As a part of our Community plan as REAL's partners, we propose a joint committee made up of Levy and REAL team members. This Committee's sole focus is community giveback, supported by a collection of associates and management, designed to assess opportunities to support the greater Regina area creating a strategy designed to directly impact the Regina community and its local surrounding area.

Examples include: allocation of charity labour hours, identifying key local partners to collaborate with, and sponsorship opportunities

E15 Consumer Insights for Evraz Place

DIETARY TRENDS



13% of residents limit their meat consumption in some way.

- Offer vegan and vegetarian items using fresh, seasonal ingredients to satisfy these visitors.

- Menu items can also utilize meat alternatives, such as jackfruit, Beyond Meat®, and Impossible™ Meat.



FOOD PURCHASING TRENDS



57%
of visitors purchased local produce



19%
of visitors purchased organic produce



14%
of visitors purchased organic meat



12%
of visitors purchased soy-based food



16%
of visitors purchased low-fat food



14%
of visitors purchased low-carb food

F&B SOLUTION

Use locally sourced ingredients to create healthy, fresh dishes and clearly label the items when local ingredients are used to appeal to visitors.



REGINA-BASED SPORTING EVENT VISITORS ATTITUDES

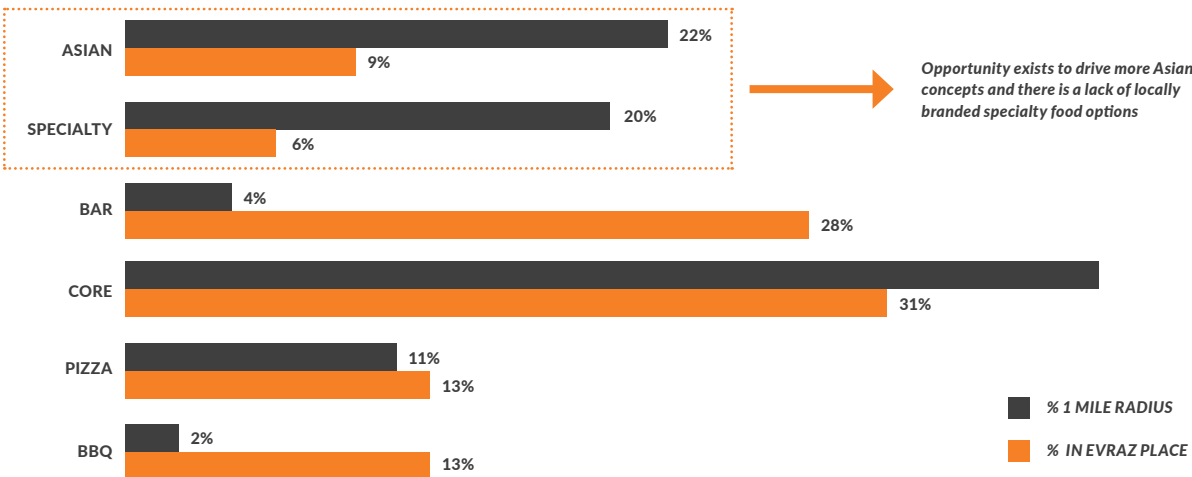
F&B Solution

Seek to satisfy visitors with healthy options, high-quality dishes, trend-forward ingredients, and products using eco-friendly dishware or containers.



MATCH TO MARKET™

Match to market compares in-venue offerings to cuisines offered in the market generally, allowing us to understand how closely the venues align with trends in Regina at large.





PRAIRIE CARVED

All Items will be served with a side of gaufrette chips

HICKORY SMOKED SIRLOIN BAVETTE BAGUETTE 17

Reverse Grilled, Pickled Onions, Sundried Tomato
Aioli, Ciabatta

MEXICAN STREET TACOS 15

Braised Beef Birria, Diced Onion, Cilantro, Birria Jus Crema,
Lime, Mission Corn Tortilla

LOCAL BRISKET SANDWICH 15

Pecan Smoked, Coffee Rubbed, BBQ Spiced Coleslaw,
Whiskey BBQ, Rider Branded Bun

THE SASK REUBEN 17

House-Brined Brisket, Dehydrated Saskatoon Berry
Aioli, Smoked Alberta Gouda, Local Pickled Cabbage,
Rider Branded Bun

THE SPICY REGINA CHEESESTEAK 15

Thin Sliced Prairie Sirloin, Crispy Hot Peppers, Jalapeño
Queso, Sweet Caramelized Onions, Hoagie Roll

THE BIG LOIN STACK 17

Shaved Tri-Tip, Oil Drop Sauce, Shredded Lettuce, Sauteed
Onions, Pickle Shreddies, Branded Bun

THE BBLT 17

Spicy Braised Shin, Smoked Bacon, Tomato Jam, Boston
Lettuce, French Roll

THE CLASSIC 17

Slow Roasted Sirloin, Horseradish Cream, Pickled Onions,
Ciabatta Piccola

SIGNATURE ITEMS

The concept of this menu is that one or two items would be offered in limited quantities in certain locations for each football game. The intention would be a social media tie-in, and these are larger than life type items.

WOW ITEMS

NASHVILLE HOT CHICKEN AND WAFFLE SANDWICH

Maple Aioli, Bread and Butter Pickles

LOADED PIGSKIN POTATO

Pulled Pork, Maple Bacon, Queso, Crispy Jalapeño, Tots

DORITOS MAC AND CHEESE TWO-FOOT-LONG DOG

Whole Baguette, All Beef Dog

2 FOOT STREET TACO

Street Meat, Shredded Lettuce, Cheese, Salsa, Diced Onions

O-LINE CHILI IN A BREAD BOWL

Crispy Onions, Cilantro Crema, Tortilla Shards (Cold Weather Game)

THE REVERSE POUTINE

Fried Cheese Curds, Food Truck Gravy, Kettle Chips

"WINGIN' IT"

Giant Smoked Turkey Hot Wings, Firecracker Ranch Drizzle

ONE POUND SAUSAGE BURGER

Honey Mustard Mayo, Fried Onions, Sauerkraut

2LBS FRIED CHEESE CURD NACHOS

Local Cheese Curds, Salsa, Queso, Green Onions, Cilantro, Fried Jalapeños

CHICKEN FRIED SMOKED BRISKET NUGGET BUCKET

Whiskey BBQ Sauce, Charred Ancho Aioli

2-FOOT-LONG ITALIAN SAUSAGE

80/20 Ground Pork, Honey Mustard, Fried Onions, Sauerkraut

2-FOOT-LONG DAGWOOD

French Baguette, Black Forest Ham, Smoked Turkey, Spicy Capicola, Sundried Tomato Aioli, Honey Mustard, Tomato Concasse

BIGGER THAN BIG HOT CHICKEN SANDWICH

Ranch Slaw, Honey, Hot Sauce

SASKATCHEWAN SIZED CAJUN GUMBO

Shrimp, Andouille, Chicken, Cornbread

WOW SWEETS

BELLY BUSTER ICE CREAM SANDWICH

5oz Belly Buster Cookies, House Made Ice Cream (1 pound)

FOOTLONG CREPE S'MORRITO

Hazelnut Spread, Marshmallow Fluff, Caramel Drizzle

2-FOOT-LONG CHEESECAKE TACO

Fried Pierogies, Candied Bacon, Sausage Crumble, St. Albert Curds, Hollandaise

THE 2 FOOT FULLY LOADED CHURRO BOAT

Chocolate Sauce, Dulce de Leche, Whip Cream

MAJOR ICE CREAM SUNDAE

The Whole Candy Store, Waffle Cones, 6 Types of Ice Cream, Chocolate and Caramel Sauces

