PROGRESSIVE
AUTO SALES ARENA

Levy
CANADA

Request for Proposal

FOOD AND BEVERAGE SERVICES

at Progressive Auto Sales Arena

NOV 30
2025

LAND ACKNOWLEDGEMENT

Levy acknowledges that the Progressive Auto Sales Arena is located on the traditional territory of the Anishinaabeg peoples, specifically the Aamjiwnaang First Nation. The land is covered by the Upper Canada Treaties. We recognize their unique histories, individual experiences, and present lived realities. It is our commitment to learn and unlearn, support reconciliation, and foster strong relationships as we operate on these lands for now and for generations to come.

LEGAL COMMENTS

1. Confidentiality

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2. Subject to Final Negotiation

It is a condition precedent to the submission of this Proposal by Compass that all the terms and conditions of any resulting contract remain subject to negotiation.

3. Buy-Back of Capital Clause

If Compass makes a capital investment (the "Compass Investment"), the Client is liable for and covenants and agrees to pay to Compass any remaining undepreciated value of the Compass Investment (plus applicable taxes) as at the date of expiration or termination of the agreement between Compass and the client resulting from the RFP process. The Client agrees that such payment will be made within thirty (30) days following the effective date of expiration or termination of such agreement. Compass shall depreciate the Compass Investment on a straight line basis for a period equal to term of the agreement from the respective dates of purchase or advancement of all or part of the Compass Investment, as the case may be.

Payworks
Booster Juice
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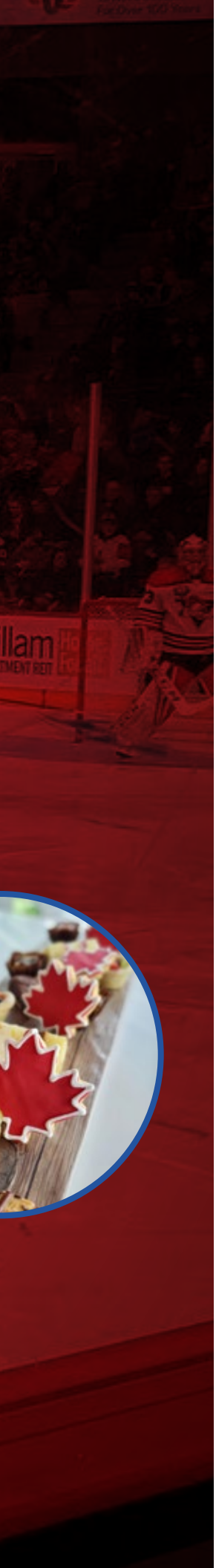

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COVER LETTER

November 26, 2025

Progressive Auto Sales Arena

Sarnia, ON

Re: Food & Beverage Services

Dear Jake & Mark:

I am thrilled to share the vision for elevating our partnership at Progressive Auto Sales Arena (PASA). PASA is not only the home to the Sarnia Sting but also a cherished gathering place for families, friends, and fans across the region. At Levy the dedicated Sports & Leisure division of Compass Group Canada, we understand that PASA is more than an arena—it is a symbol of pride for Sarnia, a hub for community connection, and a stage for unforgettable experiences. Our mission is to honour that legacy while innovating the food and beverage experience to match the passion and energy that fills the arena.

As leaders in hospitality, Levy has built a reputation for delivering innovative, scalable, and community-focused solutions in some of the most dynamic venues across the country. We bring a proven track record of managing complex, high-volume environments with operational excellence and culinary creativity. But what truly sets us apart is our commitment to create experiences that feel personal and local. For Sarnia, that means menus that celebrate regional flavours, spaces that invite connection, and service that reflects the warmth of this community.

Your food and beverage vision to evolve PASA from a hockey venue to a year-round destination for the entire community is a responsibility we take seriously and will make a reality. We envision elevating the restaurant to a premium lounge with a bespoke sport atmosphere to increase dwell times on game days and provide the community with a year-round option to socialize, dine, or host guests and clients.

Investing in creating dynamic concessions offering community friendly flavours, coupled with enticing aromas (i.e. fresh nuts) and signature Sting items will make each visit a culinary journey while delivering fan staples. On event days, your suite holders will be hosted by a dedicated team member trained to deliver the elite suite experience we envision. The combination of new menu items, premium bar service, in-suite ordering on game day, and a clean presentation will make these the most desired and talked about seats in the building.

Our approach is rooted in four pillars: culinary innovation, community engagement, operational excellence, and sustainable growth. We will redefine arena fare with diverse menus featuring game day and platinum options, integrate advanced technology for seamless service which includes data analytics and push messaging, and invest in facility upgrades that modernize spaces while preserving their character. Most importantly, we will reinvest in the community ensuring that PASA continues to be a source of pride for Sarnia.

Levy has successfully partnered with major arenas and community facilities globally, consistently delivering best-in-class hospitality and strong financial results. We offer competitive commissions, capital contributions, and profit-sharing models that align with your objectives. Our collaborative approach ensures that every decision reflects both the spirit of the venue and the needs of the community it serves.

We are dedicated to executing your vision at Progressive Auto Sales Arena and continuing to strengthen the relationship we value moving forward. Thank you for considering Levy as your partner in developing successful, inclusive food service operations. We are passionate in our pursuit of a productive collaboration that sets PASA apart as Sarnia's top venue. We welcome the opportunity to discuss how, together, we will make PASA a destination that embodies the spirit of Sarnia.

Warm regards,

Bharti Damani

Sr. Manager, Core Account Strategies

Jeff Bell

President, Levy Canada

COMPANY OVERVIEW AND QUALIFICATIONS

Corporate profile, organizational structure, ownership details, and summary of experience managing comparable arenas, stadiums, or hospitality operations.

COMPASS GROUP CANADA

With over 52 years of experience, Compass Group Canada is the country's leading provider of contract food and support services. We proudly serve 732 clients at over 2,600 sites nationwide through a workforce of more than 25,000 associates, with our headquarters in Mississauga, Ontario, and regional offices across the country.

Our parent company, Compass Group PLC, is headquartered in the U.K. and reported global revenues of $42.2 billion for fiscal year 2024.

Compass Group Canada is the only fully sectorized organization in our field. This unique model ensures each division is supported by dedicated infrastructure, specialized resources, and in-house subject matter experts.

From our local unit leadership through to our senior subject matter expertise, we are proudly Canadian, committed to serving our communities with a distinctly local perspective backed by global strength and innovation.

LEVY CANADA

From award-winning restaurants to iconic events, Levy defines world-class hospitality at sport venues and cultural attractions. Our values keep us grounded, responsible, and hungry for more.

We love nothing more than seeing our staff shine, and it helps when we all share the same values. Working for Levy means more than being good at what you do. It means appreciating the power of "nice," embracing and chasing your passion, seeking out innovative ways to get things done, and being inclusive above all else.

LEVY CANADA'S GUEST SERVICE PHILOSOPHY

Levy Canada delivers a unique service culture defined by care, creativity, consistency, and connection. Our guest service philosophy is the cornerstone of everything we do, making us the ideal partner for Progressive Auto Sales Arena. We are passionate about creating exceptional fan and guest experiences that exceed expectations and turn events into unforgettable moments. Our approach is grounded in a strong commitment to hospitality, innovation, and community, aligned with your vision of setting new benchmarks in guest satisfaction.

PEOPLE-FIRST HOSPITALITY

Our philosophy is centered on providing hospitality, not just service. We believe every guest should feel welcomed, valued, and genuinely cared for. We empower our team members to go above and beyond by creating meaningful interactions through warmth, attentiveness, and a personal touch. This approach turns routine service into personalized moments that make guests feel truly special.

EXCEPTIONAL RESPONSIVENESS

A great guest experience starts with high-quality service and ends with seamless delivery. Our philosophy emphasizes real-time responsiveness, ensuring every guest's needs are met promptly and thoughtfully, creating an effortless and enjoyable experience at every event.

CONTINUOUS IMPROVEMENT AND INNOVATION

Levy is committed to ongoing improvement. We actively seek guest feedback, continuously train our staff, and embrace innovation to keep pace with evolving trends and guest expectations. This commitment ensures we remain leaders in fan and guest engagement, constantly adapting to deliver exceptional experiences.

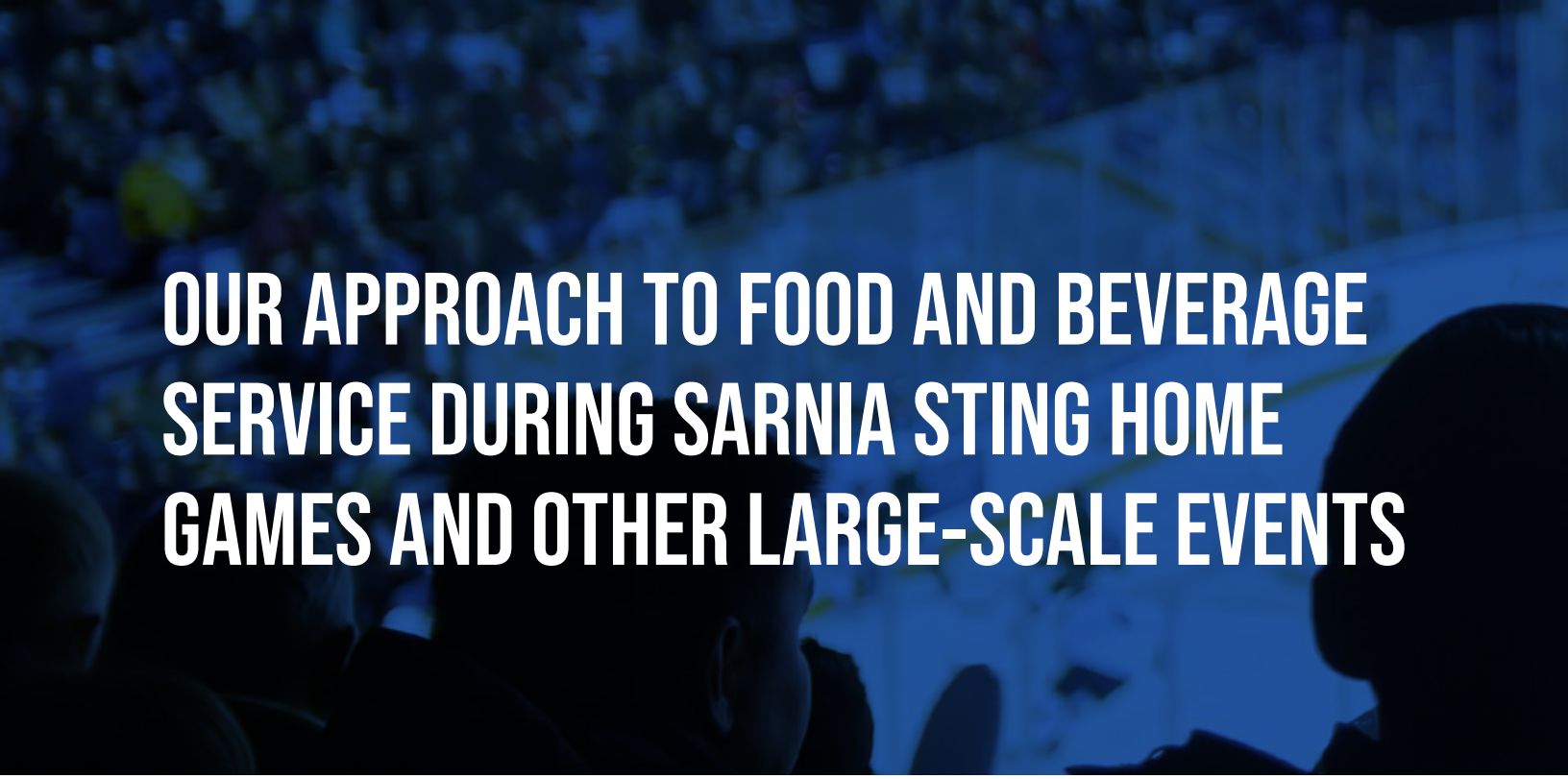
EXPERIENCE

Levy Canada operates across the country at multiple arenas, stadiums, and entertainment and leisure venues. We specialize in premium event catering and guest experience in stadiums and on golf courses.

Levy CANADA

fueling fans across
THE COUNTRY

VISION FOR PASA MAJOR EVENTS



OUR APPROACH TO FOOD AND BEVERAGE SERVICE DURING SARNIA STING HOME GAMES AND OTHER LARGE-SCALE EVENTS

GAME NIGHT IS SARNIA'S HEARTBEAT.

Every goal, every cheer, every shared meal is part of something bigger — a city's identity built around its team. Our role is to bring that heartbeat to life through food and hospitality that are as dynamic, high-performing, and community-driven as the Sarnia Sting.

As the trusted food and beverage partner at Progressive Auto Sales Arena, we're proud to share the Sting's vision of becoming a world-class organization, balancing family-first community connection with professional excellence. Our approach transforms every touchpoint – from *The Buzz Social* to frictionless *concessions and express bars, suites and Platinum Club hospitality, mobile cart programs*, and *an athlete-driven nutrition platform* — into a connected ecosystem designed to delight fans, energize players, and strengthen financial performance.

We deliver this transformation through four pillars:

- **Guest Experience**

  Faster, fresher, more personal service at every level

- **Innovation**

  New technology, data-driven design, and frictionless transactions

- **Performance**

  Nutrition, efficiency, and operational precision that fuel both athletes and outcomes

- **Community Legacy**

  A 365-day gathering space that belongs to Sarnia

Together, we're redefining what food and beverage mean to the fan experience – setting a new benchmark for OHL hospitality on the road to hosting the 2033 Memorial Cup.

OUR VISION: COMBINING COMMUNITY PRIDE WITH ELITE PERFORMANCE AND RESULTS

At Progressive Auto Sales Arena, every Sting home game is where families, alumni, and young fans come together to celebrate Sarnia's shared passion. Our mission is to elevate that experience through food, beverage, and service that feel unmistakably Sarnia — authentic, inclusive, and elite in execution.

This partnership represents an evolution, not a departure. Together, we'll preserve the warm, family-focused atmosphere that defines the Sarnia Sting while elevating professional standards, efficiency, and results. It's about combining community pride with professional excellence, thereby creating a venue that welcomes every guest while helping every player perform at their best.

THE BUZZ SOCIAL

We're transforming the RinkSide Restaurant into The Buzz Social (for the purpose of this RFP).

INTRODUCING THE BUZZ SOCIAL: A NEW ERA OF DINING AND FAN CONNECTION

We are thrilled to re-imagine the restaurant experience at the PASA with the launch of an all-new restaurant— **The Buzz Social**, an energetic, modern, and elevated dining space where fans, premium club members, and the community come together to celebrate the Sarnia Sting.

The Buzz Social is more than a restaurant — it's the social heartbeat of the arena. Designed to embody the excitement, pride, and community spirit that define the Sarnia Sting, this re-imagined space combines exceptional cuisine, innovative design, and an immersive fan experience that bridges the game, the community, and its people.

By night, it becomes the heartbeat for fans to gather, celebrate, connect and host socially in a sport lounge ambiance where comfort and ease of conversation is contagious.

PURPOSE

The Buzz Social bridges community and professional excellence, delivering a restaurant experience that builds loyalty, grows revenue, and positions PASA as a year-round entertainment anchor.

NEW FOOD AND BEVERAGE:

- **Modern Canadian menu** built around shareable plates, handhelds, and elevated comfort classics, engineered for 10–15 minute service times
- **Rotating Sting-themed specials** and seasonal features tied to home game promotions and local events
- **Curated draught and cocktail program** highlighting regional breweries and distilleries
- **Dedicated kid and family-friendly offerings** for inclusivity year-round

Please see section called 'Draft Menus with Pricing Strategy' starting on page 53.

NEW GUEST EXPERIENCE:

- **Community naming contest** inviting fans to shape the new identity, building emotional ownership
- **QR-based mobile ordering** for Platinum Club rink-side guests, enabling VIP in-seat service and an estimated 15%-20% lift in premium beverage sales
- **Digital reservation system** integrated with ticketing for seamless pre- and postgame dining
- **VIP host-greet model** for Platinum and corporate members, creating personalized recognition
- **Postgame transition to cocktail and lounge** mode, targeting 10%-12% additional dwell time

NEW HOSPITALITY AND DESIGN:

- **New seating for Platinum Club season ticket holders** — modern, comfortable, and premium
- **Centralized 360° bar** improving access, reducing congestion by up to 30%
- **Flexible layout** supporting community events, sponsor activations, and private rentals
- **Energy-efficient lighting** and **sustainable kitchen systems** aligned with Compass Group's Planet Promise
- **Modular furniture zones** adaptable for corporate or family use
- **Multi-Sport Simulator** allows you to host everything from birthday parties to corporate events with new TV screens and a heightened audio experience.
- **A New AV** creates an immersed viewing experience

IMPACT

The Buzz Social will stand as Sarnia's hospitality flagship, a visible statement of progress where the city's pride meets the team's pursuit of excellence.

CONCESSIONS AND EXPRESS SERVICE

Game nights move fast, and our concession strategy moves faster. We're reimagining PASA's concourse experience to deliver hot, fresh favourites in minutes, transforming every purchase into part of the show.

PURPOSE

To elevate speed, quality, and variety through innovation and investment, ensuring every guest enjoys fast, frictionless service without missing a moment of the game.

NEW FOOD AND BEVERAGE:

- Expanded **core menu** featuring handhelds, arena classics, and cook-to-order freshness
- **Seasonal limited-time offers** and themed promotions matched to opponent nights and community events
- **Family value bundles** improving per-cap capture while keeping accessibility
- **Enhanced beverage program** with Ontario craft partners and fan favourites
- **Hall of Fame investment:** A reimagined anchor concession delivering hot-and-fresh foods, specialty cocktails, and rotating draughts — projected 8%-10% per-cap lift

NEW GUEST EXPERIENCE:

- **Mashgin Express self-checkout** at The Carvery — grab, scan, go — cutting queue times by up to 30%
- **Mobile ordering integration** allowing preorder and skip-the-line convenience
- **Dynamic digital menu boards** for real-time updates and sponsor messaging
- **Optimized POS and queue layouts** — one service point per 175-200 guests
- **Fully cashless operations capability** for speed and transparency
- **Surprise and delight activations:** Every few home games, guests are "upgraded" with complimentary limited-time snacks, fan desserts, or Sting merchandise — spontaneous moments that amplify satisfaction and social buzz

NEW HOSPITALITY AND DESIGN:

- **Modernized concession fronts** and illuminated branding for strong visual identity
- **Fast Lane pickup shelves** for mobile orders
- **LED wayfinding** for improved concourse flow
- **Upgraded uniforms and presentation** reflecting Levy's premium service culture
- **Enhanced hot-hold and cooking systems** for consistent quality

CONCESSION PROGRAM HIGHLIGHTS

HALL OF FAME

A reimagined anchor concession delivering hot-and-fresh foods, specialty cocktails, and rotating draughts — projected 8%-10% per-cap lift.

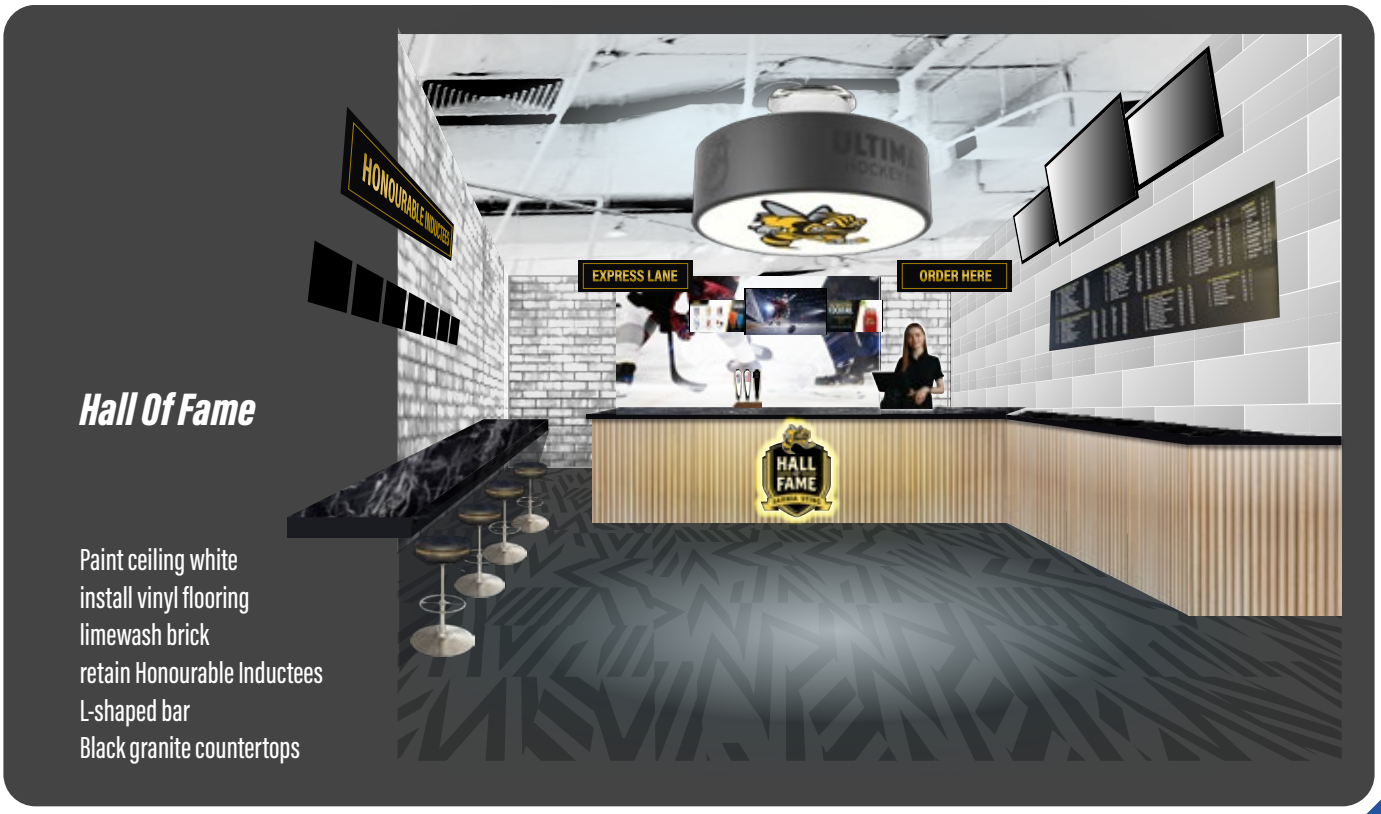
We're reprogramming the Hall of Fame to become the intermission and pre-game destination at Progressive Auto Sales Arena, a space that celebrates Sting history while elevating the guest experience with great food, signature drinks, and an atmosphere built for connection.

This refreshed area will be a one-stop shop for food and beverage, featuring specialty coffees, cocktails, rotating draft beers, and new hot, freshly prepared menu options that bring restaurant-quality flavours to the concourse.

Designed for flow and convenience, the Hall of Fame will include:

- An **express beverage line** for guests who want quick access to beer, wine, and ready-to-serve cocktails
- **High-top communal seating** encourages fans to gather and share stories between periods

*WHETHER FANS ARE LOOKING FOR A SIGNATURE COCKTAIL, A QUICK PINT, OR A WARM BITE, THE **HALL OF FAME** WILL DELIVER **SPEED, QUALITY,** AND **ATMOSPHERE,** REDEFINING THE PRE-GAME AND INTERMISSION EXPERIENCE AS THE ARENA'S SOCIAL HUB BEFORE THE TEAMS GET BACK ON THE ICE.*



CONCESSION PROGRAM HIGHLIGHTS

BEER RUN

FAST, FRESH, AND BACK BEFORE THE PUCK DROPS

We're reprogramming The Carvery into Beer Run, a high-speed express beverage concept designed to serve fans fast and get them back to the action before play resumes.

We understand your guests and the importance of speed during a commercial break. Beer Run is our solution — a dedicated, frictionless service point that combines Levy's operational expertise with the energy of Sarnia Sting game nights.

Key features include:

- **Dedicated express lines** for beer, wine, seltzers, and ready-to-serve cocktails, built for quick transactions and minimal wait times.
- **Streamlined POS layout and staffing** to maximize throughput during intermissions and TV breaks.
- **Integration of Mashgin** self-checkout technology, allowing fans to grab, scan, and go in seconds.
- **Compact, high-visibility design** that's easy to access from key concourse traffic zones.
- **Focus on friendly, efficient service** to keep fans refreshed without missing a moment of the game.

Beer Run brings speed, convenience, and consistency to PASA's beverage service, keeping fans in the game while delivering the premium service and hospitality Levy is known for.

Recently, the TD Place Mashgin Express beer install saw an average fan experience time of 22 seconds per transaction and average sales in the amount of **$8,000-$10,000 per event.**

YOUTH HIVE

A HIGH-ENERGY HUB FOR YOUNG FANS

We're creating **The Youth Hive** – the go-to destination for kids and families attending events at Progressive Auto Sales Arena.

Building on the success of the **Poster Station** and **Candy Corner**, this space will be re-energized and expanded into a vibrant, interactive zone that brings the next generation of Sarnia Sting fans even closer to the action.