GHOST KITCHEN CONCEPTS FOR AFFINITY-PLEX

Run out of the two kitchens, ordered through mobile platform



THE CLUCKIN' CHICKEN

NASHVILLE HOT CHICKEN SANDWICH 16

Tangy Pickles, Honey Mustard, Golden Fries

CRUNCHY CHICKEN TENDERS 16

Plum Sauce, Golden Fries



THE CHILI BOWL

SIGNATURE SMOKED BRISKET CHILI 12

Tortilla Shards, Cilantro Crema, Shredded Local Cheddar

JUMBO ALL BEEF CHILI DOG 12

Fully Loaded with All Chili Toppings, Crispy French Fries



WRAPPED & STACKED

VERY VEGAN BURRITO 12

Plant Based Taco Crumble, Wild Rice, Salsa, Cilantro, Cashew Lime Cream, Ancho Pineapple Burrito Sauce

ARENA POWER BOWL 10

Prairie Wheatberry and Quinoa Blend, Tomato, Cucumber, Dried Saskatoon Berry, Pickled Onions, Citrus Vinaigrette



QUEEN CITY POUTINE

THE CLASSIC 10

Food Truck Gravy, Local Cheese Curd

TOPPINGS ADD 3

Smoked Beef Birria

Ancho Pulled Chicken

Plant Based Taco Crumble

GARNISHES ADD 2

Pico de Gallo

Cilantro Lime Crema

Guacamole

AGT LOUNGE

First and TEN



THE PRAIRIE BUTCHER, BAKER AND BREAD MAKER

Artisan Rolls and Crusty Bread, An Assortment of Saskatoon Spruce Cow's Milk Cheese, Hillside Food Inc. Cured Meats, The Scandinavian Sweethearts Preserves

BRIE AND PROSCIUTTO BREAD PUDDING MUFFINS

Grated Cheddar, Shallots, Fennel

HARVEST KALE SALAD

Dried Cranberries, Apple, Honey Dijon Dressing

OLD FASHIONED POTATO SALAD

House-smoked Ham, Celery, Hard Boiled Egg, Whole Grain Mustard, Sweet Relish

TRI-COLOURED QUINOA SALAD

Baby Romaine, Roasted Corn Kernel, Avocado, Heirloom Tomato, Cilantro Sherry Vinaigrette

Second and FIVE



THE AGT FOODS TACO BAR

Roasted Lentil and Ancho Chili Cakes, Lime Spiked Guacamole, Corn Tortilla, Pico de Gallo, Cilantro Crema, Scallions

CHIPOTLE CHICKEN DRUMSTICKS

BBQ Ranch, Creamy Blue Cheese, Pickled Carrots, Celery

SASKATCHEWAN WALLEYE FISH FRY

Mustard Tartar, Preserved Lemon, Yukon Gold Potato Crisps

BYO KETTLE CHIP POUTINE STATION

House-made Kettle Chips, Food Truck Gravy, Local Cheese Curds

REGINA REUBEN SLIDERS

Saskatoon Berry Aioli, Wine Sauerkraut, Swiss Cheese

Third and GOAL



CARVED SASKATCHEWAN BRISKET SANDWICH

Pecan Smoked, Coffee Rubbed, BBQ Spiced Coleslaw, Whiskey BBQ, Brioche

PRAIRIE GRAIN RISOTTO

Wheatberry, Thyme, Aged Cheddar, Caramelized Shallot

ROASTED HEIRLOOM CARROTS

Tarragon Vinaigrette

DOUBLE FRIED POTATO WEDGES

BBQ Spice Dusted, Adobo Spiked Ketchup

Extra POINTS



APRICOT COFFEE CAKE

Butterscotch Filling, Candied Walnuts

POACHED FALL FRUIT CRUMBLE

Devonshire Cream

DOUBLE CHOCOLATE FUDGE BROWNIES

Brulee Banana, Salted Dulce de Leche

TREATS FOR YOUR SEATS

Assorted Candies, Kettle Cooked Popcorn

CAPITAL AUTO SUITES TAPAS LOUNGE

Capital Auto Suites TAPAS LOUNGE



Enjoy a small plate with friends before the game!

MARINATED OLIVES 5

Chili, Garlic Chips

YUKON GOLD CRISPS 5

Scallion Aioli

PROSCIUTTO 5

Crostini, Fig Relish

CROQUETTES 5

Saskatoon Spruce Cheddar, Herb Panko,
Warm Tomato Jam

OPEN FACED FISH EMPANADAS 7

Saskatchewan Walleye, Concasse, Olives,
Butter Pastry

GRILLED CHORIZO 7

Grainy Maple Mustard

TACO SLIDERS 7

Plant Based Patties, Salsa, Corn Tortilla,
Cilantro, Pickled Jalapeños

Package SELECTIONS

SIGNATURE REGINA BBQ PACKAGE SERVES 12 FANS 850.00

BOTTOMLESS POPCORN

Freshly Popped, Choice of Assorted Seasoning Packs

FLASHED FRIED KETTLE CHIPS

Cajun Dusted with Firecracker Ranch and Smoked Onion Dip

FRESH FRUIT PLATTER

Watermelon, Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries, Blackberries

FULLY LOADED BAKED POTATO SALAD

Bacon Crumble, Chives, Three Cheese Blend, Sour Cream

CRISPY SOUTHERN FRIED CHICKEN

18 Pieces, Spicy BBQ Sauce

CRISPY CHICKEN TENDERS

Ultimate Plum Sauce

15-HOUR SMOKED BBQ ALBERTA BEEF BRISKET

Saskatoon Berry BBQ Sauce, Artisan Rolls, 4oz Per Person

SMOKED GOUDA MACARONI & CHEESE

CHEDDAR CHEESE CORNBREAD MUFFINS

CHARRED CORN ON THE COB

THE MOSAIC STADIUM PACKAGE SERVES 12 FANS 850.00

BOTTOMLESS POPCORN

Freshly Popped, Choice of Assorted Seasoning Packs

SOFT AND CHEWY SALTED PRETZEL BITES

Honey Mustard and Beer Cheese Sauce

LOADED SWEET AND SALTY SNACK BASKET

Blazin' Cajun Snack Mix and Chocolate Bites

FRESH FRUIT PLATTER

Watermelon, Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries, Blackberries

BBQ SPICED COLESLAW

Purple and Green Cabbage, Red Onion, Carrot, Creamy Celery Seed Spiked Dressing

CRISPY CHICKEN TENDERS

36 Pieces, Ultimate Plum Sauce

ALL BEEF ARENA HOT DOGS

18 Hot Dogs, Diced Onion, Pickle Shreddies, Relish, Mustard, Ketchup, Bun

CHEESE AND BACON PIEROGI

Smoked Gouda Cream Sauce, Crumbled bacon Bites, Three Cheese Blend, Green Onion, 5oz Per Person

CAPRESE PASTA SALAD

Heirloom Tomatoes, Bocconcini, Fresh Basil, Aged Balsamic

Package SELECTIONS

THE MEXICAN STREET CART PACKAGE SERVES 12 FANS **850.00**

BOTTOMLESS POPCORN

Freshly Popped, Choice of Assorted Seasoning Packs

CHIPS AND DIP

Crispy Corn Tortilla Chips, Jalapeño Queso, Diced Tomato, Guacamole

BIONICOS - MEXICAN FRUIT BOWL

Fresh and Dried Fruit, Sweetened Yogurt, Coconut

PAPAS RELLENAS (FRIED STUFFED POTATOES)

Yukon Gold Potato, Chipotle Powder, Sharp Cheddar, Cilantro Lime Crema

CHICKEN AL PASTOR TORTA SLIDERS

24 Sliders with Pineapple Salsa, Ancho and Garlic Marinade

TACO TRUCK TRIO

*Pulled Pork, Beef Birria, Vegan Lite Life Taco Crumble
Diced Onion, Pico de Gallo, Limes, Cilantro, Gluten Friendly
Corn Tortilla*