The Youth Hive will be all about energy, fun, and connection – a place where kids can play, laugh, and make memories between periods or before the puck drops. Key features include:

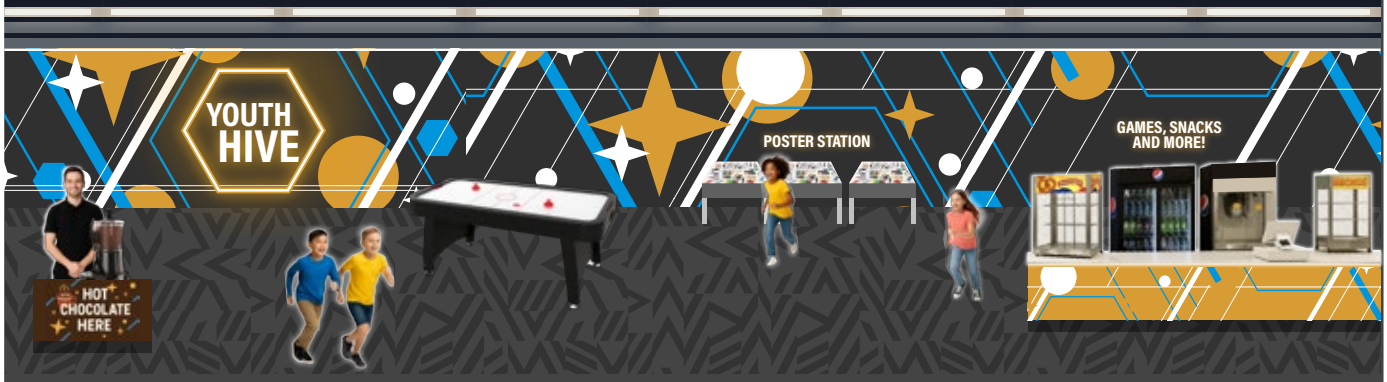
- **Digital Signage and Kid-Focused Branding**
  - Bright, motion-driven displays and Sting-inspired visuals that make the space instantly exciting and easy to find
- **Interactive Activations**
  - A picture wall for family photos, a mascot signature station, and miniature air hockey tables that bring the spirit of the game to life
- **Kid-Friendly Menu Items**
  - Fun, colourful, and shareable food and beverage offerings like hot chocolate stations, designed specifically for young fans
- **Family Engagement**
  - Games, giveaways, and seasonal programming to keep children entertained while parents enjoy the arena experience

The Youth Hive will channel the passion, excitement, and creativity of young fans, turning every event at PASA into a family experience that keeps kids engaged, parents connected, and the arena buzzing with energy.

CONCESSION PROGRAM HIGHLIGHTS

Kids Zone

Main signage



hot chocolate station *floor vinyl graphic* *poster making, games, and concessions*

IMPACT

Concessions redefined — faster service, higher quality, and elevated hospitality. These upgrades will deliver a **10%-15% improvement** in transaction speed, higher per-cap revenues, and a guest experience that feels professional, efficient, and proudly Sarnia.

MOBILE CARTS PROGRAM

When the crowd moves, we move with it. Our mobile carts program brings hospitality directly to the fans, enhancing speed, novelty, and atmosphere across Progressive Auto Sales Arena.

PURPOSE

To expand service capacity during peak demand, reduce congestion, and deliver portable experiences that increase per-cap spending and brand engagement.

IMPACT

A mobile ecosystem that follows fan movement, generates excitement, and drives sales. Expected outcomes include a **15%-20% increase** in beverage transactions on sellout nights, improved guest satisfaction scores, and stronger sponsor activation results.

NEW FOOD AND BEVERAGE:

- **High-velocity portable concepts** — gourmet hot dogs, handheld sandwiches, popcorn, and premium snacks with 90-second average transactions
- **Seasonal menus** such as cold rush lemonade, hot cocoa and churros, and craft BBQ sliders to drive novelty and repeat visits
- **Beverage-forward activations** — draft beer, seltzers, mocktails, and soft drinks — maintaining a 35%-40% beverage mix target
- **Local vendor partnerships** for coffee, baked goods, and craft beverages, showcasing Sarnia producers under Levy's operational excellence
- **Event-specific flexibility** for concerts, tournaments, and community celebrations

NEW GUEST EXPERIENCE:

- **Strategic placement** in high-traffic zones, reducing concourse queues by up to 20%
- **Surprise and delight roaming carts** offering limited-time samples, giveaways, or Sting-branded treats to enhance fan engagement
- **Dynamic branding and lighting** creating photo-worthy, shareable fan experiences
- **Cashless POS integration** for seamless tap transactions and unified reporting
- **Sponsor-ready cobranded builds** for beverage partners and local businesses
- **Interactive fan moments** — trivia draws, mascot appearances, and QR-based contests — creating micro-experiences that make arena visits memorable

NEW HOSPITALITY AND DESIGN:

- **Lightweight modular carts** for quick redeployment between events
- **Custom wrap designs** for Sting branding, city campaigns, or sponsorship themes
- **Temperature-controlled systems and LED lighting** for consistency and appeal
- **Compact, power-ready units** deployable in premium and community areas

CONCESSION PROGRAM HIGHLIGHTS

CONCESSIONS MARKETING PLAN

Concessions marketing at PASA is designed to maximize revenue, optimize speed of service, and create an elevated fan experience. Our approach focuses on three key areas:

1. DIGITAL MENU BOARD STRATEGY

A well-designed digital menu board strategy is essential for speed of service and revenue optimization. Our next phase of innovation includes:

- **Expanding Digital Menu Board Placement –** Identifying key locations where additional screens can improve visibility and guest experience.
- **Increased Visual Impact –** More animations, video, and eye-catching imagery to highlight combos, high-margin items, and promotions.
- **Dynamic Upselling –** Exploring integration with POS guest-facing screens to suggest complementary add-ons and upsell opportunities in real time.

CONCESSION PROGRAM HIGHLIGHTS

2. SNACKING AND BEVERAGE STRATEGY

Leveraging insights, market trends, and key brand partners, our snacking and beverage strategy is optimized to increase per cap and enhance guest satisfaction. We will:

- **Curate High-Impact Products –** Focusing on indulgent, fan-favourite snacks that drive impulse purchases.
- **Optimize Merchandising –** Strategic placement of snack displays at every cash for maximum visibility.
- **Train the Team for Success –** Increase upselling and merchandising training for frontline staff to enhance guest interaction and increase beverage/snack sales.
- **Maximize Beverage Sales** – Utilize sponsorships and strategic SKU placement to increase conversions.

POUTINE COMBOS WITH POPCORN CHICKEN AND BBQ SAUCE

- **128 combos sold** i.e., Poutine Combo [popcorn chicken and BBQ sauce with a 16 oz. beverage] and **588 Poutine Combos** [popcorn chicken and BBQ sauce].
- Total sales of **$8,636**

3. PROMOTIONS AND SPECIAL OFFERS

We are eager to further elevate our concession experience by introducing promotions with highly targeted, experience-driven offers, while leveraging data and fan engagement trends.

KEY INITIATIVES INCLUDE:

PREGAME SPECIALS

Encouraging early arrivals with value-driven offers and buzzworthy activations. These pregame activities will encourage guests to spend more time on-site while reducing peak-time congestion and increasing per cap spend. These may include:

- **Happy Hour beverage promotions**
- **Pregame meals**
- **Tailgate parties** in exclusive areas during high-profile events and playoffs*
- **Special giveaways** for the first wave of guests – to drive urgency, engagement and spend on-site

Reference:: TD Place Smashburger Pop-Up and Themed Items for the World Juniors.

Results:
- **2,775** sold at $11.50 each
- **$12,487** in incremental sales

Click here to see the video:

https://www.instagram.com/p/DD-iw98xiWD/?hl=en

ALL-STAR EATS

Showcasing chef-driven, premium LTOs inspired by food trends and local flavours, delivering photo-worthy dishes that enhance the fan experience.

SIGNATURE ITEMS – CELEBRATING THE CITY OF SARNIA

Bringing the spirit of the region into our menu, offering exclusive, localized items that connect with the community. These may include:

- Player-named food and beverage items
- Collaborative promotions with the Sarnia Sting team
- Branded vessels and collector's cups to increase engagement and memorabilia appeal

SOUVENIR VESSELS AND COLLECTIBLES

Building on the success of the Sting Signature Cocktail, we will explore additional limited-edition collectible vessels, such as:

- **A Sting Popcorn Zamboni –** A fun, shareable novelty item that extends brand presence.
- **New Specialty Cocktail or Beer Cups –** To further drive premium beverage sales .

EXECUTING THE MARKETING PLAN

Every promotion and initiative will be backed by a data-driven marketing action plan, including:

- Detailed program execution strategy
- Financial benefits analysis
- Tactical communication and culinary tools
- A structured three-step execution guide

COLLABORATION: THE KEY TO SUCCESS

The success of our marketing initiatives relies on strong collaboration with the City of Sarnia Sting team, our tenants, and strategic partners. By working together, we can maximize our reach, enhance fan engagement, and drive measurable revenue growth.

OPPORTUNITIES FOR COLLABORATION INCLUDE:

- **In-Game Features –** Live or recorded interviews highlighting chefs, new menu launches, and behind-the-scenes culinary stories.
- **Digital and Newsletter Content –** Collaborative promotions spotlighting signature items, seasonal offerings, and community partnerships.
- **Social Media Engagement –** Reels, videos, and influencer collaborations that showcase fan-favorite dishes and the vibrant atmosphere at PASA.

With a shared commitment to innovation and exceptional hospitality, our partnership with the Sting will elevate every fan interaction. Together, we will make the Progressive Auto Sales Arena the ultimate destination for sports, community, and unforgettable food and beverage experiences.

REFERENCE: MIDGAME INTERVIEW WITH CHEF SELVIN AT ROGERS PLACE

SUITES AND PLATINUM CLUB

Premium guests expect precision, and your suites and Platinum Club program delivers just that — professional-level service that mirrors elite hockey experiences.

PURPOSE

To create an upscale, consistent, and hospitality-rich environment that strengthens relationships and elevates the Sting's premium brand.

NEW FOOD AND BEVERAGE:

- **Chef-curated seasonal menus** blending local ingredients with global flair.
- **Shareable platters and live stations** for intermissions and corporate events.
- **Expanded beverage portfolio** with curated wine, craft cocktails, and premium beers.
- **Postgame dessert and coffee services** extending guest engagement.
- **Sponsor-activated specials** for theme nights and partnership opportunities.

Suites Upgrade

Warm lighting

signature hexagonal light fixtures

premium leather chairs

refined millwork

luxury carpet flooring

slate feature wall

carpet floor texture

IMPACT

The program enhances endurance, accelerates recovery, and reduces off-ice days. It positions PASA as a professional-standard training venue and helps players perform at their peak — every shift, every game, every season.

EXPERIENCE BLUEPRINT

INTRODUCING...
SAN MARZANO

ARTISAN STYLE PIZZA FOR SUITES AND PLATINUM CLUB OWNERSS

PROGRAM HIGHLIGHTS

- **Authentic Italian Craftsmanship:** Each pizza starts with hand-stretched dough, an authentic San Marzano tomato base, and high-moisture mozzarella for genuine artisan texture and taste
- **Fast and Fresh Execution:** Fired in high-heat ovens for 90 seconds, every pizza arrives crisp, airy, and perfectly blistered — served hot in under two minutes
- **Chef-Curated Favourites:** Classic Margherita, pepperoni diavola, and prosciutto and arugula offer balanced, familiar flavours ideal for sharing and suite dining
- **Exclusive Local Feature** — Sarnia Stinger special: Hot Hornet Sauce
  - A locally inspired hot honey drizzle that combines the sweetness of honey with the subtle sting of chili
  - Available on any pizza as a finishing drizzle or served on the side
  - A signature flavour that's bold, craveable, and unmistakably Sting
- **Premium, Approachable, Efficient:** San Marzano marries quality with speed, delivering a handcrafted product that fits the rhythm of intermissions, receptions, and in-suite service
- **Elevating the Premium Narrative:** This new concept connects the energy of The Buzz Social with the exclusivity of Premium Suites, ensuring every guest — from rink-side to suite-side — experiences the craftsmanship and community flavour that define PASA's next era of hospitality

NEW GUEST EXPERIENCE:

- **In-seat mobile ordering** with a 5-8 minute delivery window.
- **Preorder customization** improving guest satisfaction and reducing waste.
- **Dedicated suite ambassadors** delivering proactive, personalized hospitality.
- **Real-time service alerts** ensuring responsiveness and consistency.
- **Integrated digital billing** and mobile receipts.

NEW HOSPITALITY AND DESIGN:

- **Modernized suite interiors** and upgraded presentation ware.
- **Enhanced lighting, audio, and décor** for premium ambiance.
- **Redesigned Platinum Club bar** with increased capacity and better flow.
- **Distinct uniforms** differentiating service levels.
- **Flexible seating layouts** supporting both family and corporate use.

SUITE SERVICE EXCELLENCE AND FUTURE GROWTH

We recognize that suite service times and operational flow are critical to delivering a premium guest experience. Our focus is to immediately enhance this through people, process, and technology — ensuring that every guest interaction reflects speed, consistency, and genuine hospitality.

IMMEDIATE ACTIONS – ELEVATING SPEED AND PRECISION

DEDICATED TRAINING:

Beginning immediately, our suite attendants, runners, and culinary teams will participate in Levy's Premium Service training program — emphasizing sequence of service, speed standards, communication protocols, and intermission surge management.

IMPROVED LABOUR STRUCTURE:

We're restructuring staffing models to align resources with service peaks. Dedicated runners will handle hot-food dispatch during intermissions while suite attendants focus exclusively on guest engagement and beverage service.

STREAMLINED ORDERING PROCESS:

Integration of mobile preorder technology and simplified menu workflows will reduce friction between ordering and delivery. Orders will flow directly to the suites kitchen, minimizing lag time and eliminating bottlenecks.

REAL-TIME SUPERVISION:

A dedicated suite operations lead will monitor order timing, manage communication between culinary and service teams, and ensure accountability on every shift.

Together, these immediate changes will improve **service response times, order accuracy, and overall guest satisfaction,** ensuring every suite visit feels seamless from arrival to dessert.

PROGRAM: FUELING PERFORMANCE

Behind every high-performing team is exceptional preparation. Through Levy's global network, we're deploying a proven performance nutrition model used by professional leagues and training facilities across North America — now tailored for the Sarnia Sting.

This program is powered by registered dietitians, culinary nutritionists, and performance specialists who collaborate directly with the team's coaching and performance staff. Together, we align fueling strategies with conditioning and recovery goals, ensuring every calorie supports a purpose.

PURPOSE

To provide scientifically designed nutrition that supports endurance, recovery, and performance to help the Sting transition from high performing to truly elite.

PROGRAM HIGHLIGHTS:

- **Pregame Fueling:** Power bowls, lean proteins, and complex carbohydrates to sustain energy and focus
- **Postgame Recovery:** High-protein entrées, anti-inflammatory ingredients, and hydration support
- **Practice and Travel Support:** Portable, grab-and-go nutrition options that keep players energized during long days and away games
- **Visiting Team Catering:** Tailored, high-performance menus for opponents, creating new hospitality revenue for the club
- **Constantly Stocked Performance Fridge:** A dedicated, athlete-only fridge filled daily with nutritious items such as overnight oats, protein shakes, fresh fruit, cut vegetables, and healthy take-home meals — giving players convenient access to quality food whenever they're on-site.

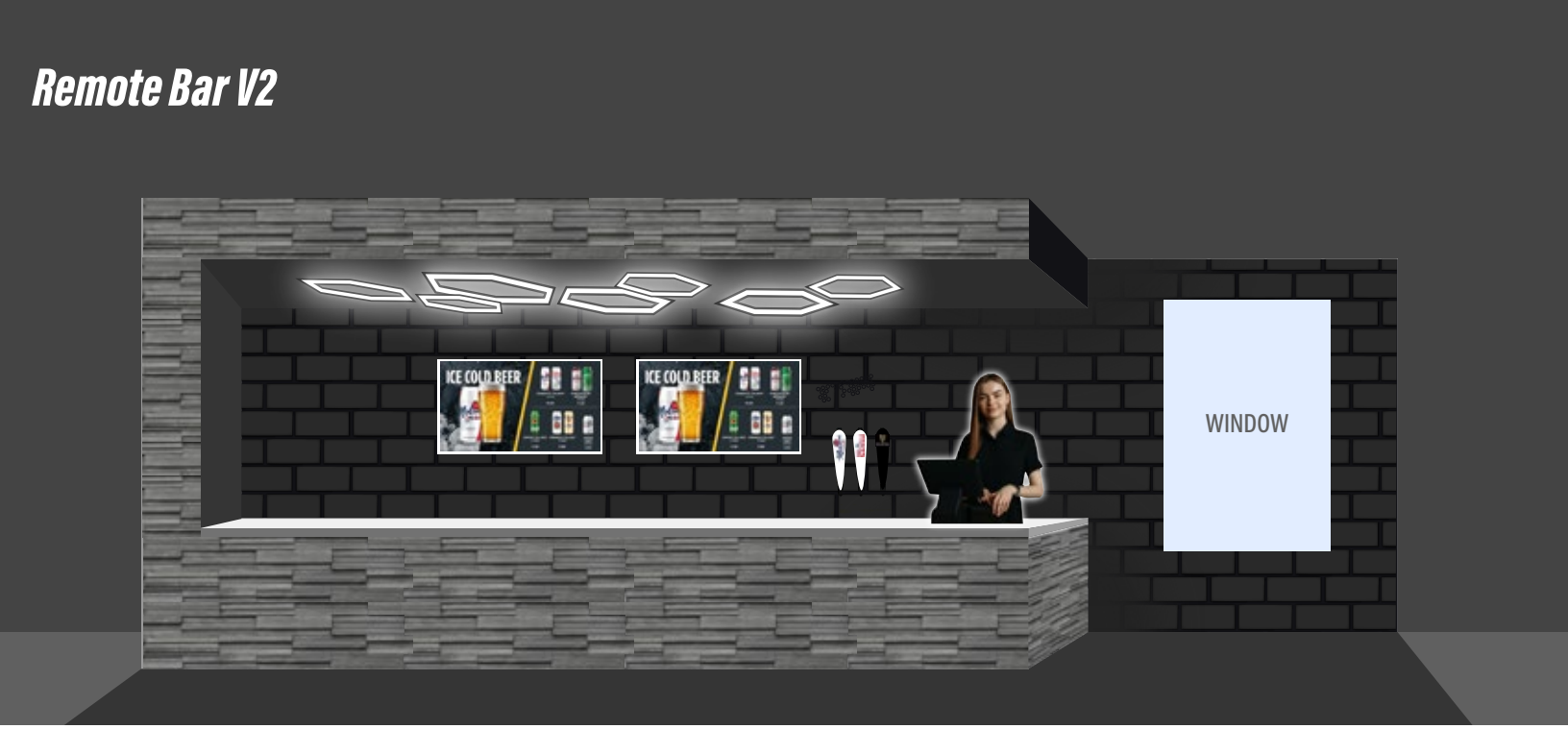
Elite sports research consistently reinforces the connection between diet quality and athletic performance.

According to the **International Society of Sports Nutrition** and data cited by **The NCAA Performance Nutrition Program**, athletes who consume properly timed, nutrient-dense meals experience:

- Up to **6%-8% faster recovery times** between high-intensity sessions.
- **Enhanced endurance and cognitive focus**, directly linked to balanced glycogen levels and hydration strategies.
- **Reduced injury risk and inflammation,** allowing for more consistent training cycles and improved game day readiness.

Our athlete meal program brings these principles to life for the Sting to ensure players are fuelled to train harder, recover faster, and perform stronger.

Remote Bar V2



SUPPORTING YOUR GROWTH

As your vision for premium spaces continues to evolve, and as PASA expands its upper-level footprint, Levy is ready to grow alongside you.

A SECONDARY PREMIUM BAR:

Designed to service expanded suite and Platinum Club areas efficiently, this addition will alleviate current demand on the main bar while offering a curated beverage program and faster access points.

FLEXIBLE STAFFING MODEL:

Scalable labour planning that adjusts to increased suite inventory or event type, ensuring the same level of service quality at every game or special event.

INFRASTRUCTURE ALIGNMENT:

Coordination with arena operations and capital planning teams to ensure food service design, kitchen capacity, and beverage logistics evolve in step with your expansion.

Levy's commitment is simple: **service speed and guest satisfaction will never be compromised by growth.** We'll continue to refine, invest, and evolve, ensuring that as PASA's suite level grows, its reputation for elite hospitality grows right alongside it.

IMPACT

A best-in-class premium experience that mirrors professional league standards, driving repeat sales, sponsor satisfaction, and brand reputation.

EXPERIENCE BLUEPRINT

A COMMITMENT, NOT A PROFIT CENTRE

This initiative is not designed to be a commercial driver; it's an investment in our shared pursuit of excellence.

Levy is proud to provide this program at cost to the team as part of our continued partnership – a tangible commitment to supporting the Sting's development, well-being, and journey toward an elite-level operation.

From locker-room pregame meals to post-practice refueling and all-day access to nutritious snacks, every element of this program is designed to reflect our shared values of health, performance, and partnership.

> Elite performance begins long before puck drop – it starts with what's on the plate.

GAME DAY AT A GLANCE

Game day is a coordinated performance, and our operations move in sync with the crowd, the team, and the moment.

Time	Phase	Key Actions & Focus
T-180 to T-90	Pregame Activation	Final prep, menu updates, and staff briefing, The Buzz Social opens early, Fan Faves café active for families
T-90 to T-30	Arrival & Anticipation	Concessions, express bars, and mobile carts open; suites stocked; Mashgin Express live
T-00 – Puck Drop	First Period Service	Fast-flow operations, beverage runners deployed; Platinum QR service active
1st Intermission	Surge Management	Menu switch-overs, Hall of Fame and Mashgin Express handle peak; supervisors monitor throughput
2nd Period & Intermission	Sustain & Re-Fuel	Suites refreshed, Buzz Social transitions to dessert and cocktails; data captured
3rd Period & Final Horn	Close & Celebrate	Postgame specials and activations, Buzz Social lounge service begins
Postgame (T+30–60)	Reset & Recovery	Inventory audit, waste tracking, recovery meal delivery, and nightly summary reporting

THE PATH TO 2033

The road to hosting the **2033 Memorial Cup** starts with delivering a game-day experience worthy of champions. Every investment in service, technology, and people brings that vision closer.

- **The Buzz Social** will anchor community connection and year-round engagement.
- **Concessions and mobile carts** will redefine speed and innovation.
- **Fan Faves** will build family loyalty and local pride.
- **Suites and Platinum Club** will set a new OHL standard for premium hospitality.
- **Athlete meal programs** will strengthen performance on and off the ice.

Together, these initiatives form one unified goal – a venue that performs as hard as the team it serves.

Your passion for sport inspires our passion for food and hospitality. Together, we're creating an arena experience built for Sarnia, powered by excellence, and ready for the 2033 Memorial Cup.

EXPERIENCE BLUEPRINT

SPECIALTY EVENT-THEMED OFFERS FOR CONCERTS AND LIVE EVENTS

In line with your goal of expanding offseason programming – including concerts, comedy shows, and other large-scale community events – Levy is ready to support and accelerate this growth. Our teams specialize in crafting curated, event-specific food and beverage offerings that transform entertainment into a complete hospitality experience.

THESE OFFERINGS WILL:

EXTEND THE FAN EXPERIENCE

Integrating food and beverage into the heart of the show through themed activations, specialty cocktails, and tailored menus that match the energy of each event.

CREATE SOCIAL MEDIA MOMENTS

Designing eye-catching, limited-time items that are photoworthy, shareable, and perfectly aligned with artist or event branding.

BOOST PREMIUM SALES

Developing high-margin, event-tailored offerings and premium bar features that cater to diverse audiences and maximize guest spend across every seating level.

Whether it's a chart-topping concert, stand-up comedy, or a community gala, Progressive Auto Sales Arena will deliver an experience where every taste, sound, and moment connects.

PRESENTATION STANDARDS: CELEBRATING FOOD IN PREMIUM SPACES

In premium areas, presentation is everything. We believe food should not just be served – it should be celebrated. Our commitment to visually stunning presentations reflects our dedication to quality and elevates the guest experience.

To achieve this, we have set rigorous standards that our culinary teams are trained to execute consistently, including:

- **Colourful Displays with Garnishes** – Every dish is artfully arranged and garnished to enhance visual appeal and reflect the vibrancy of the flavours.
- **Detailed Labeling** – Clear, informative labels accompany each dish, ensuring guests can easily identify ingredients, allergens, and dietary options.
- **Variety in Levels and Vessels** – Presentations incorporate varied heights and diverse serving vessels, creating dynamic, eye-catching displays that invite exploration.
- **Customization Options** – We offer interactive stations or topping options, allowing guests to personalize their dishes for an engaging, bespoke experience.
- **Themed Displays** – Our culinary teams design themed displays that align with the event, season, or menu concept, adding a layer of creativity and celebration.

THESE ELEMENTS COMBINE TO TRANSFORM DINING INTO AN EXPERIENCE – ONE THAT **ENGAGES THE SENSES, SPARKS CONVERSATION,** AND **LEAVES A LASTING IMPRESSION.**

EXPERIENCE BLUEPRINT

COLLABORATION: THE KEY TO SUCCESS

Collaboration with the PASA team and stakeholders is also essential to executing premium marketing initiatives successfully. By aligning goals and identifying effective communication strategies, we can maximize impact and ensure every premium guest feels valued and engaged.

OPPORTUNITIES FOR COLLABORATION INCLUDE:

- Featuring **new premium items** through email newsletters and digital content
- **In-suite experiences**, such as meet-the-chef events or customized tasting menus
- **Social media promotions** to highlight exclusive offerings and create buzz
- Engaging suite holders through **surveys and feedback initiatives** to ensure ongoing evolution and satisfaction

With a renewed focus on **culinary excellence**, **personalized service**, and **elevated presentation**, our approach to premium spaces is designed to set new standards.

Together, we can continue to enhance the premium experience at PASA, ensuring every suite holder and premium guest enjoys a **memorable**, **exceptional,** and truly **elevated event experience**.

VISION FOR PASA – COMMUNITY USE AND REGULAR USER GROUPS

BUZZ SPOT

Our vision for PASA's community operations is to create a vibrant, accessible, and year-round food and beverage program that supports minor hockey, trade shows, community events, and daily users.

Introducing Buzz Spot, created in partnership with The Buzz Social. We're bringing the community's heartbeat back – a welcoming, café-style concession at the lower level for families, youth players, and community groups who make PASA part of their daily routine.

PURPOSE

To create a casual, flexible hub that celebrates community and accessibility – a space that fuels early mornings, connects parents, and keeps PASA active year-round.

NEW FOOD & BEVERAGE:

- **Morning service** with coffee, breakfast wraps, and grab-and-go items for early practices and tournaments.
- **Buzz Spot menu** with quick, portable options for busy families and parents.
- **Balanced combos and nutritious choices** for youth athletes.
- **Seasonal snacks and baked goods** for tournaments and local events.
- **Small-format catering menu** for meetings, trade shows, and association gatherings, including at-cost options for local user groups.
- **Equipment refresh plan** including a ventless hood, fryer, hot-hold, and under-counter refrigeration, ensuring efficient and safe operations.

Lower Concessions V1

black slate
material focused
real materials

floor texture

R USER GROUPS

NEW GUEST EXPERIENCE

- **Digital signage** promoting daily Buzz Spot specials and driving guests upstairs to The Buzz Social to view practice or enjoy a meal.
- **Comfortable environment** encouraging socialization for parents and families.
- **Flexible programming** for community festivals and tournaments.
- **Local engagement** through partnerships with Sarnia sports associations.
- **Extended operating hours** aligned with minor hockey schedules and community events, creating consistent accessibility for early mornings and late-afternoon practices.
- **Trade-show and daytime service options** including portable coffee/pastry carts and at-cost group breakfast packages.
- **Digital wayfinding and menu screens** connecting Buzz Spot and The Buzz Social, creating a seamless guest journey between levels of the arena.

Non-event-day operations will be managed by the same Levy leadership team that oversees Sting game-day service, ensuring consistent standards of safety, quality, and hospitality year-round.

Buzz Spot's hours and staffing will be coordinated through PASA's facility booking system to mirror community ice schedules, tournaments, and trade-show calendars, so guests always find food and beverage access when the building is active.

NEW HOSPITALITY & DESIGN

- **Warm, approachable design** consistent with Sting branding.
- **New seating areas** increase dwell time and promote social connection.
- **Updated layout and prep areas** for improved efficiency.
- **Enhanced seating** designed to encourage relaxation and parent connection during practices.

OPERATIONS & COMMUNITY INTEGRATION

- **Operates seven days a week,** aligned with community rink schedules and public programming.
- **Streamlined staffing and training** integrated with Levy's broader arena operations to maintain consistency and service quality.
- **Catering options** available for community groups, Jr. Sting teams, and Silver Stick tournaments, reinforcing affordability and partnership with local associations.
- **Open access** for daytime visitors and nearby city staff, keeping PASA active even during non-event days.

With three major Silver Stick tournaments and year-round community ice programs drawing more than 100,000 visitors annually, Buzz Spot will provide accessible, affordable offerings that meet the needs of families, athletes, and guests from across the region.

IMPACT

Buzz Spot will become the cornerstone of community use at PASA – a space that bridges youth sport, family connection, and local pride.

This program reinforces our shared vision with YOU to make PASA not just a venue, but a community hub that welcomes, connects, and nourishes everyone who walks through its doors.

DETAILED OPERATING PLAN AND STAFFING STRUCTURE

MANAGEMENT HIERARCHY

NEW LEADER
Director of Operations

KYLE SCHIERENBERG
Executive Chef

- *20 Part-Time Culinary Staff (approx.)*

RACHEL SMITH
Concessions Manager

- *20 Part-Time Concession Staff (approx.)*

NEW LEADER
Restaurant, Suites, & Catering Manager

- *15 Restaurant Staff*
- *20 Suite Attendants*
- *4 Suite Runners*

Game Night Suites Supervisor
(New Role)

Game Night Restaurant Supervisor
(New Role)

Game Night Event Finance

REGIONAL SUPPORT

JEFF BELL

- President Levy Canada

DEREK REWBURY

- RVP Operations

KARI NICHOLS

- District Manager

GOUHAR YAQOOB

- Executive Chef

CATHERINE DEVRIES

- Director of Marketing

Upon successful completion of the RFP process, Levy is committed to begin the recruitment process for a new director of operations and suites/restaurant manager. As collaborative partners, we are committed to engaging the Sarnia Sting in the process to ensure candidates are a perfect fit with the vision of both Levy Canada and the Sarnia Sting. We also acknowledge that finding a strong culinary leader will be an asset to ensuring we continue to drive growth and quality.

HOURS OF OPERATION

The final hours to be agreed upon after discussion with ownership.

Open seven days a week:

- **Restaurant/Special Events:** 11am - close
- **Buzz Spot:** 7am-3pm (overflow to Buzz Social)

These hours are subject to change.

We are dedicated to generating revenue through additional programming and fostering community engagement. To this end, we will work with PASA on a monthly basis to assess community needs and develop a dynamic plan for restaurant and community concession programming. This plan will be continually updated to reflect evolving requirements.

OUR HIRING AND RECRUITMENT PRACTICES

Our Leadership Commitment – We Care, We Share, We Dream, We Deliver – underpins every interaction with our associates, clients, and customers. This commitment is an integral part of our organizational culture, and this starts with our hiring practices.

To provide exceptional levels of service, we focus on selecting the right people for the job. We know it is all about cultural fit and skill set. Every aspect of our comprehensive approach to talent – recruiting, training, and retention – is designed to build great teams dedicated to enriching and improving the experience of the client we serve.

STANDARDS FOR RECRUITMENT AND RETENTION

People are at the centre of our business, and we are committed to not only hiring great associates, but ambassadors for the Progressive Auto Sales Arena. We know our success hinges on recruiting, retaining, and developing top talent in the industry. It is our employees who deliver the high-quality guest and staff experiences that our clients have come to expect. We are committed to delivering that same high level of talent. Our operations at venues within the Progressive Auto Sales Arena will have the support of a Levy-designated recruiter to assist with the sourcing and hiring of positions at all levels.

TALENT ACQUISITION TEAM

Our on-site management teams have the full support of dedicated senior talent acquisition specialists who focus on management role vacancies. Additionally, our management team is supported by our centralized Talent Acquisition team, which focuses on recruiting hourly positions.

CREATING AND REVIEWING POSITIONS

Our recruiting efforts will start with effective job analysis and descriptions of each position. The analysis will highlight job tasks, skills, and output required by the ideal associate and how the position fits into the organization's structure. Once we complete the analysis, our team will attract the best talent for the position using several methods including our internal talent pool, external recruitment resources, and a variety of diverse and inclusive direct employer associations.

Our state-of-the-art career website provides our associates with real-time networking and the ability to create an email alert each time a position of interest becomes available. This allows us to reach talent instantly for new roles at our operations within the city.

BACKGROUND CHECKS

A conditional offer of employment will be extended to an applicant prior to the background check completion; however, the applicant may not start work until the check is completed and the results confirmed.

MEASURES FOR HIRING THE RIGHT TALENT

To provide exceptional levels of service, Levy Canada focuses on selecting the right people for the right job, every time. Every aspect of our comprehensive approach to talent acquisition is designed to build great teams dedicated to enriching and improving the guest experience.

CUSTOMER SERVICE PHILOSOPHY

Our purpose goes beyond providing service; it's about hospitality. We empower our staff to enhance each guest's experience with a "fix plus one" approach. This philosophy emphasizes not only resolving issues but exceeding guest expectations to leave a lasting positive impression.

CORE PROGRAM ELEMENTS

- A consistent ethos of customer service and purpose
- Unified understanding of core service step, from warm greetings to expressing genuine thanks
- Service recovery training for all staff, structured around the G.U.E.S.T. service model:

G

Greet – Offer a warm and genuine welcome

U

Understand – Tailor service to the guest's unique needs

E

Exceed – Find opportunities to surpass expectations

S

Support – Resolve any guest issues promptly and fully

T

Thank – Conclude with gratitude and a kind farewell

CUSTOMER FEEDBACK AND ISSUE RESOLUTION

Levy Canada prioritizes customer satisfaction by empowering associates to resolve concerns immediately, turning negative experiences into positive outcomes. All concerns and resolutions are documented to identify trends and improve policies and procedures.

If a concern cannot be resolved on the spot, associates gather the customer's contact information and escalate it to a manager, who will address the issue within one business day. Issues requiring additional support will be escalated to the corporate level or the client immediately if necessary.

COMMITMENT TO TRANSPARENCY AND IMPROVEMENT

Levy Canada documents all concerns and resolutions, sharing updates during weekly client meetings and developing action plans to improve processes. Transparency is central to our approach, and we take ownership of resolving service issues, ensuring our clients are informed every step of the way.

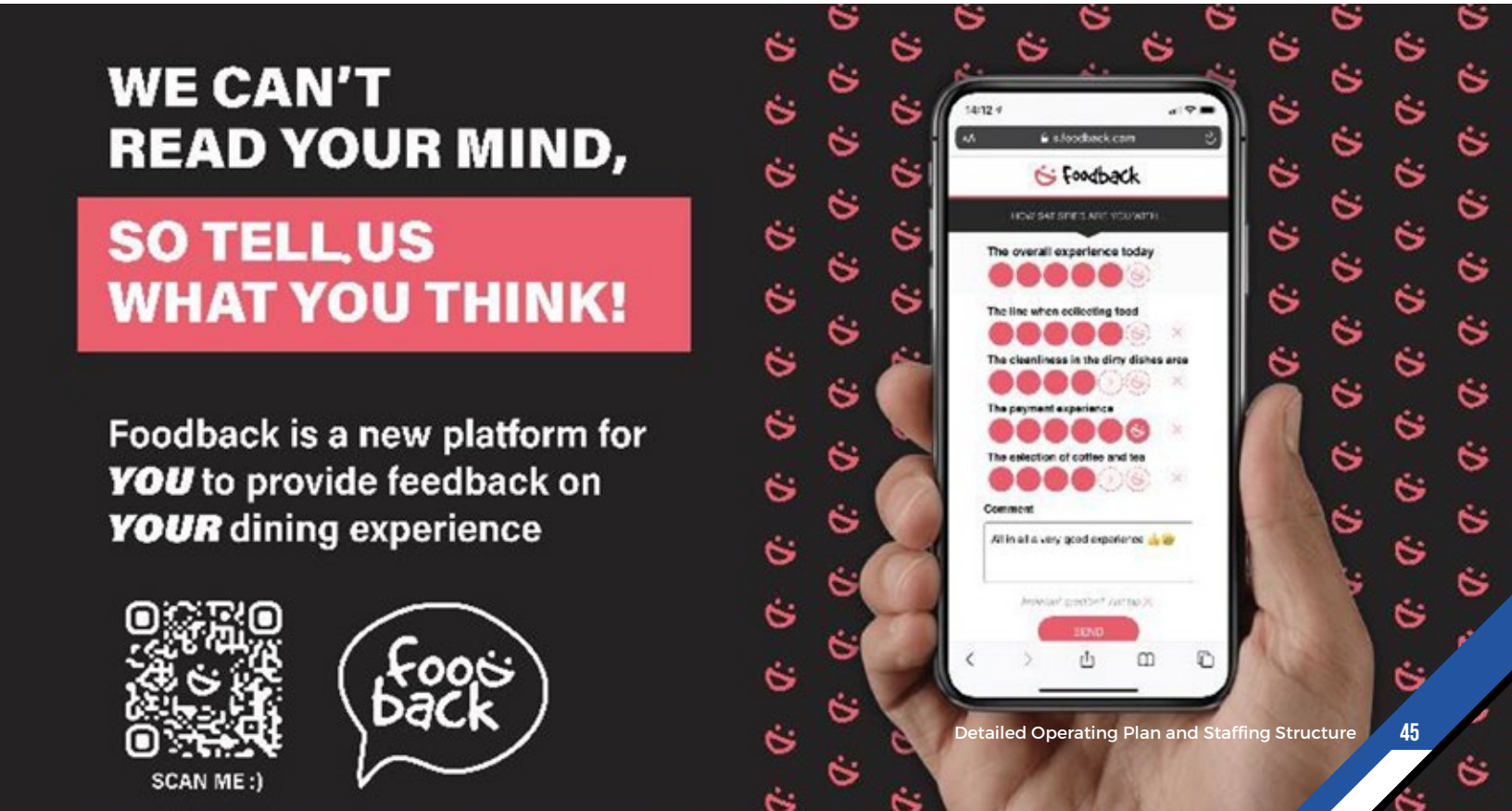
This comprehensive framework guarantees a seamless rollout of new programs, active stakeholder engagement, and a proactive approach to conflict resolution. Our methodology enhances collaboration, aligns goals, and delivers exceptional outcomes for all partners involved.

REAL-TIME FEEDBACK

FOODBACK

To stay connected with guests and capture real-time, actionable feedback, we partner with Foodback, a leading platform in attendee insights and engagement. Using QR code technology, Foodback allows guests to quickly and easily share their experience with just a few clicks. Feedback is instantly aggregated and fed into KPI dashboards, providing clear insights and trend analysis that help us adapt and improve continuously.

If there is an immediate issue that needs to be addressed, each of our managers is equipped with the Foodback app on their mobile device, enabling them to receive immediate feedback and reach out to the guest with the concern.



TRAINING

CERTIFICATIONS AND TRAINING

Our associates are trained food handlers, and in many cases, our chefs are Red Seal and certified Chefs de Cuisine. Our unit managers and persons in charge are trained in the federally recognized Advanced Food Safety Training (FST) and MAPAQ Training, and where required, other associates are Basic FST-certified or have food handler training in food safety.

Formal training is conducted in classroom sessions, online training, or in-unit individual or group training. Our Quality Assurance Quick Training (QA-QT) tools are essential biweekly reminders focusing on a specific topic. Marquise Hospitality or our associates are members of the following organizations and governing bodies: Canadian College of Health Leaders, Dietitians of Canada, Canadian Registered Safety Professional, Canadian Institute of Public Health Inspectors, Certified Food Safety Professional, NSF-Guelph Food Technology Centre, American Society for Quality.

COMPREHENSIVE SAFETY TRAINING FOR ASSOCIATES

Once on-site, our new associates begin their site-specific training which follows the key topics outlined on our Site-Specific Orientation Training Checklist. This ensures associates are familiar with unique hazards and controls associated with their unit and emergency preparedness protocols for their site.

Task-specific safety training is conducted using Job Safety Assessments (JSA) which outline the hazards, controls and risks associated with the completion of specific tasks or use of equipment. This is reviewed prior to an associate completing that task for the first time, and then annually there-after. JSA reviews are then accompanied by practical hands-on shadowing to ensure safe operation and task completion. The new-hire training is designed to be hands-on and includes a site tour and a job-shadowing process which partners new associates with an experienced team member. All new hires are required to sign off on the training they receive, which serves as a checklist to ensure there are no gaps in the training procedures.

New associates complete online safety orientation training modules which cover the core safety fundamentals including safety orientation, WHMIS, hazard identification and workplace violence and harassment, food safety orientation and allergen awareness.

Our training matrix ensures that all associates at every level have received the training required to complete their task to the best of their ability.

Below is an overview of the courses our associates at the Progressive Auto Sales Arena have access to in Compass Group's internal online Learning & Development Course Matrix:

Learning & Development Course Matrix

Development Category	MyLMS Topic	Content Level		Delivery			Duration	Cost
		Entry Level	Mid-Senior Level	Face to face Instructor-led	On-line Instructor-led	e-learning		
Onboarding Level #1	Health & Safety Training on 24/7 (External site)	◊	◊			▪	Varies	$0
	Compass Canada New Associate Orientation (HELLO)	◊	◊		▪	▪	90 min +	$0
	Food Safety Orientation	◊	◊			▪	30 min	$0
	Diversity, Inclusion, and Employment Equity	◊	◊			▪	25 min	$0
	Fit for Duty	◊	◊			▪	20 min	$0
	Our Leadership Commitment	◊	◊			▪	15 min	$0
	Advanced Food Safety Training	◊	◊	▪			2 days	$0
	Health and Safety 201	◊	◊	▪			7 hrs	$0
Onboarding Level #2	WORrior Application	◊	◊			▪	20 min	$0
	Sustainability Modules 1-3	◊	◊			▪	3 hours	$0
	WORrior Reports Training	◊	◊			▪	15 min	$0
	ORBIT Application Training	◊	◊			▪	90 min	$0
	CIMS Application Training	◊	◊			▪	35 min	$0
	Succeeding as a Compass Manager	◊	◊			▪	45 min	$0
	DiSC Dimensions of Behaviour	◊	◊		▪		2 hrs	$0
EDI	Expanding your Lense	◊	◊			▪	15 min	$25
	Making Invisible Influencers Visible	◊	◊			▪	15 min	$25
	Pronouns Matter	◊	◊			▪	15 min	$25
	Building Empathy	◊	◊			▪	15 min	$25
	Cultural Competency	◊	◊			▪	15 min	$25
	Inclusive Hiring	◊	◊			▪	15 min	$25
	Indigenous Learning Module 1 (on 247)	◊	◊			▪	30 min	$0
Health, Safety, and Wellness	Introduction to Incident Investigation	◊				▪	30 min	$0
	First Aid Certification - Standard with CPR 'C' and AED (Ontario)	◊		▪			2 days	$0
	First Aid Certification - Emergency with CPR 'C' and AED (Ontario)	◊		▪			1 day	$0
	JHSC Certification Training (Ontario)	◊		▪			3/2/1 day	$0
	Origami - Intro to Auditing Canada	◊			▪		45 min	$0
	Just Now Mental Health Resources and Links	◊	◊			▪	Varies	$0
	Mental Health First Aid	◊		▪			2 days	$0
Hospitality & Guest Experience Training	7 Essentials of Exceptional Customer Service	◊	◊			▪	30 min	$0
	Compass Group Canada Guest Experience, Hospitality	◊	◊			▪	30 min	$0
	Experience Eurest: Hospitality Culture	◊	◊			▪	30 min	$0
	Experience Levy: Hospitality Culture	◊	◊			▪	30 min	$0
	Positive Impressions: Hospitality Culture	◊				▪	30 min	$0
	Resident First: Hospitality Culture	◊				▪	30 min	$0

Development Category	MyLMS Topic	Content Level		Delivery			Duration	Cost
		Entry Level	Mid-Senior Level	Face to face Instructor-led	On-line Instructor-led	e-learning		
Retail Focused	Retail Foundations	◊	◊			▪	30 min	$0
	Mapping For Action	◊			▪		4 Sessions	$0
	Retail Certification 2.0	◊	◊			▪	Varies	$0
	Chef Finance 101	◊	◊			▪	2 hours	$0
Leadership Skills	Associate Engagement	◊	◊			▪	35 min	$0
	Coaching for Success	◊	◊			▪	25 min	$0
	Managing Difficult Behaviours	◊	◊			▪	25 min	$0
	Retaining Great Associates	◊	◊			▪	30 min	$0
Business Skills	DiSC Dimensions of Behaviour	◊	◊		▪		2 hours	$0
	Business Etiquette	◊	◊			▪	45 min	$0
	Getting To Yes	◊	◊			▪	7 hrs	$0
	Toastmasters	◊			▪		Varies	$60
	How To Learn Online (Canada)	◊	◊			▪	30 min	$0
	Learning to Listen	◊				▪	90 min	US $50
	LinkedIn Learning	◊				▪	Varies	US $149
	Mapping For Action	◊			▪		4 Sessions	$0
	Selecting the Best: Interview Skills	◊				▪	60 min	$0
	Working in a Union Environment	◊				▪	60 min	$0
	SAMS: Winning Account Management Strategies	◊		▪			2 days	$0
High Performance Leadership (HiPO), (By Nomination)	Harvard ManageMentor	◊				▪	20-40 hours	US $300
	SPARK Leadership	◊				▪	3 months	US $990
	SPARK Connections	◊				▪	3 months	US $990
	SPARK Productivity	◊				▪	3 months	US $990
	Better Up	◊		▪			1 year	US $5,000*
	ExOnline	◊			▪	▪	1 Year	US $5,000*
	Roadmap to Remarkable!	◊				▪	6 months	US $500
	Relationomics	◊				▪	6 months	US $500
	LEAD Strategy	◊				▪	6 months	US $990
	LEAD Practical Leadership	◊				▪	6 months	US $990
Technical Skills	Key IT Controls	◊	◊			▪	20 min	$25
	Phishing Awareness	◊	◊		▪	▪	3 hrs	$0
	Computer Skills Training - Microsoft	◊				▪	Varies	$0
	Computer Skills Training - Canada Global Knowledge	◊	◊	▪	▪		Varies	Cdn $275-355
	Cybersecurity Awareness	◊	◊			▪	20 min	$0
	People Hub - Hiring Hourly Associates	◊	◊			▪	40 min	$0
	People Hub - Hiring Salaried Associates	◊	◊			▪	20 min	$0
	PCI Compliance	◊	◊			▪	30 min	$0
	Boost Mobile Application Training (Chartwells)	◊				▪	30 min	$0
	Bravo Training	◊			▪	▪	3 hrs	$0
	Tap2eat Mobile Application Training (Healthcare)	◊				▪	30 min	$0
	Thrive Mobile Application Training (Eurest)	◊				▪	30 min	$0
	Supply Chain Training	◊			▪	▪	3.5 hrs	$0

TRAINING REQUIREMENTS FOR SERVING, WAIT, BAR, AND CONCESSIONS STAFF

Levy Canada stands out in the industry due to our hiring and recruitment practices, which are designed to not only attract the best talent but also to align with our core values and organizational culture.

All our serving, wait, bar, and concessions staff must be 18 years of age or older as we handle and serve alcohol in all venues of the Progressive Auto Sales Arena.

Here are some more specific minimum experience and training requirements:

SERVING AND WAIT STAFF

- Must have a valid Food Handler Certificate or provincial equivalent
- Responsible Beverage Service Certificate for the province
- Minimum one year's experience in a similar environment

BAR STAFF

- Serving it Right Certification
- Food Safe Level 1 Certification
- Must have a valid Responsible Beverage Service Certificate for the province, like Ontario Smart Serve Certification
- Previous bartending experience is an asset

CONCESSIONS STAFF

- Valid Food Handler Certificate or provincial equivalent
- Proper lifting techniques are a must
- Experience working in a concession, food preparation, or food handling environment is an asset
- Works well under pressure; can handle multiple tasks simultaneously
- Able to pay close attention to detail
- Minimum one year's experience in a similar environment

Below is an overview of some staff training programs:

- New Staff Training (In-Class and Online) Corporate Programs
- Client/Compass Group Department Policies and Procedures
- Mission, Vision, and Values
- Code of Conduct
- Illness/Attendance Awareness
- Break and Mealtimes
- Uniform Policy
- Client/Compass Group Confidentiality Policies
- Customer Service and Hospitality Skills
- Emergency Procedures/ Code Training

DRAFT MENUS WITH PRICING STRATEGY

Sample menus for restaurant, concessions, suites, and catering; include portion sizes, pricing tiers, and local/healthy options.