CORN IN A CUP - ELOTE EN VASO

Cotija Cheese, Lime Juice, Cilantro, Jalapeño, Red Onion

À La Carte SELECTIONS

SNACKS SERVES 12 FANS

BOTTOMLESS POPCORN **70**

Freshly Popped, Choice of Assorted Seasoning Packs

SOFT AND CHEWY SALTED PRETZEL BITES **80**

Honey Mustard and Beer Cheese Sauce

FLASHED FRIED KETTLE CHIPS **140**

Cajun Dusted with Firecracker Ranch and Smoked Onion Dip

CHIPS AND DIP **140**

Crispy Corn Tortilla Chips, Jalapeño Queso, Diced Tomato

LOADED SWEET AND SALTY SNACK BASKET **140**

Blazin' Cajun Snack Mix and Chocolate Bites

WARM BAVARIAN PRETZEL BOX **140**

18 Sea Salt Coated Soft Jumbo Pretzels, Spicy Mustard, Cinnamon and Sugar Dusted Jumbo Pretzels, Salted Dulce de Leche

À La Carte SELECTIONS

CHILLED APPETIZERS SERVES 12 FANS

FRESH FRUIT PLATTER 140

Watermelon, Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries, Blackberries

FARMERS MARKET VEGETABLES 150

Carrots, Celery, Tri-Coloured Cauliflower, Broccolini, Cucumber, Heirloom Cherry Tomato, Buttermilk Chive Ranch Dip

BUTCHER, BAKER AND CHEESE MAKER 215

Hand-cut Cheeses and Sliced Meats with Artisan Chutneys, Mustards and Local Honeys Served with Crackers and Warm Baguettes

CHILLED SHRIMP COCKTAIL 215

Poached Shrimp, Zesty Cocktail Sauce with Horseradish and Lemons

WARM APPETIZERS SERVES 12 FANS

EVERYONE'S FAVORITE CHICKEN WINGS 200

48 Pieces, Your Choice of Salt and Pepper, Buffalo Sauce, Maple Bacon, Ultimate BBQ, Honey Garlic, Thai Sweet Chili, Celery Sticks, Chive Ranch Dip

CHICKEN TENDER TOSS 215

36 Pieces, Ultimate Plum Sauce, Buffalo Sauce, Ultimate BBQ Sauce

QUESADILLA TRIO 215

36 Pieces, All Accompanied by Avocado Crema and Salsa Roja

Ancho Marinated Chicken - Cilantro, Monterey Jack Cheese

Beef Birria - Braised Brisket, Chopped Onions, Jack Cheese, Poblano Peppers

Vegetable - Spinach, Mushrooms, Onions, Pepper Jack cheese

GREENS SERVES 12 FANS

TOUCHDOWN POWER BOWL 100

Tuscan Mixed Greens, Heirloom Tomato, Cucumber, Marinated Garbanzo Beans, Tri-Colour Quinoa, Avocado, Rehydrated Cranberries, Lemon Mustard Vinaigrette, 4oz Per Person

ROMAINE AND BABY KALE CAESAR SALAD 145

Herb Croutons, Shaved Parmesan, Fried Capers, Creamy Caesar Dressing

À La Carte SELECTIONS

SALADS SERVES 12 FANS

FULLY LOADED BAKED POTATO SALAD 80

Bacon Crumble, Chives, Three Cheese Blend, Sour Cream

BBQ SPICED COLESLAW 50

Purple and Green Cabbage, Red Onion, Carrot, Creamy Celery Seed Spiked Dressing

CAPRESE PASTA SALAD 100

Heirloom Tomatoes, Bocconcini, Fresh Basil, Aged Balsamic

FAN FAVOURITES SERVES 12 FANS

PIEROGI NACHOS 110

Queso, Salsa, Crema, Green Onions, Jalapeños

PULLED PORK MACARONI AND CHEESE 110

Smoked Gouda, BBQ Gold Sauce, Crispy Fried Onion

ALL BEEF ARENA HOT DOGS 135

18 Hot Dogs, Diced Onion, Pickle Shreddies, Relish, Mustard, Ketchup, Bun

YQR SMASHBURGER 135

12 Burgers, Cheese, Fried Onions, Oil Drop Sauce, KMR

TACO TRUCK TRIO 215

*Pulled Pork, Beef Birria, Vegan Lite Life Taco Crumble 3 Tacos/ea
Diced Onion, Pico de Gallo, Limes, Cilantro, Gluten Friendly Corn
Tortilla 3 Tacos/ea*

SANDWICHES SERVES 12 FANS

CHICKEN AL PASTOR TORTA SLIDERS 90

24 Sliders, Pineapple Salsa, Ancho and Garlic Marinade

ROASTED VEGETABLE WRAP 110

12 Wraps, Zucchini, Peppers, Sundried Tomato, Spinach, Basil, Pesto Mayo

DONAIR SLIDER 200

24 Sliders, Sliced Onions, Roma Tomato, Donair Sauce, Garlic Sauce, Shredded Iceberg Lettuce, Cheddar Cheese

SASKATCHEWAN BEEF BAGUETTE (SERVED CHILLED) 215

18 Sandwiches, Slow Roasted and Shaved Prime Rib, Steak Mayo, Pickles, Jalapeño Havarti

À La Carte SELECTIONS

LOCAL PRIME CUTS SERVES 8 FANS

Locally Sourced, Homegrown Beef Selections at Market Price

Chef Carved In-Suite - Must be ordered 48 hours in advance of service. All Choices include Maldon Salt, Himalayan Pink Salt, House Smoked Salt and Pan Jus, Whipped Yukon Gold Mashed, and Roasted Market Vegetables.

**30-DAY DRY AGED
BONE-IN RIBEYE**

**30-DAY DRY AGED
TENDERLOIN**

**30-DAY DRY AGED
STRIP LOIN**

**30-DAY DRY AGED
TOMAHAWK**

SWEET SPOT

**FRESH BAKED BELLY BUSTER COOKIES ~
DELIVERED WARM TO YOUR SUITE 60**

12 Giant Chewy Chocolate Chunk

CINNAMON AND SUGAR CHURROS DONUTS 70

12 Salted Dulce de Leche

CHOCOLATE AND BANANA BREAD PUDDING 85

12 Pieces, Baileys Irish Cream Caramel Sauce, Salted
Chocolate Brittle

Made-To-Order MORNINGS IN REGINA

Start your day off by choosing your favourite fresh baked breakfast pastries. "The Continental" is accompanied by an assortment of fruit juice, fresh brewed coffee, and tea station.

"THE CONTINENTAL" BREAKFAST EXPERIENCE

Assorted Muffins
Bagels and Cream Cheese
Flaky Assorted Danish Pastry
Butter Croissants with Jams

PER PERSON:

Choose 1 8

Choose 2 13

Choose 3 17

Looking for something a little more substantial?
Add some of your favourite breakfast items to our Continental Experience.

Scrambled Eggs VEG GF
Roasted Vegetable Frittata VEG GF
Cinnamon French Toast VEG
Maple Butter Waffles VEG
Herb Roasted Breakfast Potatoes VEGAN GF
Oatmeal with Assorted Toppings VEGAN LF
Assorted Cereals VEG
Assorted Individual Yogurt
(Low-Fat and Probiotic Included) VEG GF
Sliced Fruit Platter VEGAN
Breakfast Sausage (Pork and Beef, or Chicken and Apple) LF
Turkey Bacon GF LF
Smoked Bacon GF LF

PER PERSON:

Choose 2 14

Choose 3 19

ADD \$7.00 FOR EACH ADDITIONAL CHOICE

"THE ESSENTIALS"

Let us take out the guess work and deliver all your breakfast favourites. "The Essentials" is accompanied by an assortment of fruit juice, fresh brewed coffee, and tea station. 17 PER PERSON

Scrambled Farm Fresh Eggs VEG GF
Herb Roasted Breakfast Potatoes VEGAN GF
Double Smoked Bacon GF LF
Breakfast Sausage GF LF
Assorted Breads and Spreads VEG LF

CHEF ATTENDED BREAKFAST

A great compliment to any breakfast. All stations include scrambled eggs, breakfast potatoes, choice of bacon or sausage, assorted breads and spreads, juice, coffee, and tea station. 50 PER PERSON

Choose 1

Omelet Station. Cooked to Order.
Bermuda Onions | Peppers | Mushrooms | Tomatoes | Bacon
Lardon | Diced Sausage | Shredded Cheese

Bone-in Country Smoked Honey Ham
Assortment of Mustards GF LF

French Toast Trio
Cinnamon Apple Compote | Chocolate Banana
Berry Compote VEG

Made-To-Order MORNINGS IN REGINA

PLATED BREAKFAST **33PP**

All plated breakfasts are served with coffee and juice, warm breakfast breads, whipped butter, and preserves.

Minimum 15 Per Order

ENTRÉE

Choose 1

Farm Fresh Scrambled Eggs VEG GF
Roasted Vegetable Frittata VEG GF Feta Crumble | Micro Herbs
Sausage and Egg Quesadilla Shredded Cheddar | Chipotle Aioli | Tomato Jam

SIDES

Choose 2

Herb Roasted Breakfast Potatoes VEGAN GF
Sweet Potato and Onion Hash VEGAN GF
Breakfast Sausage (Pork and Beef, or Chicken and Apple) LF
House Cooked Honey Ham GF LF
Double Smoked Bacon GF LF
Fresh Sliced Fruit VEGAN GF

Lunches **MADE EASY**

*Let us take the guessing out of lunch with well-balanced, mid-day meals,
so you can get back to doing what you do best.*

SOUP AND SANDWICH #1

Smoked Tomato and Fire Roasted
Pepper Soup VEG GF
Chef's Garden Salad | Fresh Veggies |
Assorted Dressings VEGAN GF
Turkey LF GF | Ham LF GF | Grilled
Vegetable VEGAN GF
All of Your Favourite Toppings and
Breads VEG LF
Assorted Cookies VEG
35 PER PERSON

SOUP AND SANDWICH #2

Minestrone Soup VEG LF
Levy Signature Caesar Salad | Grilled
Chicken | Roasted Red Pepper | Chipotle
Mayo | Arugula | Aged Cheddar |
Muesli Baguette
Deli Trio Club | Ham | Turkey | Salami
| Herb Aioli | Tomato | Lettuce |
Brioche Roll
Pesto Vegetable Wrap | Zucchini
| Eggplant | Red Onion | Tomato |
Goat Cheese VEG
Assorted Dessert Squares VEG
40 PER PERSON

SOUP AND SANDWICH #3

Broccoli and Cheddar VEG GF
Chef's Choice Salad Bar | Assorted
Greens, Toppings and Dressings VEG
BYO Sandwich | Deli Platter | Grilled
Pesto Veggies | Condiments |
Garnishes | Breads
Chocolate Banana Bread Pudding VEG
45 PER PERSON

Anytime BYO CHEF'S TABLE

Custom build a Chef's Table that is perfect for you.

\$5 PER PERSON

SOUPS

Choose 1

ADD \$5 FOR AN ADDITIONAL CHOICE

Smoked Tomato and Fire Roasted Peppers VEG GF
Hearty Chicken Noodle and Vegetable LF
Creamy Corn Chowder VEG
Curried Cauliflower VEG
Broccoli and Cheddar VEG GF
Traditional Tomato Gazpacho VEG LF
Celeriac and Apple Velouté VEG GF
Tuscan White Bean and Roasted Garlic VEG GF
Chorizo and Red Lentil GF

SALAD

Choose 2

ADD \$6 FOR AN ADDITIONAL CHOICE

Signature Caesar | Smoked Bacon | Creamy Garlic Dressing | Shaved Parmesan | Levy Crouton
Prairie Greens Salad | Cucumber | Tomato | Carrot | Saskatoon Berries | Pickled Red Onion | Balsamic Vinaigrette VEGAN GF
Baby Spinach | Pickled Beets | Crumbled Blue Cheese | Sunflower Seeds | Champagne Vinaigrette VEG GF
Ancient Grains | Napa Cabbage | Dried Fruits | Pickled Onions | Apple Cider Vinaigrette VEGAN GF
Greek Salad | Onions | Cucumber | Peppers | Tomatoes | Feta | Oregano Red Wine Vinaigrette VEG GF

MAINS

Choose 1

ADD \$10 FOR AN ADDITIONAL CHOICE

Roasted Chicken | Lemon | Rosemary | Garlic LF GF
Chipotle Chicken Drumsticks | Peach Chutney LF GF
Coffee Rubbed Brisket | Regina Mustard Barbecue LF GF
Jerk Pork Loin | Pineapple Salsa LF GF
Slow Roasted Saskatchewan Beef | Red Wine Pan Jus LF GF
Applewood Smoked Pulled Pork | Whiskey Barbecue LF GF
Cold Water Walleye | Honey Dijon | Tarragon LF GF VEG
Tofu | Available with Any Above Applications VEGAN

DESSERT

Choose 1

ADD \$4 FOR AN ADDITIONAL CHOICE

Chocolate and Banana Bread Pudding | Vanilla Chantilly Cream VEG
Mexican Chocolate Pudding VEGAN GF
Rustic Apple Crumble | Vanilla Crème Anglaise VEG
Giant Chocolate Chip Cookies VEG
Triple Chocolate Brownie | Salted Dulce de Leche VEG

SIDES

Choose 2

ADD \$5 FOR AN ADDITIONAL CHOICE

Jalapeño and Cheese Cornbread Muffins VEG
Barbecue Spiced Rainbow Slaw VEG GF
Charred Corn and Black Bean Salad VEGAN GF
Maple Baked Beans VEGAN GF
Dirty Rice VEGAN GF
Squash and Corn Succotash VEG GF
Build-Your-Own Chef's Salad Bar VEG
Spice Rubbed and Roasted Potato VEGAN GF
Grilled Corn Fritters | Pickled Onions | Herb Lime Crema VEG
Chef's Choice Roasted Mixed Vegetables VEGAN GF
Cumin and Lime Sweet Potato Smash VEGAN GF

Breakout SNACKS

ASSORTED COOKIES VEG 25/DOZ

ASSORTED DESSERT SQUARES VEG 25/DOZ

ASSORTED BAGGED CHIPS VEGAN GF 19/DOZ

WHOLE FRUIT VEGAN GF 12/DOZ

GARDEN FRESH CRUDITÉ | FRENCH ONION RANCH VEG GF 15

KETTLE CHIPS | FIRECRACKER RANCH VEG GF 6

TORTILLA CHIPS | SALSA VEGAN GF 6

PRETZEL BITES | HONEY MUSTARD VEG LF 8

POPCORN | VEGAN GF 6

Break PACKAGES

ARTISAN BAVARIAN PRETZEL VEG 12

Served Warm with Assorted Dips and Toppings

Choose 2

ADD \$4 FOR AN ADDITIONAL TOPPING

Honey Mustard GF LF

Bacon Jalapeño Queso GF

Fried Pepperoni and Warm Pomodoro LF

Cheddar Cheese Curds and Vegetarian Poutine Gravy VEG GF

Smoked Onion Relish VEGAN GF

Fire Roasted Pepper Aioli VEG LF

WILLY WONKA JUNK FOOD VEG 10

Hershey's Sweet and Salty Mix | Gummy Worms | Strawberry Twizzler | Skittles | Jujubes |

HUMMUS TRIO VEGAN 10

Sundried Tomato | Traditional | Jalapeño | Pita

LOADED NACHO AND SALSA BAR 20

Sundried Tomato | Traditional | Jalapeño | Pita

CREATE-YOUR-OWN ENERGY MIX VEG CONTAINS NUTS 10

An assortment of gourmet favourites allows your guests to customize a sweet or savory combination.

Dried Apricot | Roasted Peanuts | Dried Cranberries | Sunflower Seeds | Chocolate Chunks | Candied Almonds | Spiced Cashews | Maple Granola

Small BITES

CANAPES

These chef-inspired small plates bring the kitchen into your reception.