PASA CONCESSIONS MENU

ALL BEEF HOT DOG $7

SMASH BURGER $11

LAMBTON COUNTY BBQ PORK SANDWICH $11

GAME DAY NACHOS $11

+ BIRIA BEEF **+$3**

+ PULLED PORK **+$3**

STING CORN ELOTE $10

BUZZ BOWL – CHICKPEAS, QUIONA, GRILLED VEG, SUNFLOWER SEED, HONEY MUSTARD DRIZZLE **$12**

FRIES $7

CLASSIC POUTINE $10

POWER PLAY POUTINE – ROASTED CORN & PICKLED JALAPENO **$12**

MAPLE BACON POUTINE $13

+ ADD PULLED PORK **+$3**

SLICE CHEESE PIZZA $5

SLICE PEPPERONI PIZZA $5

SLICE DELUXE PIZZA $5.5

POPCORN $6

SARNIA STING BLACK & YELLOW CARAMEL CORN $10

PRETZEL BITES + SPICY MUSTARD $5

BAGGED CANDY $5

PASA JUNIOR RINK MENU

SNACKS & SIDES

POPCORN $6

SOFT PRETZEL $5

CHEESE STICKS $4

ASSORTED CHOCOLATE BARS $$4.75

ASSORTED CANDY (REAL FRUIT GUMMIES) **$6.5**

ASSORTED CHIPS $3.5

FRESH FRUIT CUPS $5

VEGGIES & HUMMUS $5

FRESH WHOLE FRUIT $2

GRANOLA BARS $3.5

APPLE SAUCE POUCHES (113GR) **$3.5**

SNACK BOX – $10

- NUT FREE GRANOLA BAR, CHEESE & CRACKERS, WHOLE FRUIT, JUICE

PASA RESTAURANT GAME DAY MENU

Welcome, Allergen Claim

APPS

Popcorn $6

Fries $8

Sweet Fries $9

Poutine $12

Candied Bacon $10

1LB Chicken Wings $17

Fried Pickles $10

Stuffed Jalapenos $15

Jumbo Pretzel w Dip $8

SHAREABLES

Chips & Dip- Kettle Chip & House dip (rotating seasonal dip) $10

Nachos- Corn chips, Three Cheese Blend, Black Beans, Tomatoes, Olives, Pickled Jalapenos, Salsa Sour Cream $17

Add ons:

Birria Beef $5

Pulled Pork $5

Ancho Chicken $5

Guacamole $5

SALADS & BOWLS

Caesar Salad - Enhanced dressing. Renees with Caper Juice & Pickle Brine, extra parm Croutons, Crispy Capers, Shaved Parm $18

Mixed Greens - Lemon Honey Vin (Homemade) - Seasonal Veg $16

Power Bowl - Quinoa, Edamame, Shredded Cabbage, Carrots, Scallions, Eggs, Roasted Sesame Dressing - Fried Noodles or Wontons $19

Salad Add Ons:

Grilled Chicken $5

Crispy Chicken $5

Harissa Marinated Tofu $5

SANDWICHES

Fried Chicken Sandwich - Garlic Dill Yogurt, Tomato, Pickles, Greens $21

Smash Burger - Cheese, Onions, Burger Sauce $18

-Add Patty $5

Stinger Smash Burger - Double Patty, Cheddar, Pickled Jalapeño, Sting Sauce (Honey mustard) Branded Brioche $23

Lambton County Pulled Pork Torta - Avocado Crema, Cirtus Slaw, Pickled Onions - $20

Birria Beef, Cilantro & Onions, Salsa Verde

Ancho Chicken, Coleslaw, Lime, Pico

All Sandwiches and Handhelds come with Fries or Side Salad with Balsamic Dressing

Upgrade to Sweet Potato Fries, Caesar Salad, or Poutine for $3

Sandwich Add Ons

Extra Patty $5

Candied Bacon $3

Cheese $3

SIDES

Fries $4

Side Caesar $7

Poutine $7

Side Mixed Green $7

Sweet Potato Fries $4.5

KID'S MENU

All served with Fries or Salad

Chicken Tenders $12

Mini Corn Dogs $12

Mini Cheeseburgers $12

Grilled Cheese $10

SWEET TREATS

Fresh Baked Cookies (3) Rotating Flavours -$8

Bread Pudding - Rotating Flavours - $8

Crème Brulle Cheesecake - $10

PASA RESTAURANT NON GAME DAY MENU

Welcome, Allergen Claim

APPS

Popcorn $6

Fries $8

Sweet Fries $9

Poutine $12

Candied Bacon $10

1LB Chicken Wings $17

Fried Pickles $10

Stuffed Jalapenos $15

Jumbo Pretzel w Dip $8

SHAREABLES

Chips & Dip- Kettle Chip & House dip (rotating seasonal dip) $10

Roasted Cauliflower - Tahini Dressing, Fresh Herbs, Pomegranate $15

Baked Bri - Filo Wrapped, Baguette, Chutney $15

Nachos - Corn chips, Three Cheese Blend, Black Beans, Tomatoes, Olives, Pickled Jalapenos, Salsa Sour Cream $17

Add ons:

- Birria Beef $5
- Ancho Chicken $5
- Pulled Pork $5
- Guacamole $5

SALADS & BOWLS

Caesar Salad

Enhanced dressing. Renees with Caper Juice & Pickle Brine, extra parm Croutons, Crispy Capers, Shaved Parm $18

Mixed Greens

Lemon Honey Vin (Homemade) - Seasonal Veg $16

Power Bowl

Quinoa, Edamame, Shredded Cabbage, Carrots, Scallions, Eggs, Roasted Sesame Dressing - Fried Noodles or Wontons $19

Mediterranean Bowl

Cous Cous, Chickpeas, Grape Tomatoes, Feta, Harissa Marinated Tofu $20

Salad Add Ons: **Grilled Chicken** $5 **Crispy Chicken** $5 **Harissa Marinated Tofu** $5

SANDWICHES

Fried Chicken Sandwich - Garlic Dill Yogurt, Tomato, Pickles, Greens $21

Smash Burger - Cheese, Onions, Burger Sauce $18

-Add Patty $5

Stinger Smash Burger - Double Patty, Cheddar, Pickled Jalapeño, Sting Sauce (Honey mustard) Branded Brioche $23

Grilled Chicken Burger - Pesto Mayo, Roasted Red Pep, Fresh Mozzarella $20

Lambton County Pulled Pork Torta - Avocado Crema, Cirtus Slaw, Pickled Onions - $20

Birria Beef, Cilantro & Onions, Salsa Verde

Ancho Chicken, Coleslaw, Lime, Pico

All Sandwiches and Handhelds come with Fries or Side Salad with Balsamic Dressing

Upgrade to Sweet Potato Fries, Caesar Salad, or Poutine for $3

Sandwich Add Ons: **Extra Patty** $5 **Candied Bacon** $3 **Cheese** $3

ENTRÉES

Rigatoni Alla Vodka $25

Fire Roasted Tomato Sauce, Chilis, Burrata

Meatball Penne $25

Homemade Meatballs, House Marinara, Basil

Roasted Chicken Meal $35

Roasted Quarter Chicken, Potato Dauphinoise, Seasonal Veg, Gravy

Goat Cheese and Spinach Stuffed Chicken Breast $30

Arugula and Fennel Salad

8OZ Tenderloin Steak Market Price

Garlic Rosemary Mash, Seasonal Veg, Demi

Mash can be replaced with Fries or Salad

SIDES

Fries $4

Poutine $7

Sweet Potato Fries $4.5

Side Caesar $7

Side Mixed Green $7

KID'S MENU

Chicken Tenders $12

Mini Cheeseburgers $12

Mini Corn Dogs $12

Grilled Cheese $10

All served with Fries or Salad

SWEET TREATS

Fresh Baked Cookies (3) Rotating Flavours -$8

Bread Pudding - Rotating Flavours - $8

Crème Brulle Cheesecake - $10

Ice Cream Scoops (rotating flavours, local ice cream) $3 scoop

PASA TEAM MEALS

PER PERSON $30

HERB ROASTED CHICKEN THIGHS

PASTA WITH HOUSE MARINARA, STEAMED VEGETABLES, DINNER ROLLS

GRILLED CHICKEN BREAST

RICE PILAF, MIXED STEAMED VEGETABLES, ASSORTED ROLLS

CHICKEN CAESAR WRAP

GRILLED CHICKEN BREAST, ROMAINE LETTUCE, PARMESAN CHEESE, GARLIC CAESAR DRESSING, WHOLEWHEAT TORTILLA,

FRIES OR GARDEN SALAD WITH BALSAMIC DRESSING

FAJITA BOWLS

BLACKENED CHICKEN BREAST, CUMIN RICE, BLACK BEANS & CORN, SHREDDED CHEESE,SALSA, SOUR CREAM

BACON CHEESEBURGER

6OZ BEEF PATTY, CHEESE, LETTUCE, TOMATO, ONIONS, PICKLES, BURGER SAUCE

FRIES OR GARDEN SALAD WITH BALSAMIC DRESSING

GREEK PLATTER

GRILLED CHICKEN SOUVLAKI, HERB ROASTED POTATOES, LEMON HERB RICE

GRILLED VEGETABLES

GRAB & GO

HARB BOILED EGGS **PARFAITS** **WHOLE FRUIT** **OVERNIGHT OATS** **PROTEIN BALLS**

PASA SUITES MENU

HOCKEY FAVOURITES $350

1x Bottomless Popcorn GF V

1x Caesar Salad V

6x Gourmet Hot Dog

24pc Chicken Tender Toss

1x Kettle Chips & Dips GF V

1x Poutine Bar V

1x Cookies & Brownies V

THE STING SIGNATURES $750

2x Bottomless Popcorn GF V

2x Caesar Salad V

2x Butcher, Baker, Cheese Maker

2x Crudité GF V

2x Med Lite Bites V

2x Salsa & Guacamole Sampler GF V

12pc Pretzels V

2x Cookies & Brownies

THE PERFECT GAME $1150

3x Bottomless Popcorn GF V

3x Caesar Salad V

2x Med Lite Bites V

16pc Octoberfest Sausage

2x Nacho Bar V

72pc Crispy Chicken Wings

72pc Chicken Tender Toss

3x Meat Lovers Pizza

1x Cheese Pizza V

3x Cookies & Brownies V

COOL APPETIZERS

each selection serves 6-8 people

Butcher, Baker, Cheese Maker $75

Selection of Salami, Meats and Local Cheeses, Grapes, Dried Fruits, Nuts, and Crackers

Farmer's Market Crudité V $60

Farmstand Vegetables, Hummus, Buttermilk Ranch

Fresh Sliced Fruit VEGAN $60

Seasonal Melons, Tropical Varieties, Berries, Grapes

Mediterranean Lite Bites V $55

Tzatziki, Olives, Hummus, Pickled Vegetables, Pita

WARM APPETIZERS

each selection serves 6-8 people

Loaded Nacho Bar GF V $60

Nacho Cheese, Sour Cream, Pico de Galo, Tomatoes, Green Onions, Guacamole, Cilantro, Corn Tortilla Chips

Classic Canadian Poutine V $60

Cheddar Cheese Curds, Food Truck Gravy

Crispy Wings $75

Choice of Hot, Honey Garlic, S&P, BBQ. Ranch Dip

Vegetable Spring Rolls V $50

Thai Chili Sauce)

GARDEN GREENS

each selection serves 6-8 people

Chopped Mediterranean Vegetable Salad GF V $50

Romaine, Spinach, Seasonal Vegetables, Olives, Feta Crumble, Oregano, Red Wine Vinaigrette

Classic Caesar Salad V $50

Crisp Romaine, Garlic Dressing, Parmesan Cheese, Croutons

PASA SUITES MENU

HANDCRAFTED HANDHELDS

each selection serves 6-8 people

The Italian $70

Salami, Capicola, Ham, Tomatoes, Onions, Provolone, Lettuce, Sliced Pepperoncini, Soft Baguette, Balsamic Aioli

Mini Buffalo Chicken Sandwiches $70

Pulled Chicken, Buffalo Sauce, Mini Rolls, Celery Slaw

Smoked BBQ Brisket Sliders $75

Slow Cooked Brisket, Craft Pickles, BBQ Sauce, Onion, Garlic Aioli

FAN FAVOURITES

each selection serves 6-8 people

Traditional Slider $65

Beef Burger, American Cheese, Special Sauce, Dill Pickle, Tomatoes, Mini Bun

Hot Dogs $60

Traditional Condiments, Kettle Style Potato Chips

Chicken Tender Toss $75

Ultimate Plum Sauce, Buffalo Sauce, Ultimate BBQ Sauce

Octoberfest Sausage Buns $70

Traditional Condiments, Sauerkraut, Peppers, Onions, Sausage Bun

SAN MARZANO PIZZA

16-inch Oven Baked Pizzas

each selection serves 6-8 people

Cheese $25

Pepperoni $25

Ham & Pineapple $30

Veggie Deluxe $30

7" Personal Pizza

Cheese $10

Pepperoni $10

Ham & Pineapple $12

Veggie Deluxe $12

SNACKS

each selection serves 6-8 people

Salsa & Guacamole Sampler (GF) (V) $40

Guacamole, Salsa Roja, Corn Tortilla Chips

Potato Chips & Gourmet Dips (GF) (V) $45

Kettle Style Chips, Firecracker Ranch, French Onion, Dill Pickle Dip

Bottomless Freshly Popped Popcorn (GF) (V) $20

Fresh Soft Pretzels (V) $45

Grain Harvest Pretzels, Cheese Sauce, Mustard

Giant Pretzel (V) $55

Cheese Sauce, Mustard

SUITE SWEETS *serves 6-8 people*

Gourmet Cookies and Brownies (V) $35

Gourmet Baked Cookies, Decadent Chocolate Brownies

PASA SUITES MENU

GAME DAY

Bottomless Popcorn (GF) (V) **$20**

Potato Chips & Gourmet Dips (GF) (V) **$45**

Salsa & Guacamole Sampler (GF) (V) **$40**

Classic Canadian Poutine (V) **$60**

Classic Caesar **$50**

Chopped Mediterranean **$50**

Crispy Wings **$75**

Hot Dogs **$60**

Chicken Tender Toss **$75**

Vegetable Spring Rolls **$50**

Loaded Nacho Bar **$60**

Cheese Pizza (V) **$25**

Pepperoni Pizza **$25**

Ham & Pineapple Pizza**$30**

Veggie Deluxe Pizza **$30**

Gourmet Cookies and Brownies (V) **$35**

STING COLLECTOR'S COCKTAILS

Served exclusively in our Sting Mason Jar Collectors Cup **16.50**

THE STINGER DROP

Get charged up for puck drop with this energy-packed rink side favourite. Featuring 2oz of Malibu Rum topped with Tropical Celsius, this cocktail brings the buzz before the boys even hit the ice. Served with glowing ice cubes to light up your pre-game.

SARNIA SUNSET

A Lake Huron classic in a cup. Featuring 1.5oz Yuzu Vodka blended with cran-raspberry and fresh-pulled lemonade straight from our cold keg. Finished with a bright strawberry–orange garnish that shines like the sky over Canatara Beach. Sip it slow or celebrate fast—this sunset always hits.

BLACK & GOLD SLUSH

Featuring 1oz Vodka Friday Vodka, this icy classic comes in your choice of Cherry Breakaway or Blue Line Berry. Built for fans who want a little nostalgia with their night out—frosty, colourful, and served in our exclusive Sting Collector's cup. Perfect for cooling down after a heated period.

SIGNATURE STING COCKTAILS

All Signature Cocktails **14.50**

Add our collectors cup for **4.00**

THE SARNIA CHA-CHING

1oz Melon Liqueur • 1oz Vodka • Citrus • Club Soda

Fill up your "net" with ice and let the flavour cash itself in. Fresh lemon-lime juice meets smooth melon liqueur for a sparkling, clean finish. It's the kind of cocktail that pays out big—bright, refreshing, and always a top performer on the stats sheet.

POWER PLAY LEMONADE

1.5oz Blueberry Lemon Vodka Friday • 4oz Lemonade

Load up your "power play unit" with ice, pour in your blueberry vodka and lemonade, then watch as the flavour absolutely buries the goalie. Sweet, zesty, and perfect for celebrating a Sting goal—or calming down after a controversial call. Ideal for intermission victory laps.

OVERTIME ICED TEA

1.5oz Peach Raspberry Vodka Friday • 4oz Iced Tea

Drop the puck into extra time with this smooth, clutch performer. Fill your "penalty box" (glass) with ice, then "light the lamp" by adding peach-raspberry vodka and iced tea. Perfect for late-game tension, shootout debates, or anyone who likes their cocktails as cool as a veteran D-man under pressure.

TOP SHELF CAESAR

1.5oz Cucumber or Original Vodka Friday • Clamato • Worcestershire • Tabasco

Rim your "rink" with our signature Blue Line salt—because every great play starts with good ice. Build your "first line" of clamato, spice, and your vodka of choice, then fire it top shelf where Grandma keeps the good stuff. A pre-game essential, post-game tradition, and intermission lifesaver all in one.

HIVE MARGARITA

1.5oz Blanco Tequila • 4oz Watermelon Juice • Lime • Simple Syrup

Salt your "crease" with our pink goalie salt, pour in tequila and watermelon juice, and finish with a lime wedge just begging for a celly. Sweet, crisp, and dangerously easy to enjoy—perfect for warm nights, cold rinks, or whenever you need a break from yelling at the refs

PASA CATERING MENU

Made-To-Order Mornings

Start your day off by choosing your favourite fresh baked breakfast pastries

"THE CONTINENTAL" BREAKFAST EXPERIENCE

Assorted Muffins

Bagels and Cream Cheese

Flaky Assorted Danish Pastry

Butter Croissants with Jams

Per Person:

Choose One: $6

Choose Two: $11

Choose Three: $15

Add Your Favourite Breakfast Items to Our Signature Breakfast

BREADS AND PASTRIES

Scrambled Eggs

Roasted Vegetable Frittata

Maple Butter Waffles

Herb Roasted Breakfast Potatoes

Oatmeal with Assorted Toppings

Assorted Individual Yogurt (low fat and probiotic included)

Sliced Fruit Platter

Breakfast Sausage

Smoked Bacon

Per Person:

Choose Three Options: $20

Add: $7.00 for each additional choice

LUNCH

BOX LUNCH $10 per person

Deli Sandwich

Apple or Banana

Juice Box

THE CLASSIC LUNCH $15 per person

Chef's Choice Soup

Ham & Cheese

Cookies

THE TIMELESS SOUP AND SANDWICH $30 per person

Roasted Tomato & Pepper Soup

Chef's Garden Salad

Fresh Veggies | Assorted Dressings | Turkey | Ham | Grilled Vegetable

Assorted Cookies

LEVY SIGNATURE $36 per person

Minestrone Soup

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

Assorted Dessert Squares

PASA CATERING MENU

ANYTIME BYO CHEF'S TABLE

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

Per Person: **$40.00**

SOUPS *(Choose One)*

Add $5.00 for an Additional Choice

Smoked Tomato and Fire Roasted Peppers

Hearty Chicken Noodle and Vegetable

Broccoli and Cheddar

Tuscan White Bean and Roasted Garlic

Chorizo and Red Lentil

SALAD *(Choose One)*

Add $6.00 for an Additional Choice

Levy Signature Caesar | Smoked Bacon | Creamy Garlic Dressing | Shaved Parmesan | Levy Crouton

Baby Spinach | Pickled Beets | Crumbled Blue Cheese | Sunflower Seeds | Champagne Vinaigrette

Greek Salad | Onions | Cucumber | Peppers | Tomatoes | Feta | Oregano Red Wine Vinaigrette

MAINS *(Choose One)*

Add $10.00 for an Additional Choice

Roasted Chicken | Lemon | Rosemary | Garlic

Chipotle Chicken Drumsticks | Peach Chutney

BBQ Brisket | Carolina Mustard BBQ

Jerk Pork Loin | Pineapple Salsa

Applewood Smoked Pulled Pork | 40 Creek BBQ

SIDES *(Choose Two)*

Add $5 for an Additional Choice

Jalapeño and Cheese Cornbread Muffins

BBQ Spiced Rainbow Slaw

Charred Corn and Black Bean Salad

Dirty Rice

Spice Rubbed and Roasted Potato

Chef's Choice Roasted Mixed Vegetables

Sweet Potato Smash

DESSERT *(Choose One)*

Add $4 for an Additional Choice

Rustic Apple Crumble | Vanilla Crème Anglaise

Chocolate Chip Cookies

Triple Chocolate Brownie | Salted Dulce de Leche

ALL DAY BREAKS

Assorted Cookies $25.00 / doz

Assorted Dessert Squares $25.00 / doz

Assorted Bagged Chips $19.00 / doz

Whole Fruit $12.00 / doz

Garden Fresh Crudité | French Onion Ranch $15.00 / person.

Kettle Chips | Firecracker Ranch $6.00 / person

Tortilla Chips | Salsa $6.00 / person

Pretzel Bites | Honey Mustard $5.00 / person

Popcorn $6.00 / person

CAPITAL IMPROVEMENT PLAN

ITEMIZED RENOVATION

CONSTRUCTION SCHEDULE FORECASTING

When forecasting a construction schedule, certain factors are beyond our control, including:

- **Final client approvals** on all finishes
- **Completion of engineered drawings** (Architectural, Mechanical, and Electrical)
- **Permit application and approval** from the City (subject to standard waiting periods)

Once the permit is issued, construction can commence. Our objective is to issue the tender immediately after the drawings are finalized, enabling us to award the General Contractor (GC) and ensure readiness for construction upon permit approval, and manage project to completion.

PROPOSED TIMELINE

To achieve project completion on or around August 15, the following milestones are recommended:

- **Client approval of final layout and finishes with Compass Design:** No later than January 26
- **Consultant-approved permit drawings and Issue for Tender:** No later than March 16
- **Construction schedule:** Estimated duration of 10–12 weeks

This timeline represents an estimated schedule based on the above milestones and is subject to adjustments based on permitting and approval processes.

Design & Construction Estmated Project Budget Summary

$4,058,257

Area of Focus	Estimated Cost
Kitchen	$1,600,000
Luxury Suites	$2,090,402
Youth Hive	$50,740
Carvery	$52,429
Hall of Famme	$170,887
Concession Upgrade	$3,511
Community Concessions	$90,289

TRANSITION PLAN

Please see Appendix 1 – Transition Plan, detailing itemized renovation, timelines, and ownership structure.

INVESTMENT PLAN AND DEPRECIATION SCHEDULE

OPTION 1:

Levy will make a $1M Capital Investment at the onset of a new contract ($850K for the restaurant renovation and $150K for equipment). An additional $200K of Capital will be provided in year 4 for POS and brand refresh. **Total new Capital Investment is $1.2M.**

OPTION 2:

Additional Incentive based on a true partnership. Compass will add an additional $150K of Capital in year 1, with a slightly lower commission rate effective years 3-10. **Total new Capital Investment is $1.35M.**

Option 1

	Depreciation										
	Total Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
NEW CAPITAL											
Restaurant Refurbishment	850,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Equipment repairs	150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
POS & Brand Refresh	200,000				40,000	40,000	40,000	40,000	40,000		
EXISTING CAPITAL											
Bar Cooler	10,093	1,309	1,309	1,309	1,309	1,309	1,309	1,309	931		
Signing Bonus	7,488	7,488									
Total	**1,217,581**	**108,797**	**101,309**	**101,309**	**141,309**	**141,309**	**141,309**	**141,309**	**140,931**	**100,000**	**100,000**

Option 2

	Depreciation										
	Total Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
NEW CAPITAL											
Restaurant Refurbishment	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Equipment repairs	150,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
POS & Brand Refresh	200,000				40,000	40,000	40,000	40,000	40,000		
EXISTING CAPITAL											
Bar Cooler	10,093	1,309	1,309	1,309	1,309	1,309	1,309	1,309	931		
Signing Bonus	7,488	7,488									
Total	**1,367,581**	**123,797**	**116,309**	**116,309**	**156,309**	**156,309**	**156,309**	**156,309**	**155,931**	**115,000**	**115,000**

FINANCIAL PROPOSAL FORM

Commission % by revenue stream, Minimum Annual Guarantee (MAG), capital-contribution schedule, multi-year projections, and marketing/ community reinvestment commitments.

Minimum Annual Guarantee (MAG) is $150K in Year 1. The MAG escalation schedule below is based on a 2% increase annually.

Accounting Year	MAG
Year 1	$150,000
Year 2	$153,000
Year 3	$156,060
Year 4	$159,181
Year 5	$162,365
Year 6	$165,612
Year 7	$168,924
Year 8	$172,303
Year 9	$175,749
Year 10	$179,264

COMMISSION:

The annual commission percentages payable to Sting are based on the revenue split below:

OPTION 1:

Hockey Revenue: 22.5% in Year 1 & 2, 25.5% in years 3-10

Non-Hockey Revenue: 15% in Year 1 & 2, 16% in years 3-10

OPTION 2:

Hockey Revenue: 22.5% in Year 1 & 2, 24.5% in years 3-10

Non-Hockey Revenue: 15% in Year 1 & 2, 15.5% in years 3-10

EQUIPMENT MAINTENANCE PLAN

Annual maintenance budget, preventative- maintenance program, cleaning protocols, and service-log process (as per Section 2.3).

An annual allocation of $15,000 is included in our capital investment for repairs and maintenance. The unit operates under a master cleaning schedule, which is verified and enforced by the director of operations. Operators conduct monthly self-audits using established criteria, with results validated by Corporate Health and Safety. Additionally, Compass Group engages Steritech, an independent third-party auditor, to review cleaning protocols, food safety, and health and safety procedures, ensuring compliance and mitigating risk.

ENCOMPASS SAFETY	COMPASS GROUP CANADA HEALTH & SAFETY MANAGEMENT SYSTEM	
Issue Date: March 03, 2025	**PROGRAM: PREVENTATIVE MAINTENANCE PROGRAM**	Doc No: CGC-OP-21
Prep: Risk Management	Authority: VP., Risk Management	Page: 1 of 3

1.0 PURPOSE

- To establish a program where maintenance and preventative maintenance can be performed and in turn equipment is maintained in good condition.

2.0 SCOPE

- This procedure applies to all associates;
- The widely accepted industry standard establishes the lower limits of an equipment list.
- This standard indicates that equipment with less than one horsepower is excluded from the preventive maintenance tracking system.
- This procedure applies on a as needed or requested basis for client owned equipment and vehicles
- This procedure applies to all CGC owned equipment, tools, vehicles and facilities.

3.0 DEFINITIONS

CGC – Compass Group Canada
Qualified Technician – a person that is considered Competent under the act to perform the assigned duties

4.0 POLICY

- To ensure that equipment including tools, vehicles and facilities are maintained in a safe manner and in compliance with suggested manufacture guidelines and applicable legislation;
- Units are to refer to the Equipment Matrix – CGC-F-21b to determine which equipment requires preventative maintenance, pre-use inspection, facility and other workplace specific equipment and frequency of preventative maintenance
    - The aforementioned equipment requirement shall meet manufacturer instructions, industry standards and legislative requirements for frequency of inspections
- Only authorized personnel perform maintenance on equipment;
- Pre-use Inspections are to follow the standards outlined in the Pre-Use program (CGC-OP-22 – Pre Use Inspections)
- Preventative Maintenance shall be performed by a Qualified Technician.
    - A Qualified Technician, shall provide the unit with a record of the items to be inspected, the date, the inspector name and signature, deficiencies, recommendations for correcting deficiencies and action taken (who, what, when) as required by the first point under "Policy"
    - Managers are required to notify their next level manager of significant deficiencies identified by the Qualified Technician
- Each piece of equipment will have appropriate maintenance standards outlined and measures will be in place to ensure consistent maintenance;
- Any tool, machine or piece of equipment that is determined to be unsafe for use must be locked and tagged out in accordance with the machine specific lock out procedure.

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- In order to ensure that the tool, machine or equipment is not inadvertently returned to service until it is safe to do so;
- To reduce the breakdown of equipment through regular preventative maintenance.

5.0 DUTIES AND RESPONSIBILITIES

5.1 VP, Risk Management or Designate

- Maintain this program.
- Identify opportunities for program improvement and record all program reviews and/revisions

5.2 Risk Management Team

- To audit operations to ensure program is executed

5.3 Maintenance Manager

- Maintain the Preventative Maintenance Program
- Hire only qualified technicians

5.4 Qualified Technicians

- Perform work/maintenance only on the equipment that they are qualified to repair;
- Document all maintenance on the electronic database if available.

5.5 Manager/Supervisor

- Complete any corrective actions issued;
- Report any maintenance defects.
- Review schedule of equipment for which Preventative Maintenance is required
- Use Equipment Matrix to take an inventory of the types of equipment located in your unit if an electronic program is not implemented.
- Understand the Business Contract as it relates to preventative maintenance responsibilities.

5.6 Associates

- Report any defects to equipment to the supervisor immediately;
- Record the pre-use check on the checklist provided with the equipment.

6.0 PROCEDURES

- Preventative maintenance shall be conducted on equipment as suggested by the manufactures guidelines, industrial standards, and legislation or best practices;
- Only approved qualified technicians will perform maintenance;
- Regular scheduled maintenance will be performed on equipment as laid out in the Preventative Maintenance Electronic Program and/or equipment manual;
- The Preventative Maintenance Electronic Program and/or equipment log will be used to track maintenance for each unit;
- The following items will be recorded (list not inclusive) and a work order generated:

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  - Description of maintenance work;
  - Identification of problems;
  - Recommendation for corrective action;
- Follow up to establish:
  - Corrective action needed;
  - Assigned responsibilities;
  - Timeframe for action;
- Once the corrective action has been implemented, the Unit Manager will close the item via the electronic database or through the Maintenance Repair Log;
- New pieces of equipment must be added to the Asset List as required;
- Associates shall not operate equipment if it is not fully operational;
- The Preventative Maintenance Electronic Program is also used to trigger maintenance requests;
- Units without the electronic program use a tag system.

7.0 APPENDICIES

- Preventative Maintenance Electronic Program or Client based program
- Maintenance Repair Log Form CGC–F-21a
- Equipment Matrix – CGC-F-21b
- Vehicle Maintenance Policy

8.0 REVISION HISTORY

Section #	Description	Revision #	Date DD-MM-YY
All	Annual Review (Date change, Risk Management replaces HSQA)	1	01-01-23
All	Annual Review (Date change, Authority Title Change)	2	11-03-24
All	Annual Review (Date Change, Authority Title Change)	3	03-03-25
1.0/3.0	Clarified equipment included tools, vehicles and facilities	3	02-04-25

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TECHNOLOGY AND REPORTING OVERVIEW

Description of proposed POS system, data-reporting tools, mobile-order capabilities, and integration with Sting/City analytics.

CLOVER SPORT

Our plan is to maintain the current Clover Sport POS system throughout the venue until 2028, ensuring operational continuity and a seamless guest experience. Clover Sport has proven to be a reliable solution, supporting high-volume transactions and providing robust reporting capabilities that meet the arena's needs.

Looking ahead, we are excited to introduce a forward-thinking upgrade path. In 2028, we will transition to the MyVenue POS platform, which will deliver enhanced functionality, deeper integrations, and a more intuitive user experience for both staff and guests. This phased approach allows the Progressive Auto Sales Arena to maximize the value of its existing investment in Clover Sport while preparing for a smooth, well-supported migration to MyVenue. Our team will work closely with PASA stakeholders to ensure the upgrade is executed with minimal disruption, setting the stage for continued innovation and operational excellence.

RALLY EATS

We are committed to elevating the guest experience by continually expanding our suite of services. As an exciting enhancement, we are pleased to offer App8's Rally Eats in-seat ordering program as an additional service alongside our current offerings. Rally Eats empowers fans to order food and beverages directly from their seats using their mobile devices, eliminating the need to wait in line and ensuring they never miss a moment of the action.

By integrating Rally Eats with our existing restaurant and concession offerings, we will create a seamless and convenient experience for every guest, especially those in the Platinum Club. The program is designed to complement our current operations, providing real-time order management and efficient delivery workflows that keep service running smoothly. Platinum Club guests will benefit from greater choice and flexibility, while our staff enjoys streamlined processes and actionable insights into guest preferences.

With Rally Eats, PASA will set a new standard for fan engagement and convenience, driving increased satisfaction and revenue while reinforcing our reputation as a leader in guest-centric innovation.

HOW DOES IT WORK?

Guests simply navigate to the website, create a profile, and instantly access the event-specific menus. Whether between periods or attending a conference, users can place their orders on the go and receive instant confirmation, ensuring their meal will be ready at a designated concession stand or at their seats. Suites guests can also use the web app to order additional items during their event, ensuring they can enjoy their time in your venue!

KEY BENEFITS OF RALLY EATS:

- **Seamless Integration:** Can be integrated directly into the Clover Sport POS system already on-site, as well as integrations with Givex/ZipThru gift card systems.
- **Easy Ordering:** From event-based menus to daily concessions, guests can quickly and easily check out via the app for any experience. Connect via URL or QR code for a quick and efficient experience.
- **Bilingual Experience:** Built-in bilingual capabilities to support both English and French guests.
- **Real-Time Confirmation:** Instant order confirmation with tracking ensures peace of mind.

FANMAKER LOYALTY INTEGRATION

FanMaker's integration with Clover Sport is designed to elevate the fan experience and drive measurable results for venues seeking to deepen engagement and loyalty. By seamlessly connecting FanMaker's robust loyalty platform with Clover Sport's POS solution, arenas can unlock a new level of personalization and reward-driven interaction.

With FanMaker, every transaction with Clover Sport can automatically earn fans points, badges, and exclusive rewards. This real-time data sync ensures that fans see immediate recognition for their activity, encouraging repeat visits and higher spend. This integration also enables targeted campaigns, allowing your arena to segment audiences and deliver tailored offers based on purchase history and preferences.

FanMaker's capabilities extend beyond simple rewards. The platform offers advanced analytics, giving venue operators actionable insights into fan behaviour and program performance. Customizable mobile experiences, social media integration, and gamification features further enhance engagement, making every visit memorable and meaningful.

By choosing FanMaker's integrated solution with Clover Sport, clients benefit from a frictionless loyalty experience that not only delights fans but also drives revenue and operational efficiency. This partnership empowers venues to build lasting relationships, foster community, and stay ahead in a competitive entertainment landscape.

WAND

WAND digital signage is redefining the way arenas communicate and engage with their guests. With its intuitive platform, WAND empowers venue operators to seamlessly manage both marketing and menu signage from a single, centralized dashboard. Whether it's promoting upcoming events, showcasing sponsor messages, or updating menu boards in real time, WAND ensures that every screen delivers timely, relevant content tailored to the audience and location.

What truly sets WAND apart is its dynamic capability to display live feeds throughout the arena. This feature transforms digital signage into an immersive experience, allowing fans to stay connected to the action no matter where they are – whether in a concourse, at a concession stand, or in a premium suite. By integrating live event coverage with promotional and menu content, WAND creates a unified digital environment that drives engagement, boosts sales, and enhances the overall guest experience.

With WAND, arenas gain a flexible, future-ready solution that streamlines operations and maximizes the impact of every digital touchpoint. It's more than signage – it's a platform for connection, excitement, and growth.

MYVENUE'S STADIUM SOLUTION: REVOLUTIONIZING THE FAN EXPERIENCE

In the ever-evolving landscape of sports and entertainment, creating an unforgettable fan experience is paramount. MyVenue is at the forefront of this transformation, offering a comprehensive arena solution designed to enhance every aspect of the event experience. Their solution seamlessly integrates cutting-edge technology with fan-centric services, ensuring that every visit to the arena is memorable and engaging.

Arenas today face several challenges that can detract from the fan experience. Long lines, inefficient ticketing systems, and limited engagement opportunities can leave fans feeling frustrated. Additionally, managing large crowds and ensuring safety and security are ongoing concerns. MyVenue's all-in-one solution addresses these pain points with innovative features and forward-thinking technology.

THE MYVENUE SOLUTION

1. ENHANCED FAN ENGAGEMENT

Their solution includes a robust mobile app that serves as a one-stop shop for fans. The app provides real-time updates, interactive maps, and exclusive content, keeping fans engaged before, during, and after the event. Personalized notifications and offers ensure fans feel valued and connected to the event.

2. IN-SEAT ORDERING AND DELIVERY

To minimize disruptions and maximize enjoyment, MyVenue offers in-seat ordering and delivery services. Fans can order food, beverages, and merchandise directly from their seats using the mobile app, with items delivered promptly by their efficient service team. This feature not only enhances convenience but also boosts concession sales.

3. DATA-DRIVEN INSIGHTS

Understanding fan behaviour and preferences is crucial for continuous improvement. MyVenue's solution provides detailed analytics and insights, helping our arena operators make informed decisions. From attendance patterns to concession sales, their data-driven approach enables optimization of operations and enhancement of the fan experience.

4. LUXURIOUS SUITES FUNCTIONALITY

MyVenue's arena solution also includes state-of-the-art suites functionality. The suites functionality provides advanced technology, allowing guests to order food and beverages, access exclusive content, and enjoy a private viewing experience. This functionality not only elevates the guest experience but also provides additional revenue opportunities for the stadium.

MYVENUE'S SUPERIOR EXPERIENCE DRIVES THE FOLLOWING KEY PERFORMANCES:

INCREASED REVENUE

By streamlining ticketing, enhancing engagement, offering in-seat services, and providing luxurious suites, MyVenue's solution drives higher revenue through increased ticket sales, concessions, merchandise, and suite bookings.

IMPROVED FAN SATISFACTION

Their fan-centric approach ensures that every aspect of the event experience is optimized, leading to higher satisfaction and loyalty. Happy fans are more likely to return and recommend the stadium to others.

OPERATIONAL EFFICIENCY

With advanced crowd management and data-driven insights, arena operators can run events more efficiently, reducing costs and improving overall performance.

MyVenue's arena solution is designed to revolutionize the fan experience, addressing common pain points with innovative technology and fan-centric services. By implementing their solution, arenas can create a seamless, engaging, and safe environment that keeps fans coming back for more. MyVenue helps take arenas to the next level, ensuring unforgettable experiences for every fan.

REFERENCES

The Aud
Owned & Operated by the City of Kitchener

REFERENCE 1

REFERENCE REQUIREMENT	DETAILS TO PROVIDE
Client Name	The Aud – Kitchener Memorial Auditorium Complex
Contact Person	**Bob Cheyne** Director of Sport – CSD Sport Division
Contact Information	T: 519-741-2200, ext. 7689 E: bob.cheyne@kitchener.ca

OHL
ONTARIO HOCKEY LEAGUE

REFERENCE 2

REFERENCE REQUIREMENT	DETAILS TO PROVIDE
Client Name	Ontario Hockey League
Contact Person	**Jeff Elia** Director, Corporate Partnerships & Business Development
Contact Information	T: 905-466-8731 E: jelia@ontariohockeyleague.com

Peterborough Memorial Centre (PMC)
151 Lansdowne Street West, Peterborough, ON K9J 1Y4
705-743-3561
www.memorialcentre.ca
Facebook.com/ptbomemcentre
Instagram.com/ptbomemcentre/

2025-11-18

To Whom It May Concern:

I am pleased to provide a reference based on the Peterborough Memorial Centre's experience working with Levy Canada.

Levy Canada has been the exclusive food service provider since 2019 for our 4,050-seat venue, which is home to the Petes, Lakers and host to numerous world-class events annually.

Our relationship with Levy Canada has been successful and we value our strong business partnership. Levy Canada has been a collaborative partner that has demonstrated a great deal of flexibility and commitment to supporting our business needs.

Sincerely,

Jose Garcia-Perez

Jose Garcia-Perez

705-760-3754

jgarcia-perez@peterborough.ca

Operations Manager, Events and Tourism

City of Peterborough

BRANTFORD BULLDOGS HOCKEY CLUB
79 MARKET ST S, BRANTFORD, ON N3S 2E4 T: (519) 858-8500

November 18, 2025

To Whom It May Concern,

I am pleased to provide a recommendation for Levy Canada, with whom we have had the privilege of partnering since 2014. Over the past decade, and particularly since our move to Brantford two years ago, Levy has delivered exceptional guest experiences, strong financial performance, and a collaborative, productive partnership.

From the very beginning of our relationship, Levy has demonstrated a commitment to understanding and enhancing the unique needs of our venue and our fans. Their solution-driven approach has been instrumental in shaping the food and beverage elements of our arena, ensuring that every upgrade and renovation aligns with our overall vision. This dedication has significantly elevated the fan experience and contributed to the positive atmosphere at our events.

One of the standout aspects of our partnership with Levy has been their commitment to operational excellence. Their strategic initiatives, such as creative menus with limited time offerings and signature items and implementing the latest technology, have improved the speed of service and increased event per caps. Levy's data-driven approach, combined with their ability to innovate and set trends, has kept our offerings fresh and relevant, driving both fan satisfaction and revenue growth.

Equally important is the strength of Levy's team culture. Their focus on training, communication, and a family-oriented work environment ensures that staff consistently deliver high-quality service. This positive culture is evident in the professionalism and enthusiasm their team brings to every game night.

Levy Canada has been an invaluable partner to our organization. Their ability to deliver tremendous guest experiences, drive financial results, and collaborate effectively has made them an integral part of our success. I wholeheartedly recommend Levy as a trusted food and beverage partner for other Ontario Hockey League markets.

Sincerely,

Stefano Reale
Director, Finance & Administration

CERTIFICATE OF INSURANCE AND WSIB CLEARANCE

Proof of minimum required insurance coverage naming the Sarnia Sting Hockey Club and City of Sarnia as additional insured, plus current WSIB certificate.

Marsh

Certificate of Insurance

No.: **2025-1160** Dated: **November 12, 2025**

This document supersedes any certificate previously issued under this number

This is to certify that the Policy(ies) of insurance listed below ("Policy" or "Policies") have been issued to the Named Insured identified below for the policy period(s) indicated. This certificate is issued as a matter of information only and confers no rights upon the Certificate Holder named below other than those provided by the Policy(ies).

Notwithstanding any requirement, term, or condition of any contract or any other document with respect to which this certificate may be issued or may pertain, the insurance afforded by the Policy(ies) is subject to all the terms, conditions, and exclusions of such Policy(ies). This certificate does not amend, extend, or alter the coverage afforded by the Policy(ies). Limits shown are intended to address contractual obligations of the Named Insured.

Limits may have been reduced since Policy effective date(s) as a result of a claim or claims.

Certificate Holder:	Named Insured and Address:
Sarnia Sting Hockey Club 1455 London Rd Sarnia, ON N7S 6K7	Compass Group Canada Ltd. 1301-100 Kellogg Lane London, ON N5W 0B4

Evidence of Insurance

Type(s) of Insurance	Insurer(s)	Policy Number(s)	Effective/ Expiry Dates	Sums Insured Or Limits of Liability	
COMMERCIAL GENERAL LIABILITY • Bodily Injury and Property Damage	AIG Insurance Company of Canada	RMGL 3314781	Sep 30, 2025 to Sep 30, 2026	Each Occurrence	USD 1,000,000
				Products-Completed Operations Aggregate	USD 1,000,000
				General Aggregate Limit (Other Than Prod-Comp Operations)	USD 10,000,000
EXCESS LIABILITY • Excess of Commercial General Liability	Chubb Insurance Company of Canada	XBC325235	Sep 30, 2025 to Sep 30, 2026	Limit of Liability	USD 1,000,000 arising out of any one occurrence because of personal injury, property damage or advertising injury or any combination thereof.
				Limit of Liability	USD 1,000,000 arising out of all occurrences during each policy year because of the products hazard, or the completed operations hazard, or both combined.

Additional Information:
Sarnia Sting Hockey Club and City of Sarnia are added as Additional Insureds under the Commercial General Liability Policy but only with respect to liability arising from the operations of the Named Insured.

Notice of cancellation:
The insurer(s) affording coverage under the policies described herein will not notify the certificate holder named herein of the cancellation of such coverage.

Marsh Canada Limited
120 Bremner Boulevard
Suite 800
Toronto, ON M5J 0A8
fgs.cert@marsh.com

Marsh Canada Limited

By: _____
Alexander Sit

WSIB Ontario

Your clearance(s) / Vos certificats de décharge

We confirm that the clearance(s) listed below are active and in good standing with us
Nous confirmons que les certificats énumérés ci-dessous sont actifs et que leurs comptes sont en règle

Contractor legal or trade name / Raison sociale ou appellation commerciale de l'entrepreneur	Contractor address / Adresse de l'entrepreneur	Contractor NAICS Code and Code Description / Code du SCIAN de l'entrepreneur et description	Clearance certificate number / Numéro du certificat de décharge	Validity period (dd mmm yyyy) / Période de validité (jj mmm aaaa)
COMPASS GROUP CANADA LTD. / COMPASS GROUP CANADA	1301 100 KELLOGG LANE, ATTN JULIE WAMMES, LONDON, ON, N6W1H1, CA	454210: Vending machine operators 561720: Janitorial services (except window cleaning) 561730: Landscaping services [illegible], Catering	A0000JJ00Q	20 Aug 2025 to 19 Feb 2026

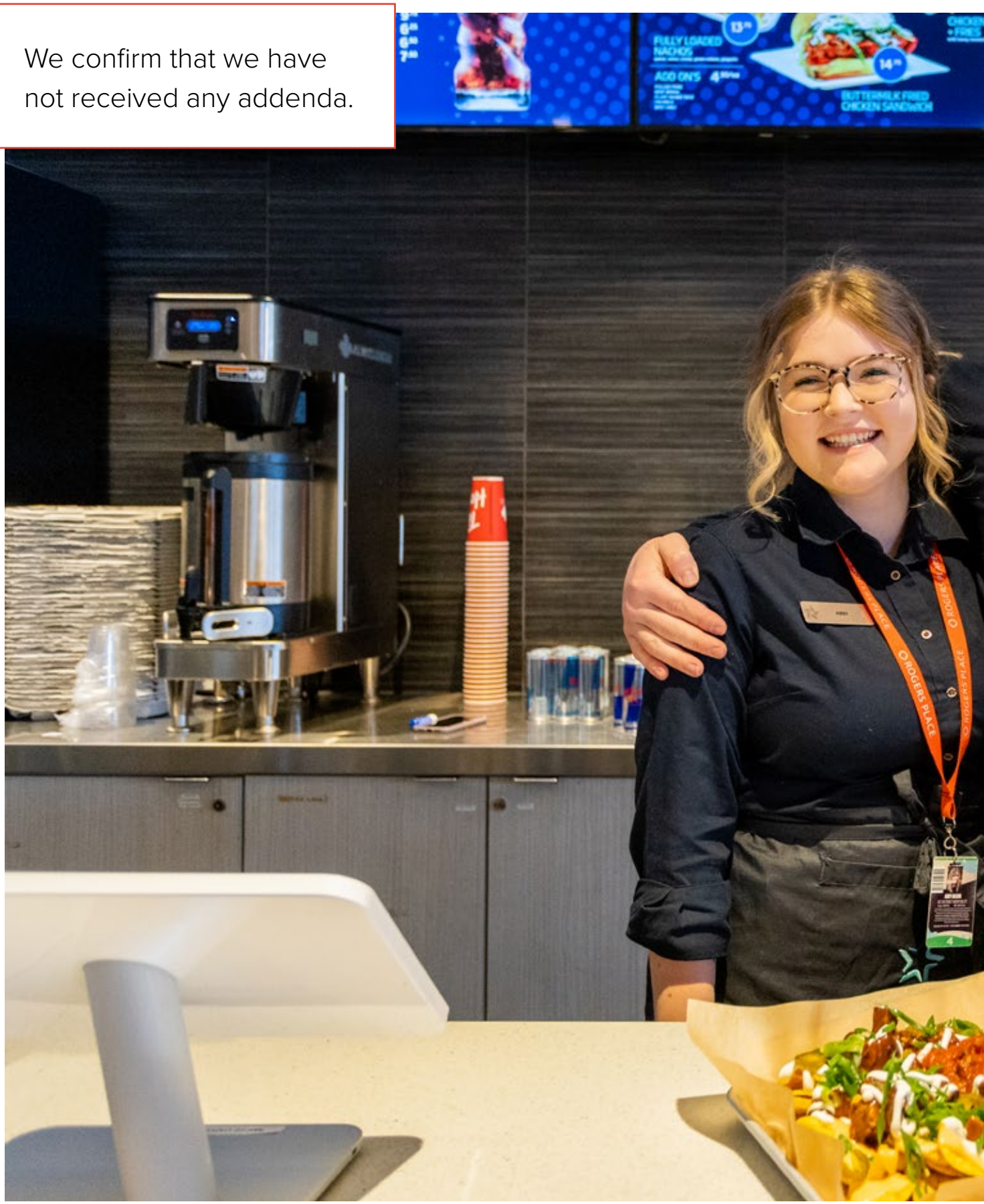
Under Section 141 of the Workplace Safety and Insurance Act, the WSIB waives our right to hold the principal (the business that has entered into a contract or agreement with the contractor) liable for any unpaid premiums and other amounts the contractor may owe us for the validity period specified.
Aux termes de l'article 141 de la Loi sur la sécurité professionnelle et l'assurance contre les accidents au travail, la WSIB renonce à son droit de tenir l'entrepreneur principal (l'entreprise qui a conclu un contrat ou une entente avec l'entrepreneur) responsable de toute prime impayée et autre montant que l'entrepreneur pourrait lui devoir pour la période de validité indiquée.

WSIB Head Office, 200 Front Street, West | Siège social, 200, rue Front Ouest | 1 800 387 0750 | TTY/ATS 1 800 387 0050
Toronto, Ontario, Canada M5V 3J1 | Toronto (Ontario) Canada M5V 3J1 | employerservice@wsibontario.ca | wsibontario

Page 1 of 1

ADDENDA ACKNOWLEDGMENT FORM

We confirm that we have not received any addenda.



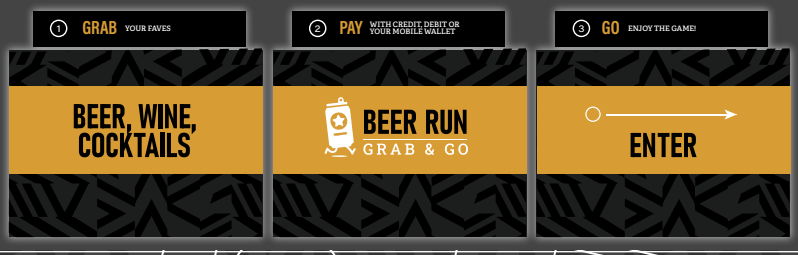
PACKAGED BEER
DOMESTIC
CRAFT/IMPORT
CRAFT
STEAK AND MUSHROOM
SPICY SICILIAN
TANDOORI CHICKEN
CHAPMAN'S
ICE CREAM DEPT
FANS SERVING FANS RESPONSIBLY
VALID I.D.
SERVICE LIMIT
ALCOHOL SERVICE

APPENDICES/SUPPORTING DOCUMENTS

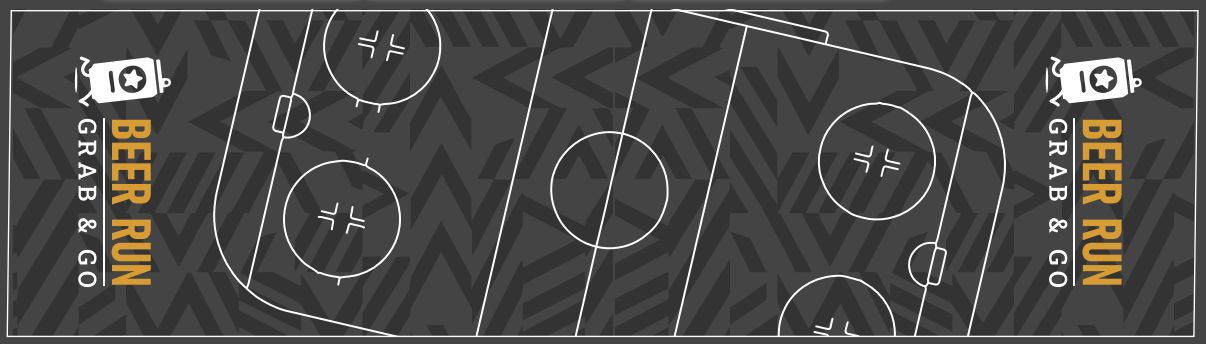
INTRODUCING YOUR NEW PASA VISION...