BY THE DOZEN

Grilled Corn Fritters | Pickled Onions | Herb Lime Crema VEG **30**
Mini Vegetarian Spring Rolls | Plum Sauce VEG **30**
Bruschetta | Crostini | Pesto VEG **28**
Mini Corn Dog | Assorted Mustards **30**
One-Bite Burgers | Crisp Pickled Zucchini | Fire Roasted Pepper Aioli **45**
Pulled Pork Slider | Shredded Cabbage | Pickled Jalapeño | Cilantro **45**
Seared Tuna | Wonton Cone | Wasabi Aioli | Toasted Sesame CONTAINS SESAME **45**
Salmon Gravlax | Beet | Dill Crème Fraiche | Vodka | Crostini **45**
Shrimp Ceviche | Lime | Cilantro | Jalapeño | Potato Crisp **45**
Southern Fried Steak Bites | Saskatchewan Sirloin | House Smoked Salt | Tarragon Aioli **45**
Nashville Chicken Slider | Belgian Waffle | Honey | B&B Pickle **45**
Yukon Crisps | Charred Scallion Aioli VEG GF **30**
Mini Taco | Shredded Saskatchewan Beef | Chipotle | Pico de Gallo **45**

SWEETS BY THE DOZEN

Deep Fried Banana Bread Pudding Bites | Chocolate Sauce VEG **35**
Ice Cream Sandwich Sliders | Assorted Ice Cream and Cookies VEG **40**
Churro Donuts | Dulce de Leche VEG **40**
Housemade Cereal Milk Ice Cream Cups VEG GF **40**
Mixed Berry Granita Cones VEGAN GF **40**

Chef Attended **RECEPTION STATIONS**

Minimum Order 20 Guests

TEQUILA SHRIMP TOSTADA GF 20

Guacamole, Cilantro, Lime, Crispy Jalapeño

JERK CHICKEN SLIDER 18

Pineapple Mango Salsa, Cilantro, Brioche

HOISIN AND CHAR SUI GLAZED PORK BELLY BAO CONTAINS SESAME 18

Scallion Apple Slaw

CARVED SASKATCHEWAN TENDERLOIN GF LF 24

Horseradish Aioli, Caramelized Onions

VERY VEGAN STREET TACO VEGAN GF 18

Plant-Based Taco Crumble, Pickled Onions, Corn Tortilla

S'MORES VEG 18

Jumbo Marshmallow, Graham Honey Wafer, Chocolate Sauce,
Chocolate Shavings

Reception **PLATTERS**

Minimum Order 20 Guests

ARTISANAL CHARCUTERIE 13 LF

Capocollo, Salami, Virginia Ham, Smoked Turkey, House Pickled
Vegetables, Fleur de Dijon Grainy Mustard, Muesli Baguette

INTERNATIONAL CHEESE DISPLAY 13 VEG

Chef's Selection of International Cheeses, Sriracha Honey, Dried
Fruit, Sliced Breads, Crackers

FARMERS MARKET VEGETABLE CRUDITÉ 13 VEG GF

Carrots, Celery, Broccolini, Artichokes, Tomato, Marinated Olives,
Ranch Dip

FRESH FRUIT PLATTER 13 VEGAN GF

Melons, Pineapple, Grapes, Seasonal Berries

Signature CHEF TABLES

SIGNATURE REGINA BACKYARD BARBECUE 70

FLASHED FRIED KETTLE CHIPS VEG GF

Cajun Dusted with Firecracker Ranch and Smoked Onion Dip

FRESH FRUIT PLATTER VEGAN GF

Watermelon, Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries, Blackberries

FULLY LOADED BAKED POTATO SALAD GF

Bacon Crumble, Chives, Three Cheese Blend, Sour Cream

CRISPY SOUTHERN FRIED CHICKEN

Maple Drizzle

15-HOUR SMOKED BARBECUE SASKATCHEWAN BEEF BRISKET GF

Saskatoon Berry Barbecue Sauce, Artisan Rolls (Gluten-Free Available Upon Request)

SMOKED GOUDA MACARONI & CHEESE

CHEDDAR CHEESE CORNBREAD MUFFINS VEG

CHARRED CORN ON THE COB VEG GF

CHOCOLATE BANANA BREAD PUDDING VEG

Chocolate Sauce

THE STADIUM 70

BOTTOMLESS POPCORN BAR VEGAN GF

Freshly Popped, Choice of Assorted Seasoning Packs

SOFT AND CHEWY SALTED PRETZEL BITES VEG

Honey Mustard and Beer Cheese Sauce

LOADED SWEET AND SALTY SNACK BASKET VEG

Blazin' Cajun Snack Mix and Chocolate Bites

FRESH FRUIT PLATTER VEGAN GF

Watermelon, Cantaloupe, Honeydew, Pineapple, Grapes, Strawberries, Blackberries

BARBECUE SPICED COLESLAW VEG GF

Purple and Green Cabbage, Red Onion, Carrot, Creamy Celery Seed Spiked Dressing

CRISPY CHICKEN TENDERS

Ultimate Plum Sauce

ALL-BEEF STADIUM HOT DOGS LF

Diced Onion, Pickle Shreddies, Relish, Mustard, Ketchup, Bun 18 Hot Dogs

CHEESE AND BACON PIEROGI

Smoked Gouda Cream Sauce, Crumbled Bacon Bites, Three Cheese Blend, Green Onion

CAPRESE PASTA SALAD VEG

Heirloom Tomatoes, Bocconcini, Fresh Basil, Aged Balsamic

GIANT BELLY BUSTER CHOCOLATE CHUNK COOKIES VEG

Signature CHEF TABLES

THE MEXICAN STREET CART 70

CHIPS AND DIP VEG GF

Crispy Corn Tortilla Chips, Jalapeño Queso, Diced Tomato, Guacamole

BIONICOS – MEXICAN FRUIT BOWL VEG GF

Fresh and Dried Fruit, Sweetened Yogurt, Coconut

PAPAS RELLENAS (FRIED STUFFED POTATOES) VEG

Yukon Gold Potato, Chipotle Powder, Sharp Cheddar, Cilantro Lime Crema

TACO TRUCK TRIO GF

Pulled Pork, Beef Birria, Field Roast Taco Crumble Diced Onion, Pico de Gallo, Limes, Cilantro, Gluten-Friendly Corn Tortilla

CHICKEN AL PASTOR TORTA SLIDERS

Pineapple Salsa, Ancho and Garlic Marinade

CORN IN A CUP – ELOTE EN VASO VEG GF

Cotija Cheese, Lime Juice, Cilantro, Jalapeño, Red Onion

CHURRO DONUTS VEG

Dulce de Leche

Real Flavours CHEF TABLES

THE FAMILY PICNIC 45

Fresh Ground Local Chuck Burgers GF | Jumbo All-Beef Hot Dogs LF | Summer Vegetable Pasta Salad VEG | Country Style Potato Salad VEG LF | Roasted Corn on the Cob VEG GF | Assorted Buns and Condiments (Gluten-Free Available Upon Request) | Fruit Salad VEGAN GF | Chewy Chocolate Brownies VEG

DID SOMEONE SAY POUTINE? 45

Crispy Fries VEG LF | Tater Tots VEG LF | Local Cheese Curds | Food Truck Gravy | House Smoked Pulled Pork GF | Sliced Montreal Smoked Meat GF | Caramelized Onions VEGAN GF | Roasted Mushrooms VEG GF | Chocolate Banana Bread Pudding VEG

NOODLES PHO DAYS 45

Fragrant Broth with Hints of Lemongrass and Ginger GF | Vermicelli Noodles VEG LF | Sliced Brisket GF LF | Pulled Chicken GF LF | Crisp Vegetables VEGAN GF | Cilantro | Basil | Lime | Chilies | Assorted Hot Sauces VEG | Vegan Coconut Chocolate Pudding VEGAN GF

CAN'T HAVE THE MAC WITHOUT THE CHEESE 45

Creamy Baked Mac and Cheese VEG | Barbecue Pulled Chicken GF LF | Bacon GF LF | Smoked Sausage LF | Caramelized Onions VEGAN GF | Sundried Tomatoes | Pickled Jalapeños | Pico de Gallo | Assorted Hot Sauces VEG | Chewy Chocolate Brownies VEG | Salted Dulce de Leche VEG GF