Carvery

dividers



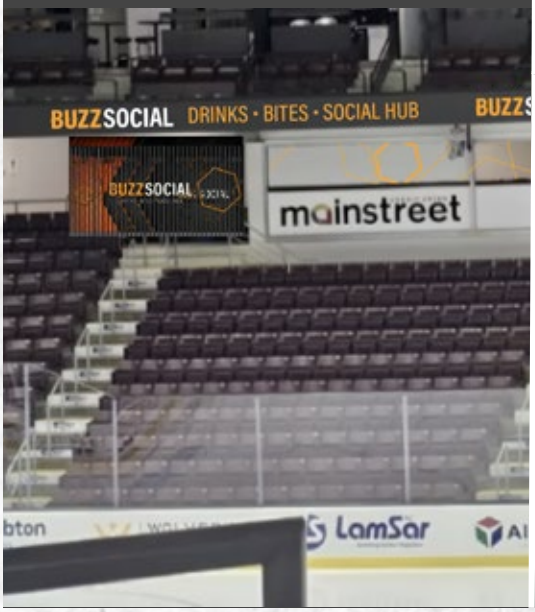
entrance floor wrap



fridges

Restaurant

rinkside view



Suites Upgrade

Warm lighting

signature hexagonal light fixtures

premium leather chairs

refined millwork

luxury carpet flooring

slate feature wall

carpet floor texture

Bluewater Bridge

Remote Bar V1

INTRODUCING YOUR NEW PASA VISION...

Remote Bar V2

Hall Of Fame

Paint ceiling white
install vinyl flooring
limewash brick
retain Honourable Inductees
L-shaped bar
Black granite countertops

Lower Concessions V1

black slate
material focused
real materials

floor texture

Lower Concessions V2

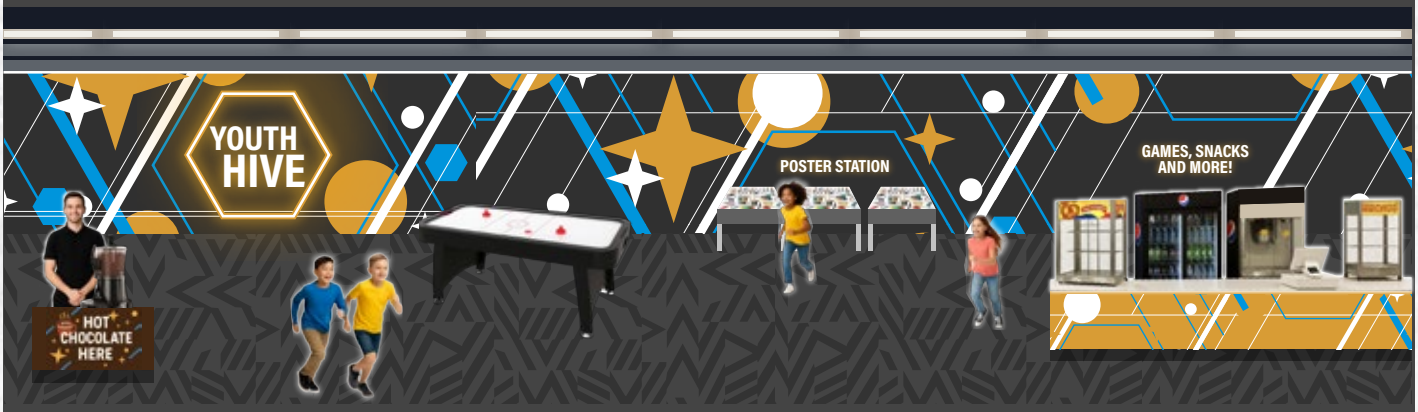
black slate
material focused
real materials

floor texture

INTRODUCING YOUR NEW PASA VISION...

Kids Zone

Main signage



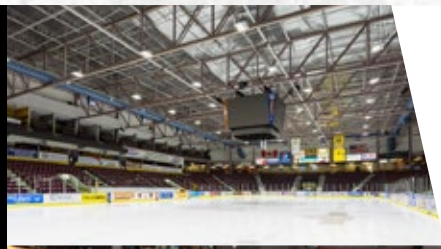
hot chocolate station *floor vinyl graphic* *poster making, games, and concessions*

Kids Zone

Stammers Condiment stand

snack stop

SARNIA PASA BUZZ SOCIAL

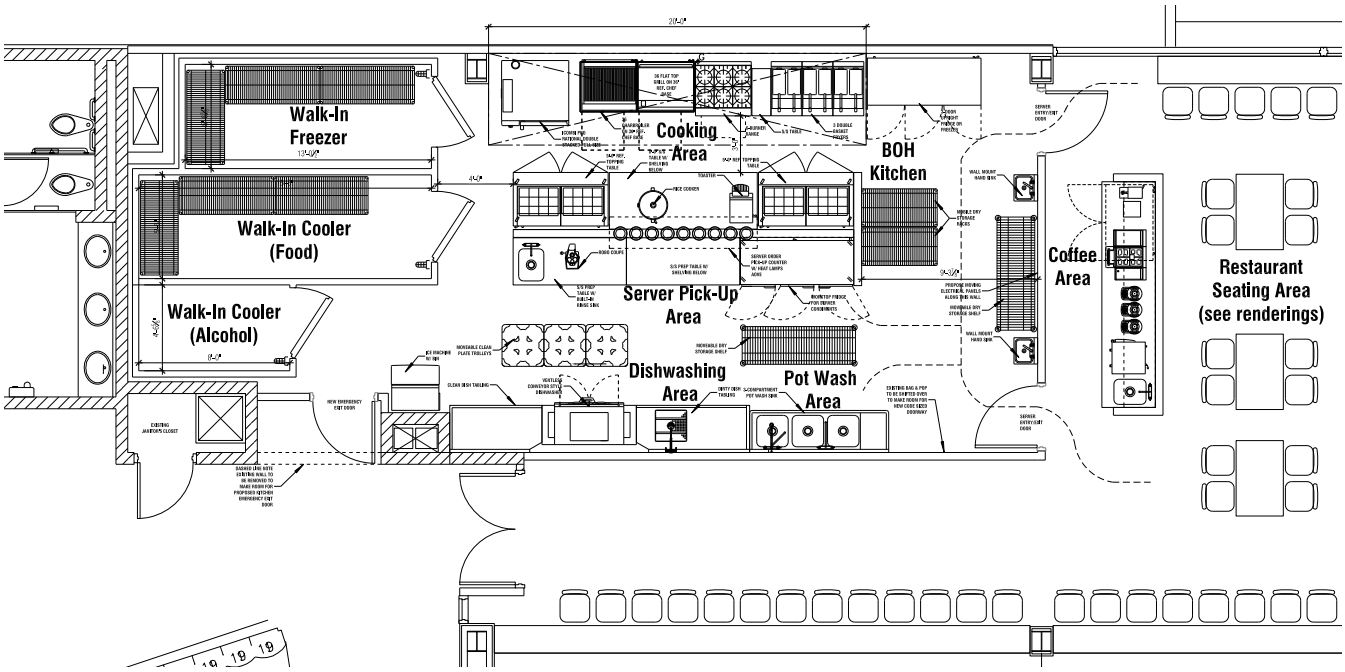


PROGRESSIVE AUTO SALES ARENA

Presented by:

Levy CANADA

PROGRESSIVE AUTO SALES ARENA



PROGRESSIVE
AUTO SALES ARENA
BUZZSOCIAL
DRINKS • BITES • SOCIAL HUB

PROGRESSIVE
AUTO SALES ARENA
BUZZSOCIAL
BUZZSOCIAL
DRINKS • BITES • SOCIAL HUB

SARNIA PASA BUZZ SOCIAL

PROGRESSIVE
AUTO SALES ARENA

PROGRESSIVE
AUTO SALES ARENA

SARNIA PASA BUZZ SOCIAL

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AUTO SALES ARENA

SARNIA PASA BUZZ SOCIAL

PROGRESSIVE
AUTO SALES ARENA
GOLF SIM

PROGRESSIVE
AUTO SALES ARENA

SARNIA PASA BUZZ SOCIAL

APPENDIX 1 – TRANSITION PLAN

Progressive Auto Sales Arena Transition Plan

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1	**Progressive Auto Sales Arena (PASA) Transition Plan**	0%	151d	05/01/26	03/08/26			
1.1	**Milestones**	0%	108d	05/01/26	01/06/26			
1.1.1	Business Award Date	0%	0	05/01/26	05/01/26			
1.1.2	LOI Issued	0%	0	07/01/26	07/01/26	3FS +2d		
1.1.3	Client Expectations Meeting Conducted	0%	0	12/01/26	12/01/26	3FS +5d		
1.1.4	Signed Contract	0%	0	10/02/26	10/02/26	92FF		
1.1.5	Construction Start - Main Restaurant	0%	0	27/03/26	27/03/26	305		
1.1.6	App8 Rally Eats App live	0%	0	01/06/26	01/06/26	261FF		
1.1.7	Operational Readiness confirmed	0%	0	28/05/26	28/05/26	10SF -2d		
1.1.8	First Day of Operations	0%	0	01/06/26	01/06/26			
1.2	**Governance**	0%	10d	06/01/26	19/01/26			
1.2.1	PM Assigned	0%	1d	06/01/26	06/01/26	3FS +1d		Project Manager
1.2.2	Create Project Charter	0%	2d	07/01/26	08/01/26	12		Project Manager
1.2.3	Project Charter sign off. Approval received	0%	1d	09/01/26	09/01/26	13		Operations
1.2.4	Compass Internal Project Kick-off Meeting	0%	1d	12/01/26	12/01/26	14		Project Manager
1.2.5	Client Project Kick-off	0%	1d	19/01/26	19/01/26	15FS +1d, 5FS +5d		Project Manager
1.2.6	Establish Compass Internal Weekly Meeting	0%	1d	12/01/26	12/01/26	15FF		Project Manager
1.2.7	Establish Compass/Client Weekly Project Meeting	0%	1d	19/01/26	19/01/26	16FF		Project Manager
1.2.8	Prepare transition plan	0%	2d	08/01/26	09/01/26	13SS +1d		Project Manager
1.2.9	Transition Plan Approved	0%	1d	12/01/26	12/01/26	19		Operations | Client
1.2.10	Project budget/proforma approved	0%	1d	13/01/26	13/01/26	15		Operations | Client
1.2.11	Set up core working groups	0%	1d	12/01/26	12/01/26	14		Project Manager
1.3	**People Related Activities**	0%	110d	05/01/26	05/06/26			
1.3.1	Town hall/Kick off Transition Meeting/Client Expectation Meeting	0%	1d	20/01/26	20/01/26	16		P&C Business Partner | Operations
1.3.2	Set up Human Resources working group	0%	1d	20/01/26	20/01/26	16		P&C Business Partner
1.3.3	**Levy Operational Structure**	0%	13d	21/01/26	06/02/26			
1.3.3.1	Agree on New Organizational Chart and Responsibilities.	0%	5d	21/01/26	27/01/26	24		P&C Business Partner | Operations
1.3.3.2	Confirm Requirements/Client Pre-employment screening process	0%	1d	21/01/26	21/01/26	24		P&C Business Partner | Operations
1.3.3.3	Review New Staffing Structure and Responsibilities	0%	3d	28/01/26	30/01/26	27		P&C Business Partner | Operations
1.3.3.4	Obtain client approval and Introduce New Staffing Structure and Responsibilities	0%	5d	02/02/26	06/02/26	29		P&C Business Partner | Operations
1.3.4	**Existing Staff**	0%	105d	05/01/26	29/05/26			
1.3.4.1	If unionized, obtain copy of CBA	0%	1w	05/01/26	09/01/26	3		P&C Business Partner | Operations
1.3.4.2	Obtain list of existing employees from incumbent/or client	0%	1w	05/01/26	09/01/26	3		P&C Business Partner | Operations
1.3.4.3	Preliminary/Initial meeting with current staff	0%	3d	21/01/26	23/01/26	24, 33		P&C Business Partner
1.3.4.4	Conduct one on one Interviews	0%	3w	26/01/26	13/02/26	34		P&C Business Partner | Operations
1.3.4.5	Provide Offer Letters for Key/Management Positions	0%	3w	29/01/26	18/02/26	35SS +3d		P&C Business Partner
1.3.4.6	Offer Letters Accepted/Rejected	0%	5d	19/02/26	25/02/26	36		P&C Business Partner
1.3.4.7	Existing Staff Start Day under Compass | Levy	0%	1d	29/05/26	29/05/26	10FF		Operations
1.3.5	**Resourcing & Recruitment (Salaried/Key Management)**	0%	68d	26/02/26	01/06/26			
1.3.5.1	Post Key/Management Positions	0%	3d	26/02/26	02/03/26	37		P&C Business Partner
1.3.5.2	Work with HR team to identify Compass First Candidates	0%	5d	03/03/26	09/03/26	40		Operations
1.3.5.3	Review Key/Management Positions Applications and Resumes	0%	5d	10/03/26	16/03/26	41		P&C Business Partner | Operations
1.3.5.4	Conduct Interviews for Key/Management Positions	0%	10d	17/03/26	30/03/26	42		P&C Business Partner | Operations
1.3.5.5	Provide Offer Letters for Key/Management Positions	0%	10d	20/03/26	02/04/26	43SS +3d		P&C Business Partner
1.3.5.6	Offer Letter Accepted & Position is Filled	0%	1d	03/04/26	03/04/26	44		P&C Business Partner
1.3.5.7	Review Key Management Training applications & guidelines	0%	3d	06/04/26	08/04/26	45		P&C Business Partner
1.3.5.8	Ensure all Key Management Training has been completed (24/7 & LMS)	0%	1w	20/05/26	26/05/26	10SF -3d		P&C Business Partner
1.3.5.9	Request Email Access and Compass Systems Access	0%	2d	18/05/26	20/05/26	10SF -1.5w		P&C Business Partner
1.3.5.10	Candidate's First Day of Work	0%	1d	01/06/26	01/06/26	10		Operations
1.3.5.11	All essential Management equipment on hand (Cell phones & Laptop)	0%	3d	22/05/26	26/05/26	10SF -3d		Operations
1.3.6	**Resourcing & Recruitment (Hourly/General Positions)**	0%	79d	11/02/26	01/06/26			
1.3.6.1	Confirm Requirements (Contract)	0%	5d	11/02/26	17/02/26	53SF -10d, 6		Talent & Acquisition
1.3.6.2	Post Internally and Externally (for any unfulfilled roles not transitioned from existing Staff)	0%	3d	26/02/26	02/03/26	37		Operations | Talent & Acquisition
1.3.6.3	Work with HR team to identify Compass First Candidates/Post all available positions within Compass recruitment	0%	5d	03/03/26	09/03/26	53		Operations
1.3.6.4	Review Available Candidates	0%	5d	10/03/26	16/03/26	54		Operations | Talent & Acquisition
1.3.6.5	Conduct Interviews	0%	10d	17/03/26	30/03/26	55		Operations | Talent & Acquisition
1.3.6.6	Provide Offer Letter	0%	1d	20/03/26	20/03/26	56SS +3d		Talent & Acquisition
1.3.6.7	Offer Letter Accepted & Position is Filled	0%	1d	23/03/26	23/03/26	57		Talent & Acquisition
1.3.6.8	Candidate's First Day of Work	0%	1d	01/06/26	01/06/26	10		Operations
1.3.7	**Training & Onboarding**	0%	9d	26/05/26	05/06/26			
1.3.7.1	Compass	0%	5d	01/06/26	05/06/26			
1.3.7.1.1	HR to Conduct New Associate Orientation Training	0%	5d	01/06/26	05/06/26	10		P&C Business Partner
1.3.7.1.2	All Compass Policies and Procedures Review and Completion	0%	5d	01/06/26	05/06/26	10		P&C Business Partner
1.3.7.1.3	Compass Training Tools & Guides Review (if applicable)	0%	5d	01/06/26	05/06/26	10		P&C Business Partner
1.3.7.1.4	H&S Manager to Conduct New Unit Training	0%	5d	01/06/26	05/06/26	10		HSAQA
1.3.7.1.5	Food Handling Certification and Mandatory 24-7 Training Review	0%	5d	01/06/26	05/06/26	10		HSAQA
1.3.7.2	Unit Specific	0%	4d	26/05/26	29/05/26			
1.3.7.2.1	Site Orientation & Walkthough	0%	1d	29/05/26	29/05/26	10SF		Operations
1.3.7.2.2	Client Specific Training (Policies, Process, Site Specific Procedures)	0%	1d	29/05/26	29/05/26	10SF		Operations
1.3.7.2.3	Kitchen Equipment Training	0%	1d	26/05/26	26/05/26	10SF -3d		Culinary
1.3.7.2.4	New Menu Review & Training	0%	1d	26/05/26	26/05/26	10SF -3d		Culinary

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.3.8	**Access Badges (New Staff Only)**	0%	7d	22/05/26	01/06/26			
1.3.8.1	Apply for Access Badges - Management	0%	1d	22/05/26	22/05/26	10SF -5d		Operations
1.3.8.2	Apply for Access Badges - Hourly	0%	1d	22/05/26	22/05/26	10SF -5d		Operations
1.3.8.3	Issue Access Cards to New Associates	0%	1d	01/06/26	01/06/26	10		Operations
1.3.9	**Uniforms**	0%	51d	25/03/26	03/06/26			
1.3.9.1	Define All Associate Uniforms (Hourly & Salary)	0%	5d	25/03/26	31/03/26	78SF		Operations
1.3.9.2	Obtain Client Approval for Uniforms	0%	3d	01/04/26	03/04/26	79SF		Operations
1.3.9.3	Ascertain Sizes and Quantities to Order	0%	3d	06/04/26	08/04/26	58, 45		Operations
1.3.9.4	Order Uniforms	0%	1d	09/04/26	09/04/26	79		Operations
1.3.9.5	Distribute all Uniforms	0%	3d	01/06/26	03/06/26	80FS +3w, 10		Operations
1.3.10	**Timeclock (UKG)**	0%	19d	28/04/26	22/05/26			
1.3.10.1	Submit UKG request	0%	1d	28/04/26	28/04/26	84SF		Operations
1.3.10.2	Set up account	0%	1d	29/04/26	29/04/26	85SF -1w		Operations
1.3.10.3	Set up schedule	0%	1d	07/05/26	07/05/26	86SF -2w		Operations
1.3.10.4	Install & Test	0%	1d	22/05/26	22/05/26	10SF -1w		Operations
1.4	**Legal & Regulatory**	**0%**	**106d**	**05/01/26**	**01/06/26**			
1.4.1	**Legal**	0%	27d	05/01/26	10/02/26			
1.4.1.1	Negotiation of Contract	0%	4w	05/01/26	30/01/26	3		Legal | Sales | Operations
1.4.1.2	Final Contract Approval by Progressive Auto Sales Arena	0%	3d	02/02/26	04/02/26	89		Legal | Sales | Operations
1.4.1.3	Final Contract Approval by Compass Group Canada	0%	3d	05/02/26	09/02/26	90		Legal | Sales | Operations
1.4.1.4	Fully Executed Contract on Hand	0%	1d	10/02/26	10/02/26	90, 91, 3		Legal | Sales | Operations
1.4.2	**Regulatory**	0%	104d	07/01/26	01/06/26			
1.4.2.1	Unit Information	0%	27d	07/01/26	12/02/26			
1.4.2.1.1	Complete a Preliminary Unit Information Sheet	0%	1d	07/01/26	07/01/26	4		Operations
1.4.2.1.2	Unit Number Obtained	0%	5d	08/01/26	14/01/26	95		Operations | Accounting
1.4.2.1.3	Finalize Unit Information Sheet (Overhead Unit, Manager Info, Culinary Contacts)	0%	20d	15/01/26	11/02/26	96		Operations | Accounting
1.4.2.1.4	Unit Information Finalized	0%	1d	12/02/26	12/02/26	97		Operations | Accounting
1.4.2.2	Business License	0%	24d	20/01/26	20/02/26			
1.4.2.2.1	Gather Needed Information for Application Submision (Floor Plan, Copy of Menu, Lease Agreement, Location, business hours, etc.)	0%	3d	20/01/26	22/01/26	16		Operations
1.4.2.2.2	Apply (to Legal) for a Business Licence	0%	2w	23/01/26	05/02/26	100		Operations | Legal
1.4.2.2.3	Business Licence Received at the Unit	0%	1d	20/02/26	20/02/26	101FS +2w		Operations | Legal
1.4.2.3	Liquor License	0%	39d	20/01/26	13/03/26			
1.4.2.3.1	Gather Needed Information for Application Submision (Floor Plan, Copy of Menu, Lease Agreement, Location, business hours, etc.) Obtain copies of all existing licenses	0%	3d	20/01/26	22/01/26	16		Operations
1.4.2.3.2	Apply (to Legal) for a Liquor Licence or request transition of existing license	0%	4w	23/01/26	19/02/26	104		Operations | Legal
1.4.2.3.3	Liquor Licence Received at the Unit	0%	1d	13/03/26	13/03/26	105FS +3w		Operations | Legal
1.4.2.4	Food Handling Permit | Health Permit	0%	40d	20/01/26	16/03/26			
1.4.2.4.1	Gather Needed Information for Application Submision (Floor Plan, Copy of Menu, Lease Agreement, Location, business hours, etc.)	0%	3d	20/01/26	22/01/26	16		Operations
1.4.2.4.2	Apply for a Food Handling/ Health Permit	0%	4w	23/01/26	19/02/26	108		Operations | HSQA
1.4.2.4.3	Food Handling Permit received by Legal dep't and/or at the Unit & Shared with HSQ&A	0%	1d	13/03/26	13/03/26	109FS +3w		Operations | HSQA
1.4.2.4.4	Food/Health Permit posted at site/On HSQ&A board	0%	1d	16/03/26	16/03/26	110		Operations | HSQA
1.4.2.5	HSQA Inspections	0%	100d	13/01/26	01/06/26			
1.4.2.5.1	HSQA Project Plan Kick Off	0%	1d	13/01/26	13/01/26	15		HSQA
1.4.2.5.2	Complete New Unit Profile	0%	1d	13/01/26	13/01/26	15		HSQA
1.4.2.5.3	Complete New Unit Preliminary Walk Around	0%	1d	03/03/26	03/03/26	16FS +6w		HSQA | Operations
1.4.2.5.4	Execute Smart Sheet	0%	15d	04/03/26	24/03/26			
1.4.2.5.4.1	HSQA Pre-Unit Visit - Required Corrective Actions	0%	3w	04/03/26	24/03/26	115		HSQA | Operations
1.4.2.5.5	General Requirements	0%	6d	22/05/26	29/05/26			
1.4.2.5.5.1	Cleaning	0%	1d	29/05/26	29/05/26	10SF		Operations | Client
1.4.2.5.5.2	Assign dedicated safety communication/board area. Post all applicable signage	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA | Operations
1.4.2.5.5.3	Develop a Map of the location	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA | Operations
1.4.2.5.5.4	JHSC and First Aid and other specialized training	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA | Operations
1.4.2.5.6	Orientation and Training has been planned	0%	1d	22/05/26	22/05/26			
1.4.2.5.6.1	Associate Training	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA
1.4.2.5.6.2	Manager/Orientation Training	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA
1.4.2.5.6.3	Job Safety Assessments	0%	1d	22/05/26	22/05/26	10SF -5d		HSQA
1.4.2.5.7	Safety Equipment has been ordered	0%	1d	15/05/26	15/05/26			
1.4.2.5.7.1	Occupational Health and Safety Equipment is Ordered	0%	1d	15/05/26	15/05/26	10SF -2w		Operations
1.4.2.5.7.2	Food Safety Equipment is Ordered	0%	1d	15/05/26	15/05/26	10SF -2w		Operations
1.4.2.5.8	Documentation has been printed	0%	1d	26/05/26	26/05/26			
1.4.2.5.8.1	Download copies to a central location of the Quality Assurance Standard & Solutions & HSMS manuals	0%	1d	26/05/26	26/05/26	10SF -3d		Operations
1.4.2.5.8.2	Occupational Health and Safety (All Units)	0%	1d	26/05/26	26/05/26	10SF -3d		Operations
1.4.2.5.8.3	Occupational Health and Safety (Non-Computerized)	0%	1d	26/05/26	26/05/26	10SF -3d		Operations
1.4.2.5.8.4	Food Safety Log Sheets	0%	1d	26/05/26	26/05/26	10SF -3d		Operations
1.4.2.5.9	Required Signage & Postings	0%	1d	22/05/26	22/05/26			
1.4.2.5.9.1	Emergency Preparedness	0%	1d	22/05/26	22/05/26	10SF -5d		Operations
1.4.2.5.9.2	Food Safety Signs Ordered/Printed	0%	1d	22/05/26	22/05/26	10SF -5d		Operations
1.4.2.5.10	Vendor Managerment	0%	5d	14/05/26	20/05/26			
1.4.2.5.10.1	Chemical Provider Contacted	0%	1d	20/05/26	20/05/26	10SF -7d		Operations
1.4.2.5.10.2	3rd Party Vendors	0%	1d	20/05/26	20/05/26	10SF -7d		Operations
1.4.2.5.10.3	Pest Control	0%	5d	14/05/26	20/05/26	10SF -7d		Operations
1.4.2.5.10.4	Equipment Maintenance Contracts	0%	1d	20/05/26	20/05/26	10SF -7d		Operations

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.4.2.5.10.5	Health Inspector Visit	0%	1d	20/05/26	20/05/26	10SF -7d		Operations
1.4.2.5.10.6	Fire Suppression Maintenance	0%	3d	18/05/26	20/05/26	10SF -7d		Operations
1.4.2.5.11	Connect with HSQA Support if any specialized processes will be required	0%	1d	26/05/26	26/05/26	10SF -3d		Operations
1.4.2.5.12	Health Permit Pass Acquired	0%	1d	29/05/26	29/05/26	10FF		Operations
1.4.2.5.13	Day 1 - Levy assumes operations	0%	1d	01/06/26	01/06/26	10		Operations
1.5	**Operations**	0%	105d	05/01/26	29/05/26			
1.5.1	**Operation Service Procedures**	0%	5d	02/03/26	06/03/26			
1.5.1.1	Define Hours of Operation	0%	5d	02/03/26	06/03/26	10SF -12w		Operations
1.5.1.2	Confirm Out of Hours Policy	0%	5d	02/03/26	06/03/26	10SF -12w		Operations
1.5.2	**Kitchen Equipment & Walkthrough**	0%	3d	04/03/26	06/03/26			
1.5.2.1	Conduct walkthrough of space, assess status of equipment and needed smallwares	0%	1d	06/03/26	06/03/26	10SF -12w		Operations | Culinary
1.5.2.2	Confirm Stove & all Gas Operated appliances and gas lines have been inspected	0%	3d	04/03/26	06/03/26	10SF -12w		Operations | Culinary
1.5.2.3	Confirm all fridges/walk ins are operational (hold temperature) and have been cleaned to Compass standards	0%	3d	04/03/26	06/03/26	10SF -12w		Operations | Culinary
1.5.2.4	Confirmation of Pest Control (will require records of visits (3 Months)) required for City Health Inpsector	0%	3d	04/03/26	06/03/26	10SF -12w		Operations | Culinary
1.5.3	**Smallwares**	0%	36d	05/01/26	23/02/26			
1.5.3.1	Obtain a list of Existing Smallwares	0%	1d	05/01/26	05/01/26	3		Operations
1.5.3.2	Identify Smallwares to be replaced	0%	2d	06/01/26	07/01/26	158		Operations | Culinary
1.5.3.3	Obtain quote	0%	2d	08/01/26	09/01/26	159		Operations | Culinary
1.5.3.4	Issue CAR for Needed Smallwares	0%	5d	14/01/26	20/01/26	160, 21		Operations | Culinary
1.5.3.5	Place order for smallwares	0%	1d	21/01/26	21/01/26	161		Operations | Culinary
1.5.3.6	All Smallwares Received	0%	1d	19/02/26	19/02/26	162FS +4w		Operations | Culinary
1.5.3.7	Unpack, Wash and Store Smallwares in Designated Areas	0%	2d	20/02/26	23/02/26	163		
1.5.4	**Mobile Carts**	0%	46d	25/03/26	27/05/26			
1.5.4.1	Obtain quotes & specs on mobile cart options	0%	5d	25/03/26	31/03/26	167SF		Operations | Culinary
1.5.4.2	Present options to client for review & approval	0%	3d	01/04/26	03/04/26	168SF		Operations | Culinary
1.5.4.3	Issue CAR for mobile cart	0%	5d	06/04/26	10/04/26	169SF		Operations | Culinary
1.5.4.4	Place order for mobile carts	0%	1d	13/04/26	13/04/26	170SF -6w		Operations | Culinary
1.5.4.5	Delivery of mobile cart(s) to site	0%	1d	26/05/26	26/05/26	171SF		Operations | Culinary
1.5.4.6	Set up mobile cart(s) at site	0%	1d	27/05/26	27/05/26	10SF -2d		Operations | Culinary
1.5.5	**Food Offering (Menus)**	0%	66.5d	26/02/26	29/05/26			
1.5.5.1	Confirm client expectations of the menu offerings	0%	5d	26/02/26	05/03/26	174SF		Operations | Culinary
1.5.5.2	Define all food offerings (Concessions, Vending, Lounges & Catering) Menu selections & Pricing	0%	15d	05/03/26	26/03/26	176SF		Operations | Culinary
1.5.5.3	Define Snack Menus & Pricing for all locations (if applicable)	0%	20d	26/02/26	26/03/26	176SF		Operations | Culinary
1.5.5.4	Prepare sample Food Offerings menu for client review & approval	0%	15d	26/03/26	16/04/26	177SF		Operations | Culinary
1.5.5.5	Client to Review all Menus & to Provide Feedback	0%	5d	16/04/26	23/04/26	178SF		Operations | Culinary
1.5.5.6	Finalize All Menus	0%	5d	23/04/26	30/04/26	179SF		Operations | Culinary
1.5.5.7	Build menu in Menu Works	0%	2w	30/04/26	14/05/26	180SF		Operations | Culinary
1.5.5.8	Run Shopping List Reports for each Menu	0%	1d	14/05/26	15/05/26	181SF		Operations | Culinary
1.5.5.9	Share Menu with POS Menu Management Team	0%	2d	15/05/26	19/05/26	182SF		Operations | Culinary
1.5.5.10	Enter the Orders into the My Orders System	0%	1.5w	19/05/26	28/05/26	184SF		Operations | Culinary
1.5.5.11	Prepare Recipe Books and Training Materials	0%	1w	22/05/26	28/05/26	184SF		Operations | Culinary
1.5.5.12	Culinary Team Prepared and Ready for Day One Opening	0%	1d	29/05/26	29/05/26	10SF		Operations | Culinary
1.5.5.13	**Vending**	0%	43d	01/04/26	29/05/26			
1.5.5.13.1	Site Visit and Assessment	0%	1d	01/04/26	01/04/26	187SF -3d		Operations | Canteen
1.5.5.13.2	Submit CAR	0%	5d	07/04/26	13/04/26	188SF		Operations | Canteen
1.5.5.13.3	Order Machines	0%	2w	14/04/26	27/04/26	192SF -4w		Operations | Canteen
1.5.5.13.4	Identify & confirm product mix	0%	3d	29/04/26	01/05/26	190SF		Operations | Canteen
1.5.5.13.5	Order Products	0%	1d	04/05/26	04/05/26	192SF -3w		Operations | Canteen
1.5.5.13.6	Build Planogram	0%	1d	25/05/26	25/05/26	192SF		Operations | Canteen
1.5.5.13.7	Machines Delivered and installed	0%	3d	26/05/26	28/05/26	193SF		Operations | Canteen
1.5.5.13.8	Load Products. Perform test	0%	1d	29/05/26	29/05/26	10SF		Operations | Canteen
1.6	**IT & Technology**	0%	69d	25/02/26	01/06/26			
1.6.1	**Network Requirements**	0%	28d	06/03/26	14/04/26			
1.6.1.1	Obtain client IT Contact information	0%	2d	06/03/26	09/03/26	197SF		Operations
1.6.1.2	Obtain CAD Drawing or closest drawing (inclusive of electrical specifications) of floor space	0%	3d	10/03/26	12/03/26	198SF		Operations
1.6.1.3	Review Current IT and Network Infrastructure	0%	3d	13/03/26	17/03/26	199SF		Compass Digital
1.6.1.4	Book Technology Kick off meeting (Client technology partners and Compass Digital)	0%	1d	18/03/26	18/03/26	200SF		Compass Digital
1.6.1.5	Review High Level Requirements/Work Breakdown Session (Client Technology and Compass Digital)	0%	1w	19/03/26	25/03/26	201SF		Compass Digital
1.6.1.6	Define Compass IT and Network Infrastructure Required	0%	2d	26/03/26	27/03/26	202SF		Compass Digital
1.6.1.7	CDL to Prepare an estimate for Network Deployment	0%	2d	30/03/26	31/03/26	203SF		Compass Digital
1.6.1.8	Obtain Client/RD Approval for Compass Estimate on Network Deployment	0%	2d	01/04/26	02/04/26	204SF		Compass Digital | Operations
1.6.1.9	Issue CAR for Network Equipment	0%	5d	03/04/26	09/04/26	205SF		Compass Digital
1.6.1.10	Compass CDL to Mobilize Vendors & Equipment Required for Implementation	0%	3d	10/04/26	14/04/26	207SF		Compass Digital
1.6.2	**Data Drops & Power Outlets**	0%	30d	15/04/26	26/05/26			
1.6.2.1	Generate FSN (Food Service Network) Document	0%	3d	15/04/26	17/04/26	208SF		Compass Digital
1.6.2.2	Define Needed Network Infrastructure (Wiring and drops/outlets)	0%	5d	20/04/26	24/04/26	209SF		Compass Digital
1.6.2.3	Request quote to run needed cables	0%	5d	27/04/26	01/05/26	210SF -2w		Compass Digital
1.6.2.4	Issue CAR for running cables	0%	5d	18/05/26	22/05/26	211SF		Compass Digital
1.6.2.5	Wiring & cabling performed for POS & BOH	0%	2d	25/05/26	26/05/26	217SF		Compass Digital
1.6.3	**Clover Sport (POS) system**	0%	55d	16/03/26	29/05/26			
1.6.3.1	Order POS. Ship POS to site	0%	1d	16/03/26	16/03/26	216SF -10w		Compass Digital
1.6.3.2	Receive Menu Items from Operations	0%	1d	19/05/26	20/05/26	181		Compass Digital

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.6.3.3	Receive Receipt Details	0%	1d	20/05/26	21/05/26	214		Compass Digital
1.6.3.4	Receive Clover Sport POS systems	0%	1d	26/05/26	26/05/26	217SF		Compass Digital
1.6.3.5	Install & test POS system	0%	3d	27/05/26	29/05/26	10SF		Compass Digital
1.6.3.6	Deliver Clover Sport POS Manager Training	0%	1d	27/05/26	27/05/26	219SF		Compass Digital
1.6.3.7	Deliver Clover Sport POS Employee Training	0%	1d	28/05/26	28/05/26	221SF		Compass Digital
1.6.3.8	POS Go Live Support	0%	1d	29/05/26	29/05/26	10SF		Compass Digital
1.6.3.9	POS Training Completed	0%	1d	29/05/26	29/05/26	10SF		Compass Digital
1.6.4	**Debit Terminals (DT)**	0%	41d	03/04/26	29/05/26			
1.6.4.1	Identify Type of Debit Terminals Required	0%	1d	03/04/26	03/04/26	224SF		Compass Digital
1.6.4.2	Agree on Debit Terminals Quantities (include Catering/Take out)	0%	3d	06/04/26	08/04/26	226SF		Compass Digital
1.6.4.3	Agree on Credit Card Payments to be Used	0%	3d	05/05/26	07/05/26	227SF		Compass Digital
1.6.4.4	Order Debit Terminals	0%	1d	09/04/26	09/04/26	227SF -4w		Compass Digital
1.6.4.5	Debit Terminals Received and MID Set up	0%	3w	08/05/26	28/05/26	228SF		Compass Digital
1.6.4.6	Debit Terminals Installed and Tested	0%	1d	29/05/26	29/05/26	229SF		Compass Digital
1.6.5	Clover Sport POS solution live	0%	1d	01/06/26	01/06/26	10		Compass Digital
1.6.6	**WAND Digital Boards**	0%	51d	20/03/26	29/05/26			
1.6.6.1	Kick off meeting scheduled	0%	1d	20/03/26	20/03/26	232SF		Compass Digital
1.6.6.2	Present quote for review & approval	0%	5d	23/03/26	27/03/26	233SF		Compass Digital
1.6.6.3	Place order	0%	1d	30/03/26	30/03/26	234SF -4w		Compass Digital
1.6.6.4	Order confirmation received from vendor	0%	1d	28/04/26	28/04/26	235SF		Compass Digital
1.6.6.5	Confirm infrastructure is ready for technology install (data and/or power)	0%	3d	29/04/26	01/05/26	237SF		Compass Digital
1.6.6.6	Collaborate & define plan with install teams	0%	1d	08/05/26	08/05/26	241SF -2w		Compass Digital
1.6.6.7	Set-up screens and define campaigns in platform	0%	3w	04/05/26	22/05/26	241SF		Compass Digital
1.6.6.8	Organize integration with MenuWorks	0%	1d	22/05/26	22/05/26	241SF		Compass Digital
1.6.6.9	Deliver Virtual training - management	0%	1d	22/05/26	22/05/26	241SF		Compass Digital
1.6.6.10	Order received at account	0%	4w	27/04/26	22/05/26	241SF		Compass Digital
1.6.6.11	Install hardware	0%	5d	25/05/26	29/05/26	10SF		Compass Digital
1.6.6.12	Test, troubleshoot and hand-over to on-site team	0%	1d	29/05/26	29/05/26	10SF		Compass Digital
1.6.6.13	Train associates	0%	2d	28/05/26	29/05/26	10SF		
1.6.7	**Pre-Order/Pre-Pay/Mobile Apps (App8: RallyEats)**	0%	69d	25/02/26	01/06/26			
1.6.7.1	Define requirements	0%	5d	25/02/26	03/03/26	246SF		Compass Digital
1.6.7.2	Collect Data Needed	0%	3w	04/03/26	24/03/26	247SF		Compass Digital
1.6.7.3	Request a quote & timelines from vendor	0%	1d	25/03/26	25/03/26	248SF		Compass Digital
1.6.7.4	Quote approval received from client/RD	0%	1d	26/03/26	26/03/26	249SF		Compass Digital
1.6.7.5	Order placed	0%	4w	27/03/26	23/04/26	250SF		Compass Digital
1.6.7.6	Input menu details into platform	0%	2w	24/04/26	07/05/26	251SF		Compass Digital
1.6.7.7	Verify menus have been inputted accurately	0%	3d	08/05/26	12/05/26	254SF		Compass Digital
1.6.7.8	Download app (onsite management)	0%	1d	20/05/26	20/05/26	253SF		Compass Digital
1.6.7.9	Delivery virtual management training	0%	2d	21/05/26	22/05/26	258SF		Compass Digital
1.6.7.10	Finance testing and approval	0%	3d	13/05/26	15/05/26	255SF		Compass Digital
1.6.7.11	Request feedback for revisions	0%	3d	18/05/26	20/05/26	256SF		Compass Digital
1.6.7.12	Finalize portal/mobile app	0%	1d	21/05/26	21/05/26	257SF		Compass Digital
1.6.7.13	Portal/mobile app installed & running	0%	1d	22/05/26	22/05/26	258SF		Compass Digital
1.6.7.14	Handover app to onsite team	0%	1d	25/05/26	25/05/26	259SF		Compass Digital
1.6.7.15	Deliver associate training	0%	1d	26/05/26	26/05/26	260SF -2d		Compass Digital
1.6.7.16	Marketing launch	0%	1d	29/05/26	29/05/26	261SF		Compass Digital
1.6.7.17	Pre-Order App 8 RallyEats Live	0%	1d	01/06/26	01/06/26	10		Compass Digital
1.7	**Financial**	**0%**	**50d**	**01/04/26**	**09/06/26**			
1.7.1	Payments	0%	23d	01/04/26	01/05/26			
1.7.1.1	Confirm Compass Invoicing Mechanism	0%	5d	01/04/26	07/04/26	265SF		Operations
1.7.1.2	Define Progressive Payment Mechanism	0%	5d	08/04/26	14/04/26	266SF		Operations
1.7.1.3	Set Up EFT	0%	7d	15/04/26	23/04/26	267SF		Accounting
1.7.1.4	Confirm Client Invoicing Review is Completed	0%	5d	24/04/26	30/04/26	268SF		Operations
1.7.1.5	Provide Financial Sector Controller with All Data Collected	0%	1d	01/05/26	01/05/26	10SF -4w		Operations | Accounting
1.7.2	Reporting	0%	23.5d	07/05/26	09/06/26			
1.7.2.1	Confirm Staff have full Access to Compass Reporting Systems	0%	1d	07/05/26	08/05/26	271SF -1d		Accounting
1.7.2.2	Confirm Access to Compass Payroll Systems	0%	1d	11/05/26	12/05/26	272SF -3d		Accounting
1.7.2.3	Conduct Training for Management Reporting Mechanism	0%	3d	15/05/26	20/05/26	274SF -1.5w		Accounting
1.7.2.4	Finalize Weekly Reporting Structure and Period End Roll out	0%	1d	22/05/26	22/05/26	274SF -5d		Operations
1.7.2.5	Close First Weekly Report	0%	1d	01/06/26	01/06/26	10		Operations
1.7.2.6	Submit First Fiscal Week	0%	1d	09/06/26	09/06/26	274FS +5d		Operations
1.7.3	Banking	0%	33d	15/04/26	29/05/26			
1.7.3.1	Define Banking Requirerments	0%	1d	15/04/26	15/04/26	278SF -3d		Operations
1.7.3.2	Set-Up Unit's Bank Account	0%	5d	21/04/26	27/04/26	279SF -5d		Accounting
1.7.3.3	Order Banking Deposit Slips with Unit's Information	0%	5d	05/05/26	11/05/26	280SF -2w		Accounting
1.7.3.4	Banking deposit slips at site	0%	1d	26/05/26	26/05/26	10SF -3d		Accounting
1.7.3.5	Request Imprest Funds (Floats for tills)	0%	7d	29/04/26	07/05/26	282SF -3w		Accounting
1.7.3.6	Float Cashed and at Unit	0%	1d	29/05/26	29/05/26	10SF		Operations
1.7.4	Asset Security	0%	29d	21/04/26	29/05/26			
1.7.4.1	Confirm Safe Requirerments	0%	1d	22/04/26	22/04/26	286SF, 291SF		Operations
1.7.4.2	Compass Provided Safe	0%	29d	21/04/26	29/05/26			
1.7.4.2.1	Obtain Safe Quotes	0%	5d	21/04/26	27/04/26	287SF		Operations

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.7.4.2.2	Approve Best Quote	0%	3d	28/04/26	30/04/26	288SF -3d		Operations
1.7.4.2.3	Order Necessary Safes	0%	1d	06/05/26	06/05/26	289SF -3w		Operations
1.7.4.2.4	Safe Received and Installed	0%	2d	28/05/26	29/05/26	10SF		Operations
1.7.4.3	Client Provided Safe	0%	27d	23/04/26	29/05/26			
1.7.4.3.1	Collect All needed Information for Current Safe	0%	10d	23/04/26	06/05/26	292SF		Operations
1.7.4.3.2	Evaluate Existing Safe Capabilities and Features	0%	3d	07/05/26	11/05/26	293SF		Operations
1.7.4.3.3	Finalize Decision to Keep Existing Safe	0%	1d	12/05/26	12/05/26	294SF -2w		Operations
1.7.4.3.4	Set Date for Existing Safe Combination to be Changed	0%	2d	27/05/26	28/05/26	295SF		Operations
1.7.4.3.5	Existing Safe Set with New Compass Access	0%	1d	29/05/26	29/05/26	10SF		Operations
1.8	**Construction & Design**	**0%**	**146d**	**12/01/26**	**03/08/26**			
1.8.1	**Main Restaurant**	0%	112.5d	12/01/26	17/06/26			
1.8.1.1	Design & Pre-Construction	0%	55d	12/01/26	27/03/26			
1.8.1.1.1	Project Kickoff	0%	5d	12/01/26	16/01/26	5		Construction
1.8.1.1.2	Site Assessment	0%	5d	15/01/26	21/01/26	299SS +3d		Construction
1.8.1.1.3	Design Development	0%	6w	19/01/26	27/02/26	299		Construction | Operations | Client
1.8.1.1.4	Architectural & Engineering Drawings - includes M&E coordination	0%	8w	19/01/26	13/03/26	301SS		Construction
1.8.1.1.5	Permitting & Approvals (Municipal & Building)	0%	8w	19/01/26	13/03/26	302SS		Construction
1.8.1.1.6	Budget Finalization	0%	2w	02/03/26	13/03/26	301		Construction
1.8.1.1.7	Construction Mobilization	0%	2w	16/03/26	27/03/26	304		Construction
1.8.1.2	Site Preparation & Demolition	0%	12.5d	16/03/26	01/04/26			
1.8.1.2.1	Site Hoarding & Safety Setup	0%	2.5d	16/03/26	18/03/26	305SS		Construction
1.8.1.2.2	Demolition – Floors, Fixtures & Bar	0%	5d	18/03/26	25/03/26	307		Construction
1.8.1.2.3	Concrete Scanning / Coring	0%	2.5d	25/03/26	27/03/26	308		Construction
1.8.1.2.4	Concrete Repair	0%	2.5d	30/03/26	01/04/26	309		Construction
1.8.1.3	Structural & Rough-In	0%	10d	01/04/26	15/04/26			
1.8.1.3.1	Slab Work / Structural Adjustments - Floor leveling, prep for new layout	0%	5d	01/04/26	08/04/26	310		Construction
1.8.1.3.2	Plumbing Rough-In (incl. drainage & supply lines)	0%	5d	01/04/26	08/04/26	312SS		Construction
1.8.1.3.3	Electrical Rough-In (incl. new panels & circuits)	0%	5d	01/04/26	08/04/26	312SS		Construction
1.8.1.3.4	Mechanical / HVAC / Gas Rough-In	0%	5d	01/04/26	08/04/26	312SS		Construction
1.8.1.3.5	Fire Protection / Sprinkler Adjustments	0%	2.5d	06/04/26	08/04/26	313SS +2.5d		Construction
1.8.1.3.6	Framing & Partitions	0%	5d	08/04/26	15/04/26	315		Construction
1.8.1.4	Interior Finishes	0%	15d	15/04/26	06/05/26			
1.8.1.4.1	Thermal & Moisture Protection / Caulking - sets base for finishes	0%	2.5d	15/04/26	17/04/26	317		Construction
1.8.1.4.2	Ceiling System Installation	0%	5d	20/04/26	24/04/26	319		Construction
1.8.1.4.3	Wall Tile Installation - Kitchen & Washroom Areas	0%	5d	20/04/26	24/04/26	319		Construction
1.8.1.4.4	Floor Tile Installation (FOH & BOH)	0%	5d	20/04/26	24/04/26	319		Construction
1.8.1.4.5	Painting & Finishing	0%	5d	27/04/26	01/05/26	322		Construction
1.8.1.4.6	Metal Work & Railings	0%	2.5d	27/04/26	29/04/26	321, 322		Construction
1.8.1.4.7	Millwork Installation (Bar, Counters, Casework)	0%	5d	27/04/26	01/05/26	324SS		Construction
1.8.1.4.8	Doors, Frames & Hardware	0%	2.5d	04/05/26	06/05/26	325		Construction
1.8.1.5	Equipment & Fixtures	0%	35d	08/04/26	27/05/26			
1.8.1.5.1	Fryer Hoods / Duct Installation	0%	2.5d	06/05/26	08/05/26	326		Construction
1.8.1.5.2	Lighting Installation	0%	2.5d	11/05/26	13/05/26	328		Construction
1.8.1.5.3	Equipment Receiving & Placement	0%	5d	11/05/26	15/05/26	328		Construction
1.8.1.5.4	Equipment Hook-Up & Testing	0%	5d	18/05/26	22/05/26	330		Construction
1.8.1.5.5	Furniture Receiving & Placement	0%	2.5d	25/05/26	27/05/26	331		Construction
1.8.1.5.6	Walk-In Expansion	0%	2.5d	08/04/26	10/04/26	315		Construction
1.8.1.5.7	Branded Equipment Installation	0%	2.5d	25/05/26	27/05/26	332SS		Construction
1.8.1.6	Finalization & Turnover	0%	10d	27/05/26	10/06/26			
1.8.1.6.1	Trim & Finish Carpentry - Punch list completion	0%	2.5d	27/05/26	29/05/26	334		Construction
1.8.1.6.2	Test, Balance & Commissioning - HVAC, plumbing, electrical	0%	5d	01/06/26	05/06/26	336		Construction
1.8.1.6.3	Deficiency Walkthrough	0%	2.5d	08/06/26	10/06/26	337		Construction
1.8.1.6.4	Final Cleaning (prior to handover)	0%	2.5d	01/06/26	03/06/26	337SS		Construction
1.8.1.6.5	Client Handover	0%	2.5d	03/06/26	05/06/26	339		Construction
1.8.1.7	**Main Restaurant Opening**	0%	1d	08/06/26	08/06/26	340		Operations
1.8.1.8	Close-Out	0%	7.5d	08/06/26	17/06/26			
1.8.1.8.1	As-Built Documentation - drawings & specs update	0%	5d	08/06/26	12/06/26	340		Construction
1.8.1.8.2	Permit closeout - city signoff	0%	2.5d	08/06/26	10/06/26	343SS		Construction
1.8.1.8.3	Construction Final Budget Reconciliation	0%	2.5d	15/06/26	17/06/26	343, 344		Construction
1.8.2	**Luxury Suites**	0%	146d	12/01/26	03/08/26			
1.8.2.1	Design & Pre-Contruction	0%	95d	12/01/26	22/05/26			
1.8.2.1.1	Project Kickoff	0%	1w	12/01/26	16/01/26	5		Construction
1.8.2.1.2	Site Survey	0%	1w	19/01/26	23/01/26	348		Construction
1.8.2.1.3	Design Development	0%	6w	26/01/26	06/03/26	349		Construction
1.8.2.1.4	Drawings & Approvals	0%	8w	16/02/26	10/04/26	350SS +3w		Construction | Operations | Client
1.8.2.1.5	Finish & Furniture Selections	0%	6w	26/01/26	06/03/26	350SS		Construction | Operations | Client
1.8.2.1.6	Budget Finalization	0%	2w	13/04/26	24/04/26	352, 351		Construction
1.8.2.1.7	Construction Mobilization	0%	4w	27/04/26	22/05/26	353		Construction
1.8.2.2	Demolition & Site Prep	0%	15d	25/05/26	12/06/26			
1.8.2.2.1	Suite Access & Protection (hoarding & signage)	0%	2.5d	25/05/26	27/05/26	354		Construction
1.8.2.2.2	Remove all finishes and fixtures	0%	1.5w	27/05/26	05/06/26	356		Construction
1.8.2.2.3	Drywall Patching	0%	5d	08/06/26	12/06/26	357		Construction