SLIDING INTO SOME SLIDERS 45

Barbecue Spiced Rainbow Slaw VEG GF | Kettle Chips VEGAN GF | Firecracker Ranch VEG GF | Regina Reubens | House Smoked Pulled Pork LF | Whiskey Barbecue Sauce VEG GF | Ciabatta VEG LF | Assorted Cookies VEG

GRILLED CHEESE PLEASE 35

Creamy Tomato Soup VEG GF | Levy Caesar Salad | Ham and Swiss | Tomato, Basil and Bocconcini VEG | Brie and Apple VEG | Assorted Breads LF (Gluten-Free Available Upon Request) | Housemade Apple Crumble VEG

Plated DINNERS

#1

60

#2

75

#3

100

FIRST

Toasted Quinoa Salad | Bitter Greens | Candied Fruit | Cider Vinaigrette VEGAN

SECOND

Roasted Chicken Supreme | Blistered Fingerling | Butter Braised Heirloom Carrots | Smoked Red Pepper Cream GF

THIRD

Warm Spiced Brownie | Caramel VEG

FIRST

Arugula Salad | Danish Blue Cheese | Caramelized Pear | Cider Vinaigrette VEG GF

SECOND

Braised Saskatchewan Short Rib | Three Potato Pave | Grilled Zucchini | Natural Jus Reduction GF

THIRD

Brownie Stuffed Bread Pudding | Vanilla Chantilly Cream VEG

FIRST

Foraged Mushroom Velouté | Truffle Oil | Duxelles VEG

SECOND

Beets and Radish | Chevre | Champagne Vinaigrette VEG GF

THIRD

Seared Saskatchewan Tenderloin | Port Shallot Mashed | Buttered Brussel Sprout Petals | Bacon Jam GF

FOURTH

Vanilla Crème Brule | Biscotti VEG

VEGETARIAN OPTIONS (CHOOSE ONE IF APPLICABLE)

Roasted Mushroom Risotto | Truffle Oil | Duxelles | Herbs VEGAN GF | Portobello Ravioli | Thyme Scented Cream Sauce VEG | Gnocchi | Roasted Squash | Brown Butter VEG

ALLERGY DISCLAIMER

Please inform your catering representative of any dietary requests or allergy concerns. Our culinary team will endeavour to accommodate requests made 48 hours in advance.

Beverage MENU

COFFEE AND TEA STATION **5.95**

Fresh Roasted Coffee, Assorted Teas

HOT CHOCOLATE STATION **12.95**

Customize your own hot chocolate with our assorted hot chocolate toppings.

NON ALCOHOLIC BEVERAGES

Includes an assortment of pop, water, and/or juice to your event. Beverages are charged per consumption at the end of the event.

Soft Drinks **5.50**

Bottled Juice **5.50**

Bottled Water **4.50**

BAR

Includes a bar with your event that includes our Smart Serve-certified bartenders. Our bars can include beer, wine, and liquor. Minimum of \$500.00 in sales needs to be reached or a labour charge for the remaining amount will be charged.

BEER

Domestic Beer **10.50**

Premium Beer **11.75**

Specialty Beer **12.75**

Cider **11.75**

Coolers **11.75**

WINE (BY THE GLASS)

PRICING VARIES DEPENDING ON THE SELECTION

Red

White

Rosé

LIQUOR (PER DRINK)

Standard Bar Rail **9.50**

Premium Bar Rail | Bottle Wine Service **11.50**

Bottled Wine service is available upon order request. Please talk to your catering representative for more details.

***PRICING VARIES DEPENDING ON THE SELECTION**

Red Wine

White Wine

Rosé Wine

Champagne



Vending

VENDING SOLUTIONS AT EVRAZ PLACE

The Avenue C Secure

The Avenue C Secure is a new vending machine that allows us to put more options such as fresh food in semi public areas. These machines are locked, a credit card is used to open them and customers will be charged if a product is taken from the machine.



The Café Curve

The Café Curve is a coffee vending machine that produces gourmet coffee such as espresso and lattes. It has a 21.5 inch touch screen, guaranteed cup drop, and gives the customer the ability to adjust their coffee to exactly how they like it.



Technology & Frictionless Experiences

TECHNOLOGY

When it comes to technology, systems, and processing information to run a better business, we're at the forefront. Our E15 Technology Strategy team concentrates on the emerging technologies that transform our business, create new data, and make us more knowledgeable. By looking at the cost-benefit analyses of the latest technologies, we are able to build case studies to understand impact, calculate ROI on best-use cases, and implement tech roadmaps with our partners. We will connect with REAL regularly on tech strategy and communicate new and upcoming industry trends.



FRICTIONLESS EXPERIENCES

Frictionless technology is now the standard. Prior to the pandemic, the shift to contactless technology was gradual in our venues due to the reluctance from guests to adopt the new technology. COVID-19 has shifted market sentiment, leaving guests more eager for a frictionless experience.

What Frictionless Means

Frictionless means all barriers to guest satisfaction and positive engagement have been removed: physical, social, technological, or otherwise. Frictionless encompasses many areas, including: human interactions, speed of service, ease of ordering, variety and value of offerings and experiences, wayfinding, and simplicity of mobility, among other areas. It connects every aspect of attending an event, from planning and participation to the ride home.

How It Is Achieved

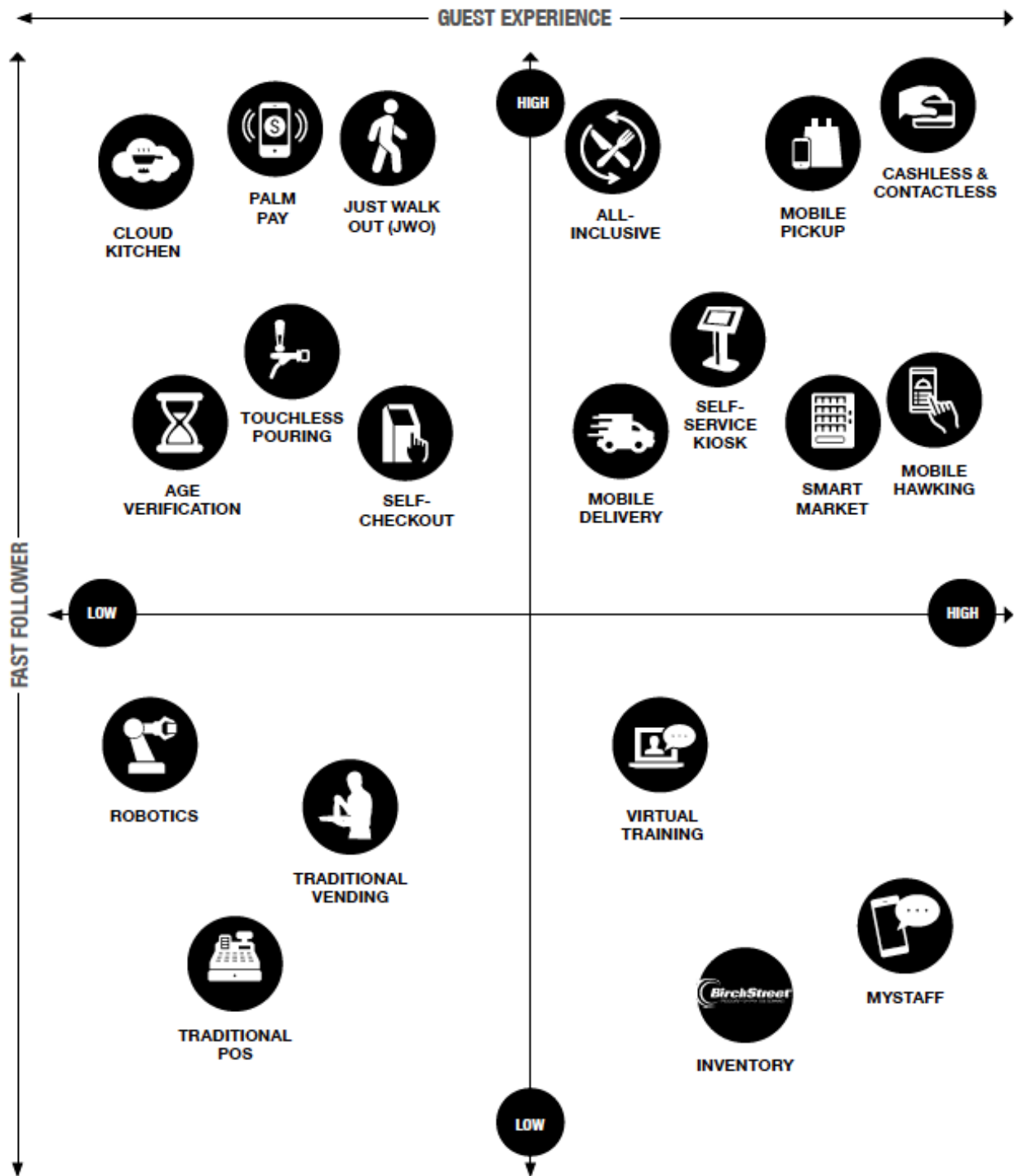
Frictionless draws on experiences and technology guests value outside the venue, with an understanding of guest preferences to drive behavior in the venue. Levy's frictionless strategy is holistic. It contemplates the guest and behaviors we want to achieve, venue breadth and scale of operations, and the delivery mechanism that allows each part to be frictionless from Levy's high standards for culinary quality and variety, to deep and accessible retail, and team member check-in.

Why We Look To Execute Frictionless Strategies

There are resulting factors we take into consideration when determining what solutions would fit best based on the intended goal:

- **FINANCIAL:** Top Line (Revenue, Per Cap Decomposition) Growth; Middle / Bottom Line (COS, PBITDAR) Improvement; ROI (NPV or IRR)
- **SPEED OF SERVICE:** Peak Period Transaction Times Decrease
- **GUEST SATISFACTION:** Improvement in Guest Satisfaction Scores
- **TEAM ENGAGEMENT SCORES:** Improvement in Employee Engagement
- **THOUGHT LEADERSHIP:** Positive PR Headline and Story
- **PARTNER ENGAGEMENT:** Partners Value Ideas

Technology Solutions Available Today



Grab N Go Markets

Marketplaces are an ideal service option for fans and guests, respecting that game and event viewing is a priority. User-controlled grab n go markets have been successful and offer an alternative to traditional stands. Taking this to the next level is Just Walk Out technology, which provides a frictionless experience with no need for fans to wait in line. There are also other technology solutions, with a wholesale switch to mobile/kiosk POS, to implement a frictionless experience without an additional technology investment.



GRAB N GO MARKET CASE STUDY: THE OHIO STATE UNIVERSITY

When we piloted grab n go market style locations during the 2019 season and saw a significant increase in revenue, driven by conversion and basket size growth.

RESULTS

- 77% increase in number of transitions
- 92% increase in gross revenue
- 81% increase in volume
- Less traffic obstruction on the main concourse

Mobile Ordering Application

We will engage E15's Emerging Technology subject matter experts upon contract award. These team members are innovative industry leaders and collaborate with multiple mobile app developers such as Waze, VenueNext, and others. These partnerships allow your management team to understand the best practices and technologies to drive ultimate guest satisfaction by creating frictionless, enjoyable experiences.

We believe that every guest should have a point of sale on their phones with options for mobile pick up. Offering an easy-to-use application with a proprietary look and feel that represents the venue's brand guidelines, we can provide the option for users to skip the lines and jump straight to the fulfillment phase with a few simple taps.

MOBILE BENEFITS

- Guests spend more via mobile
- Frictionless & contactless option for guests
- Guests willingness to adopt mobile technology has increased
- Opportunity to add upsells and combos
- Opportunity to collect guest data and consumption behavior

Sustainability

As an organization, we are committed to sustainable operations and greener spaces as one of our core values. We have a model sustainability program in practice at our venues and are always on the lookout for ways to make our hospitality a little greener.

A few of our top commitments include:

- Recycling and composting
- Reducing food and product waste
- Sourcing local products

RECYCLING AND COMPOSTING

We lead customized programs for recycling cardboard, aluminum, glass, cooking oil waste, and plastic wrap, as well as wood and plastic shipping / delivery pallets, diverting tons of waste from landfills. We augment recycling programs with composting solutions to reduce the amount of food waste going into our landfills and recycle valuable organic resources.

REDUCING FOOD AND PRODUCT WASTE

Reducing Food Waste

The best way to reduce waste is to monitor our yield during food prep in the kitchen and responsibly manage our purchases from the start. We will institute our food waste reduction program to monitor our yield during food prep in the kitchen and responsibly manage our purchases every step of the way.

When we do have excess food that is able to be donated, we partner with local food banks to ensure it is supporting the needs of the community and not going to waste. All unused, unserved food is donated to these organizations to help feed those in need in our communities, resulting in more than 750,000 pounds of unused food donated each year.



Environmentally-Friendly Servingware

Our commitment to sustainability extends far beyond food. We employ a full portfolio of post-consumer and compostable products to support our smallwares, serving, and paper needs.

When we are unable to use china and silverware, we commit to making the following environmentally friendly servingware choices:

- 100% of food boats are made from eco-friendly materials and are compostable and recyclable
- 75% of all disposable servingware is 100% biodegradable
- 100% of all napkin dispensers are one-at-a-time systems, reducing waste up to 56% and all napkins are made from 100% recycled material

SOURCING LOCAL PRODUCTS

We ensure sustainable practices are employed throughout our supply chain.

Our programs include:

- Farm to Fork: local, small farmers
- Ag of the Middle: local, medium-sized farmers
- Fish to Fork: local fisheries
- Locally Crafted: local wines, breads, honeys, oils, etc.
- Imperfectly Delicious Produce: fights food and water waste by “rescuing” or purchasing produce that might have languished in fields or been sent to composting or a landfill simply for not meeting an artificial standard of attractiveness

These programs are Fair Trade USA-Certified, Animal Welfare Approved, Rainforest Alliance Compliant, and USDA Organic Certified among many other sustainable certifications.



Transition Timeline

Our Project Manager and opening support team have already begun thorough planning for actions to be taken across properties leading up to the go-live date of January 24, 2022. We've built out a transition plan assuming a decision & contract awarded on November 15, 2021. We will work together to modify our timing based on any changes to that decision date. The plan listed here is not intended to be all-encompassing, but rather illustrate the anticipated timing around many key milestones.

PHASE 1 (KICK OFF): NOVEMBER 15, 2021 - DECEMBER 3, 2021

- Your Project Manager leads in-person discussions with your organization as well as our leadership to review priorities, goals, and timelines
- Project Manager deploys and manages the transition project management program which contains specific action items to ensure that no detail remains incomplete
- Project Manager activates the recurring communication cadence to ensure transparent and timely progress reports
- Human Resources creates an introduction-to-Levy flyer for your organization to post once the on-site team has been informed of the change
- Human Resources finalizes staffing structure with your feedback and prepares all job descriptions for job board posting once the partnership is announced
- Group Sales creates a Meeting Planner FAQ sheet for distribution to existing clients and event planners to introduce Levy as the new food service provider
- IT identifies the existing network and reporting needs to make a Point-of-Sale system recommendation to maximize speed of service
- Operations, Purchasing, and HR partner together to research local subcontractors, suppliers, and labour forces to help you meet participation goals
- Culinary and Purchasing research unique subcontractor sponsorships that represent the local Regina food scene

PHASE 2 (ANALYSIS): DECEMBER 6, 2021 – DECEMBER 31, 2021

- Human Resources begins interviewing both internal and external candidates for management positions
- Human Resources host meet and greets for the existing hourly team members to introduce them to Levy and describe on-boarding processes
- Operations, Purchasing, and Human Resources begin recruiting approved subcontractors, suppliers, and labour forces
- Group Sales and Operations review existing BEO's and menus with clients for events scheduled for post-January 24, 2022 and begin building out the reservation system
- Operations meets with the ReginaHealth Department to submit applications
- Operations, Culinary, and Purchasing determine if any additional equipment or smallwares are needed to begin sourcing
- Culinary and Purchasing create concept menus to feature local sourcing, restaurants, and breweries with a wide variety of options including farm-to-table and organic
- Purchasing uploads approved suppliers into the inventory management platform
- After receiving the Point-of-Sale recommendation approval, IT request Merchant ID's from Finance and builds out a customized system integration and installation plan
- IT receives quotes for all equipment needs including laptops, printers, time clocks, Point-of-Sale tablets, handheld portable devices, as well as digital menu boards
- Finance requests the entity code, cost centers, and bank accounts for your properties
- Risk Management identifies a local emergency clinic and develops emergency response plans
- Legal submits applications for all permits and licenses, including business certificates and liquor licenses
- Purchasing and Creative order uniforms, collateral, and signage
- Purchasing and IT order time clocks, Point-of-Sale systems, office equipment, and networking needs

PHASE 3 (RECOMMENDATIONS): JANUARY 3, 2022 – JANUARY 14, 2021

- Project Manager establishes a temporary shipping location with our local partners
- Human Resources concludes management interviews and begins programming payroll
- Human Resources and Operations confirm any additional hourly needs and host job fairs for open positions, either virtual or in person
- Group Sales maintains communication with all upcoming and existing clients to build upon relationships and prepare for events
- Operations and Culinary finalize menu concepts to bring the Regina Food Story to life
- Culinary completes the menu matrix for the restaurants, cafes and catering
- Purchasing and Culinary upload recipes into the inventory management platform
- Purchasing develops schedules for supplier deliveries, pest control, exhaust hood cleaning, grease removal and other equipment maintenance services
- IT begins receiving and programming equipment
- Finance finalizes budgets and evaluates additional nontraditional revenue channels
- Risk Management identifies a team member to be the Loss Prevention Coordinator

PHASE 4 (IMPLEMENTATION): JANUARY 17, 2022 – JANUARY 21, 2021


- Levy is provided with an on-site office for support managers, shipment storage, IT imaging, and training preparations
- Project Manager deploys the Global Openings team for on-site support
- Human Resources hosts orientation for all team members including the Creating Legends program, Alcohol Service Certification, Sanitation, and Safety protocols
- Department leads host training sessions including property tour, check-in protocol, uniform policy, Point-of-Sale operations, plus detailed role-related onboarding
- Operations creates event day timelines and finalizes employee schedules
- Operations and Purchasing conduct inventory counts with your team
- Purchasing receives shipments of uniforms, signage, smallwares, and product for upcoming events
- IT installs networks, firewalls and stages the Point-of-Sale, user equipment, and time clocks to begin testing
- Legal receives the liquor license and distributes to Operations

PHASE 5 (GO LIVE): JANUARY 24, 2022+


- IT and vendors install and test all remaining equipment
- Culinary preps kitchen while Operations stocks the kitchens, portables and storage spaces
- Operations facilitates an EverClean pre-inspection walkthrough prior to the first events followed by the Health Department inspection
- Management hosts pre-shift meetings with team members to speak to the areas of focus
 - Food quality
 - Guest experience
 - Partner difference
- Human Resources conducts post-event team member reviews and enrolls managers into the corporate Management Academy flagship development program
- Operations hosts a post-event review with the partner to discuss successes and opportunities
- Culinary donates leftover product post-event
- Culinary performs a post-production analysis to record any waste and makes adjustments to future orders based on results
- Culinary adjusts menu offerings to anticipate food trends
- Group Sales host an open house for annual clients recommended by you to showcase signature items
- Finance circulates daily, weekly, monthly, and annual reporting through dashboards and mutually agreed upon structures
- E15 deploys guest surveys to measure satisfaction and evaluate metrics to determine areas for immediate adjustment

Sample Status Report

As detailed, our Strategic Projects team specializes in managing new business transitions. We can guarantee a seamless transition at Evraz Place. To support transparency and communicate the status of the project, we will use a weekly tracker report.



Project Name: Evraz Place
Project Manager: Debbie Kim
Status Date: 12/17/2021



EXECUTIVE SUMMARY

Project Status

SCOPE

Partner with REAL to support the transition of Evraz Place in Regina, SK to Levy, with a seamless adjustment in operations.

Establishing the Levy points of difference from day one to elevate offerings, while driving service & revenue.

- Go-Live Date: 1/24/2022

PRE-OPENING BUDGET TRACKER

\$0
\$\$\$

Key:

◆ IN PROGRESS
◆ AT RISK
◇ PENDING

◆ PROJECTED TO MISS
◇ COMPLETE

KEY PROJECT MILESTONES

Week Of:	Actual Date:	
11/15	##	Project Kick Off Meeting
11/22	##	Contract Finalized
11/29	##	Review Tech Strategy & Enhancements
11/29	##	Management Org Chart Defined
12/6	##	Submit Liquor License & Health Dept Apps
12/6	##	On-site support to evaluate smallwares
12/6	##	Host Virtual Meet & Greet, Mgmt Interviews
12/13	##	Food Story & Hospitality Reviews
12/13	##	Preliminary Menus Drafted (w/ Eq Available)
12/20	##	Place Initial Order for Smallwares
12/20	##	Place Order for POS & IT Equipment
12/27	##	E15 Menu Pricing Analysis
1/3	##	Menus Finalized
1/3	##	Implement Recruiting, Training Plan
1/10	##	Group Sales Market Strategy Shared
1/10	##	Product Orders Completed & Placed
1/10	##	Place orders from Existing BEOs
1/10	##	Birchstreet Live for Inventory Processing
1/17	##	POS Back Office Set Up
1/17	##	Test Networks, Firewalls, IT Equipment
1/17	##	Receive Temporary Liquor License
1/17	##	Deliveries & Distro (F&B, Uniforms)
1/24/22	##	Takeover @ Evraz Place

PROJECT UPDATES

Legal:

Operations:

E15:

Group Sales/Catering:

Culinary:

Finance:

Purchasing:

HR:

IT:

PRIORITY RISKS & MITIGATIONS

Risk Identified	Probability	Impact	Resource(s)	Notes/Mitigation

PRIORITY ACTION ITEMS

1. Management Interviews
2. REAL sign-off on IT quotes
3. Menu Review & Feedback



RFP Requested Clarifications

On behalf of Levy, we are honoured to have the opportunity to make a proposal for the operation of food and beverage services at REAL Lands at Evraz Place.

We have reviewed your proposed terms in the Request for Proposal and exhibits thereto. If we are fortunate enough to be selected, we are confident that, based on our extensive food, beverage and merchandise management experience, we will be able to enter into a mutually beneficial definitive agreement (“Agreement”) between Levy Premium Foodservice Partnership in conjunction with Compass Group Canada Ltd. (collectively, “Levy”) and Regina Exhibition Association Limited (“REAL”) based on our proposal.

In addition to the notes included in our financial proposal, we seek clarification about several items so that, upon selection, they may be incorporated into the Agreement. These items include our standard terms such as the following: (i) utilizing Levy’s usual procurement/vendor terms and pricing adjustments or reimbursements to Levy if an exclusivity agreement materially increases the cost of products purchased; (ii) all termination rights being mutual and requiring a 30-day opportunity to cure; (iii) automatic annual price increases based on the Canadian Consumer Price Index; (iv) mutual indemnification; (v) except for any capital investment provided by Levy, providing turnkey facilities to Levy throughout the Term; and (vi) our customary insurance policies.

In summary, we welcome the opportunity to work with you as we plan to develop a thriving relationship as provided in our proposal.

Thank you in advance for your consideration.

Your Proposal Contacts



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Levy