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.8.2.3	Rough-Ins & Framing	0%	10d	08/06/26	19/06/26			
1.8.2.3.1	Plumbing Adjustments	0%	5d	08/06/26	12/06/26	357		Construction
1.8.2.3.2	Electrical Rough-In	0%	5d	08/06/26	12/06/26	357		Construction
1.8.2.3.3	Framing & Partitions	0%	5d	15/06/26	19/06/26	360, 361		Construction
1.8.2.4	Finishes	0%	15d	22/06/26	10/07/26			
1.8.2.4.1	Ceiling System	0%	5d	22/06/26	26/06/26	362		Construction
1.8.2.4.2	Wall Finishes	0%	5d	22/06/26	26/06/26	364SS		Construction
1.8.2.4.3	Floor Finishes	0%	5d	22/06/26	26/06/26	364SS		Construction
1.8.2.4.4	Millwork & Countertops	0%	10d	29/06/26	10/07/26	365		Construction
1.8.2.4.5	Doors & Hardware	0%	2.5d	08/07/26	10/07/26	367FF		Construction
1.8.2.4.6	Final Painting	0%	2.5d	08/07/26	10/07/26	367FF		Construction
1.8.2.5	Fixtures, Equipment & Furniture	0%	7.5d	13/07/26	22/07/26			
1.8.2.5.1	Suite lighting installations	0%	5d	13/07/26	17/07/26	369		Construction
1.8.2.5.2	Furniture Placement - Seating, cabinetry, décor	0%	5d	13/07/26	17/07/26	371SS		Construction
1.8.2.5.3	Equipment & Accessories - Smallwares, graphics, signage	0%	2.5d	20/07/26	22/07/26	371, 372		Construction
1.8.2.6	Finalization & Turnover	0%	7.5d	22/07/26	31/07/26			
1.8.2.6.1	Commissioning & Testing - Electrical and plumbing checks	0%	2.5d	22/07/26	24/07/26	373		Construction
1.8.2.6.2	Final Cleaning - All suites cleaned for occupancy	0%	2.5d	22/07/26	24/07/26	375SS		Construction
1.8.2.6.3	Client Walkthrough & Handover - Final review and acceptance	0%	5d	27/07/26	31/07/26	375, 376		Construction
1.8.2.7	**Luxury Suites Opening**	0%	1d	03/08/26	03/08/26	377		Operations
1.8.3	**Upstairs Suites Concession Build**	0%	55d	12/01/26	27/03/26			
1.8.3.1	Design & Pre-Construction	0%	55d	12/01/26	27/03/26			
1.8.3.1.1	Project Kickoff	0%	5d	12/01/26	16/01/26	5		Construction
1.8.3.1.2	Site Survey	0%	5d	12/01/26	16/01/26	381FF		Construction
1.8.3.1.3	Design Development	0%	5w	19/01/26	20/02/26	381, 382		Construction
1.8.3.1.4	Architectural & M&E Drawings (Includes ventilation and plumbing layouts)	0%	8w	19/01/26	13/03/26	383SS		Construction
1.8.3.1.5	Permit Application - Municipal & Building	0%	6w	19/01/26	27/02/26	384SS		Construction
1.8.3.1.6	Equipment & Finish Selections	0%	4w	16/02/26	13/03/26	384FF		Construction | Operations | Client
1.8.3.1.7	Budget Finalization	0%	2w	16/03/26	27/03/26	386		Construction
1.8.3.1.8	Construction Mobilization	0%	1w	23/03/26	27/03/26	387FF		Construction
1.8.4	Site Prep & Demolition	0%	7.5d	30/03/26	08/04/26			
1.8.4.1	Area Hoarding & Access	0%	2.5d	30/03/26	01/04/26	388		Construction
1.8.4.2	Wall Opening & Demo - remove existing walls and finishes	0%	5d	01/04/26	08/04/26	390		Construction
1.8.4.3	Concrete Scanning / Repair	0%	2.5d	06/04/26	08/04/26	391FF		Construction
1.8.5	Rough-In & Framing	0%	10d	08/04/26	22/04/26			
1.8.5.1	Plumbing Rough-In (includes relocation of lines)	0%	5d	08/04/26	15/04/26	392		Construction
1.8.5.2	Electrical Rough-In - new panels and circuits	0%	5d	08/04/26	15/04/26	394SS		Construction
1.8.5.3	Mechanical / HVAC / Gas	0%	5d	08/04/26	15/04/26	394SS		Construction
1.8.5.4	Fire Suppression System (as per design)	0%	2.5d	13/04/26	15/04/26	396FF		Construction
1.8.5.5	Framing & Drywall	0%	5d	15/04/26	22/04/26	394, 395, 396		Construction
1.8.6	Finishes	0%	10d	22/04/26	06/05/26			
1.8.6.1	Thermal & Moisture Protection (Caulking and sealant)	0%	2.5d	22/04/26	24/04/26	398		Construction
1.8.6.2	Floor Tile Installation	0%	2.5d	22/04/26	24/04/26	400SS		Construction
1.8.6.3	Wall Tile Installation	0%	2.5d	22/04/26	24/04/26	400SS		Construction
1.8.6.4	Painting & Finishing	0%	2.5d	27/04/26	29/04/26	401, 402		Construction
1.8.6.5	Millwork Installation (counters, service area, cabinets)	0%	2.5d	29/04/26	01/05/26	403		Construction
1.8.6.6	Ceiling Finishes	0%	2.5d	04/05/26	06/05/26	404		Construction
1.8.7	Equipment & Fixtures	0%	10d	06/05/26	20/05/26			
1.8.7.1	Grill Hood & Duct Install	0%	2.5d	06/05/26	08/05/26	405		Construction
1.8.7.2	Lighting Installation	0%	2.5d	06/05/26	08/05/26	405		Construction
1.8.7.3	Equipment Placement & Hoop-Up	0%	5d	06/05/26	13/05/26	405		Construction
1.8.7.4	Furniture & Casework Setup	0%	5d	13/05/26	20/05/26	408, 409		Construction
1.8.8	Finalization & Turnover	0%	7.5d	20/05/26	29/05/26			
1.8.8.1	Testing & Commissioning	0%	2.5d	20/05/26	22/05/26	410		Construction
1.8.8.2	Final Cleaning	0%	2.5d	20/05/26	22/05/26	412SS		Construction
1.8.8.3	Client Walkthrough & Handover	0%	5d	25/05/26	29/05/26	412, 413		Construction
1.8.9	**Upstairs Suites Concession Opening**	0%	1d	01/06/26	01/06/26	414		Operations
1.9	**Marketing**	**0%**	**99d**	**13/01/26**	**29/05/26**			
1.9.1	Confirm marketing requirements/client expectations	0%	1d	13/01/26	13/01/26	15		Operations | Marketing
1.9.2	**Budget**	0%	8d	22/04/26	01/05/26			
1.9.2.1	Determine marketing budget in proforma	0%	1d	22/04/26	22/04/26	420SF, 21		Operations | Marketing
1.9.2.2	Obtain marketing CAR number (Opening marketing package and merchandising smallwares - including welcome board)	0%	7d	23/04/26	01/05/26	426SF		Project Manager
1.9.3	**Merchandising**	0%	32d	16/04/26	29/05/26			
1.9.3.1	Order beverage coolers from vendors, if applicable	0%	5d	16/04/26	22/04/26	419FF		Marketing
1.9.3.2	Coordinate with suppliers on availability of free merchandising tools	0%	1d	23/04/26	23/04/26	424SF		Marketing
1.9.3.3	Determine merchandising supplies required from United Restaurant Supplies (URS)	0%	3d	24/04/26	28/04/26	425SF, 417		Marketing
1.9.3.4	Obtain quote from URS	0%	3d	29/04/26	01/05/26	426SF		Marketing
1.9.3.5	Place order (merchandising, signage) using CAR	0%	1d	04/05/26	04/05/26	427FS -4w		Marketing
1.9.3.6	Receipt & set up of merchandising	0%	4d	26/05/26	29/05/26	10SF		Marketing
1.9.3.7	Arrange for all print signage to be installed	0%	1d	27/05/26	27/05/26	10SF -2d		Marketing
1.9.3.8	Deliver associate training on merchandising	0%	1d	29/05/26	29/05/26	10SF		Marketing
1.9.4	**Communications**	0%	5d	11/05/26	15/05/26			

WBS	Task Name	% Complete	Duration	Start Date	End Date	Predecessors	At Risk	Responsible Owner
1.9.4.1	Build out 3 month marketing calendar and deliver to Progressive Auto Sales Arena	0%	5d	11/05/26	15/05/26	10SF -2w		Marketing
1.9.5	**Digital Menu Board (WAND)**	0%	25d	27/04/26	29/05/26			
1.9.5.1	Prepare Digital Menu Board design proposal	0%	2w	27/04/26	08/05/26	434SF		Marketing
1.9.5.2	Present design to client for approval	0%	5d	11/05/26	15/05/26	435SF		Marketing
1.9.5.3	Create digital station signage (station identification, static menus, promotional)	0%	2w	18/05/26	29/05/26	10SF		Marketing
1.9.5.4	Install digital station signage	0%	5d	18/05/26	22/05/26	10SF -5d		Marketing
1.10	**Procurement**	**0%**	**58d**	**09/03/26**	**27/05/26**			
1.10.1	Procurement	0%	50d	09/03/26	15/05/26			
1.10.1.1	Define Unit Requirements	0%	10d	09/03/26	20/03/26	440SF		Operations
1.10.1.2	Identify Current Vendor Supplier List	0%	10d	23/03/26	03/04/26	441SF		Operations
1.10.1.3	Define Compass Approved Vendors to be Added	0%	5d	06/04/26	10/04/26	444SF		Operations
1.10.1.4	Define Non-Approved Vendors to be Added	0%	5d	30/03/26	03/04/26	443SF		Operations
1.10.1.5	Obtain Approvals for Non Authorized Vendors	0%	5d	06/04/26	10/04/26	444SF		FoodBuy
1.10.1.6	Set up All Accounts for all Suppliers (Via Food Buy)	0%	10d	13/04/26	24/04/26	445SF		FoodBuy
1.10.1.7	Set Up MOG Online at the Unit	0%	2w	27/04/26	08/05/26	454SF		FoodBuy
1.10.1.8	Confirm Vendor Delivery Times and Loading Dock Restrictions	0%	5d	04/05/26	08/05/26	447SF		FoodBuy | Operations
1.10.1.9	Identify Delivery Schedule	0%	5d	11/05/26	15/05/26	455SF		FoodBuy | Operations
1.10.2	Training	0%	5d	11/05/26	15/05/26			
1.10.2.1	Chef/Sous Chef completion of BuySmart Training	0%	1w	11/05/26	15/05/26	455SF		FoodBuy
1.10.2.2	Chef/Sous Chef completion of MyOrders Training	0%	1w	11/05/26	15/05/26	455SF		FoodBuy
1.10.3	Managing Inventories	0%	15d	27/04/26	15/05/26			
1.10.3.1	Determine capacity & inventory locations	0%	15d	27/04/26	15/05/26	455SF		Operations
1.10.3.2	Agree on the plan for existing inventory (reduction, transfer, etc.)	0%	15d	27/04/26	15/05/26	455SF		Operations
1.10.3.3	Finalize order guide	0%	5d	11/05/26	15/05/26	455SF		FoodBuy
1.10.4	Define First Order	0%	1w	18/05/26	22/05/26	456SF		Operations
1.10.5	Place First Order will all suppliers	0%	2d	25/05/26	26/05/26	457SF		Operations
1.10.6	First Order Received	0%	1d	27/05/26	27/05/26	10SF -2d		Operations
1.11	**Go Live Implementation**	**0%**	**31d**	**27/04/26**	**08/06/26**			
1.11.1	Finalize Go Live Support & Send out to MOB Team	0%	9d	27/04/26	07/05/26	461SF		Project Manager | Operations | MOB
1.11.2	Book Meeting Room for MOB Team Debriefs	0%	1d	15/05/26	15/05/26	465SF -2w		MOB
1.11.3	Schedule Additional Staff for First 2-3 weeks for Go Live	0%	1d	08/05/26	08/05/26	465SF -3w		Operations | MOB
1.11.4	Print & Setup of Site Specific Resources	0%	1d	22/05/26	22/05/26	465SF -1w		MOB
1.11.5	Get Badges, Parking Passes (if applicable) for MOB Team	0%	1d	22/05/26	22/05/26	465SF -1w		Operations
1.11.6	Perform run through to ensure Day One staff readiness	0%	1d	28/05/26	28/05/26	465SF -1d		MOB
1.11.7	**Day One Transition**	0%	1d	01/06/26	01/06/26	10		Operations | MOB
1.11.8	Conduct daily debrief with Operations team	0%	1w	02/06/26	08/06/26	465		MOB
1.12	**Close**	**0%**	**8d**	**15/06/26**	**24/06/26**			
1.12.1	Obtain agreement from project sponsor to commence project closure activities	0%	1d	15/06/26	15/06/26	10FS +2w		Project Manager
1.12.2	Conduct lessons learned	0%	1d	18/06/26	18/06/26	468FS +2d		Project Manager
1.12.3	Prepare project closure document	0%	1d	19/06/26	19/06/26	469		Project Manager
1.12.4	Identify & confirm owner for any outstanding deliverables (if applicable)	0%	1d	22/06/26	22/06/26	470		Project Manager
1.12.5	Present project closure document to client	0%	1d	23/06/26	23/06/26	471		Project Manager
1.12.6	Hand off to Operations/Close off project in Project Management Tracker	0%	1d	24/06/26	24/06/26	472		Project Manager
	***The proposed timelines in this transition plan are based on current assumptions and may be adjusted following bid award and alignment with client priorities and objectives to ensure successful project execution*							
	For Dashboard Reporting							

APPENDIX 2 – COST BREAKDOWN

DESIGN QUOTE

Design & Construction Estimated Project Budget

Please Note - This is not a Quote

PROGRESSIVE AUTO SALES ARENA - RESTAURANT & KITCHEN

Sector: Levy
Date Issued: 19-Nov-25
Address: 1455 London Rd. Sarnia, ONT
CGC Unit # / External Brand Store #: Unit # 20422
Construction Manager: Basem Saraf

Budget Item		Initial Budget	Comments
Design / Plans Development			
CGC Design Management		$12,000.00	COMPASS DESIGN
CGC Design Travel Expenses		$2,000.00	
External Design Consultants		$35,000.00	EXTERNAL ARCHITECT FIRM
Architectural, Structural, M&E Consultants		$25,000.00	
Permits		$3,500.00	
Sub-Total:		$77,500.00	
Contingency:	5%	$3,875.00	
Total:		**$81,375.00**	
Construction			
Hoarding		$2,500.00	BOTH ENTRANCE LOCATIONS
Demolition		$25,000.00	COMPLETE DEMO OF FLOORING, FIXTURES, & BAR
Concrete Slab		$7,000.00	IF REQUIRED
Scanning / Coring / Concrete Repair		$12,000.00	REQUIRED TO DIRECT PLUMBING TO NEW LOCATIONS
Concrete Masonary		$18,000.00	ADJUSTED AS PER CHOICE OF FINISHES
Metal Work		$15,000.00	TO BE ADJUSTED AS PER CHOICE OF FINISHES (RAILINGS ?)
Rough Carpentry		$25,000.00	TO BE ADJUSTED AS PER CHOICE OF FINISHES (FOH & BOH)
Finish Carpentry		$25,000.00	TO BE ADJUSTED AS PER CHOICE OF FINISHES (FOH & BOH)
Thermal & Moisture Protection / Caulking		$5,000.00	AS NEEDED
Interior Doors/Frames/Hardware		$13,000.00	TO BE ADJUSTED AS PER FINAL FINISHES SELECTION
Floor Tile		$75,000.00	TO BE ADJUSTED AS PER FINAL FINISHES SELECTION
Wall Tile		$45,000.00	TO BE ADJUSTED AS PER FINAL FINISHES SELECTION
Gypsum Drywall Framing / Partitions		$20,000.00	AS NEEDED
Ceiling Finishes (Incl Suspended Ceiling System)		$30,000.00	AS NEEDED
Painting		$17,000.00	TO BE ADJUSTED AS PER FINAL FINISHES SELECTION
Carpet		$25,000.00	AS NEEDED
Plumbing		$38,000.00	ALL PLUMBING WORK
Mechanical, HVAC, Gas		$12,000.00	AS NEEDED
Fryer Hoods / Duct		$35,000.00	AS NEEDED

DESIGN QUOTE

Test & Balance / Commissioning		$5,000.00	AS NEEDED
Electrical		$55,000.00	ALL ELECTRICAL WORK (PERMIT REQUIRED)
Lighting		$75,000.00	LIGHT FIXTURES TO BE DETERMIND
Sprinklers		$15,000.00	MINOR SPRINKLER WORK IF REQUIRED (PERMIT REQUIRED)
Millwork (Supply and Install)		$100,000.00	SUBJECT TO CLIENT CHOICES OF DIFFERENT FINISHES (BAR)
Equipment Receiving/Placement/Hookup		$10,000.00	AS REQUIRED
Furnature Receiving/Placement/Hookup		$10,000.00	AS REQUIRED
Final Cleaning		$5,000.00	PRIOR TO HAND OVER TO OPS
General Conditions / Management		$16,000.00	
Supervision		$12,000.00	
Overhead & Profit		$75,000.00	
Sub-Total:		$822,500.00	
Contingency:	10%	$82,250.00	
Total:		**$904,750.00**	
Fixtures Furniture and Equipment / Branded Equipment Schedule A			
Trimen Equipment		$225,000.00	SUBJECT TO EQUIPMENT REQUIREMENTS FOR MENU ITEMS
Walk-in Equipment		$45,000.00	ESTIMATE TO EXPAND WALK IN FREEZER & FRIDGE
Furniture		$330,000.00	SUBJECT TO CLIENT CHOICE IN FINISHES
Freight Allowance		$12,000.00	
Sub-Total:		$612,000.00	
Contingency:	5%	$30,600.00	
Total:		**$642,600.00**	
Sub-Total:		$ 1,628,725.00	
Construction Management / FranchiseFee Allowance			
CGC Construction Management Fee - % of Project	4%	$65,149.00	$1,500 or 4% of project, whichever is higher
CGC Travel Expenses			by site
CGC Flat Rate Construction Management Fee			$1,500 or 4% of project, whichever is higher
Total:		**$65,149.00**	
Grand Total:		**$ 1,693,874.00**	

General Budget Notes

THIS BUDGET IS BASED ON ASSUPTIONS FOR THE FOLLOWING: FURNITURE, EQUIPMENT, FINISHES AND SCOPE. THE PROJECT MAY HAVE A COSTING ***RANGE FROM 1.2M TO 1.6M+*** BASED ON FINAL CHOICE OF FINISHES.

Budget Assumptions

Important - this is not a quote

Non union labour

No Technology costs - unless noted above

DESIGN QUOTE

Compass Approved Trades

No Renderings or colour boards included

No Hazardous materials testing & removal included

No Phased construction / temporary service included

No HVAC, fire alarm, cooling, roofing, back of house work unless notes

No tax included in numbers

Project Timelines Required

Drawings Required:	**Yes**
Building Permit Required:	**Yes**
Number of Weeks Required for Planning:	**28**
Number of Construction Weeks Required:	**10**

Budget and Scope Approval

Print Name of Approver

Approver Signature

Date of Approval

DESIGN QUOTE

Design & Construction Estimated Project Budget

Please Note - This is not a Quote

PROGRESSIVE AUTO SALES ARENA - 36 + 4 LUXURY SUITES

Sector: Levy
Date Issued: 21-Nov-25
Address: 1455London Road, Sarnia, ONT N7S 6K7
CGC Unit # / External Brand Store #: Unit # 20422
Construction Manager: Basem Saraf

Budget Item		Initial Budget	Comments
Design / Plans Development			
CGC Design Management		$12,000.00	
CGC Design Travel Expenses		$7,500.00	SITE SURVEY - EXTERNAL VENDOR
External Design Consultants		$35,000.00	IF REQUIRED
Architectural, Structural, M&E Consultants		$25,000.00	IF REQUIRED
Permits		$2,500.00	IF REQUIRED
Sub-Total:		$82,000.00	
Contingency:	5%	$4,100.00	
Total:		**$86,100.00**	
Construction			
Demolition		$54,000.00	DEMO OF ALL EXISTING FINISHES
Rough Carpentry		$36,000.00	PATCHING DRY WALL AS NEEDED
Finish Carpentry		$108,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Interior Doors/Frames/Hardware		$75,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Floor Tile		$200,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Wall Tile		$85,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Ceiling Finishes (Incl Suspended Ceiling System)		$108,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Painting		$75,000.00	ESTIMATE ONLY - FINISHES TO BE CONFIRMED
Plumbing		$36,000.00	SOME SUITES HAVE EXISTING PLUMBING
Test & Balance / Commissioning			IF REQUIRED (NO HVAC WORK)
Electrical		$120,000.00	APPROX. $3000 PER SUITE
Millwork (Supply and Install)		$275,000.00	ALL CUSTOM CABINITS AND COUNTER TOPS. FINISHES TBC
Final Cleaning		$20,000.00	APPROX. $500 PER SUITE
Sub-Total:		$1,192,000.00	
Contingency:	10%	$119,200.00	
Total:		**$1,311,200.00**	
Fixtures Furniture and Equipment / Branded Equipment Schedule A			
Equipment			AS ASSIGNED PER SUITE! (REUSE EXISTING?)
Furniture		$480,000.00	APPROX 10K PER SUITE

DESIGN QUOTE

Sub-Total:		$480,000.00	
Contingency:	5%	$24,000.00	
Total:		**$504,000.00**	
Marketing / Brand Costs:			
Signage/ Graphics (Allowance)			TBC
Technology Costs:			
POS Systems			TBC
Allowances			
Smallwares (Allowance)			TBC
Sub-Total:		$ 1,901,300.00	
Construction Management / FranchiseFee Allowance			
CGC Construction Management Fee - % of Project	4%	$76,052.00	$1,500 or 4% of project, whichever is higher
CGC Travel Expenses			by site
Total:		**$76,052.00**	
Grand Total:		**$ 1,977,352.00**	

General Budget Notes

AVERAGE COST TO RENOVATE EACH SUITE MAY GO FROM **THE LOW $35K TO HIGH $50K FOR EACH SUITE** AND SUBJECT TO CHOICES OF SCOPE, FINISHES, FURNITURE AND LIGHTING SELECTED.

Budget Assumptions

Important - this is not a quote

Non union labour

No Technology costs - unless noted above

Compass Approved Trades

No Renderings or colour boards included

No Hazardous materials testing & removal included

No Phased construction / temporary service included

No HVAC, fire alarm, cooling, roofing, back of house work unless notes

No tax included in numbers

Project Timelines Required

Drawings Required:	**Yes**
Building Permit Required:	**No**
Number of Weeks Required for Planning:	**28**
Number of Construction Weeks Required:	**12**

Budget and Scope Approval

Print Name of Approver

Approver Signature

Date of Approval

ADDITIONAL COSTS

Kidzone	Estimate	
Neon Sign	$5,000.00	*based on most recent Neon install
Miniature AirHockey Table	$150.00	
Wall Wrapping	$10,500.00	$35 PSQ includes install
Floor Wrapping	$17,500.00	$35 PSQ includes install
Marketing Materials	$5,000.00	PIDS, Smallwares, Merchandising racks
SUB TOTAL	**$38,150.00**	
Taxes	$4,959.50	
Contingency(20%)	$7,630.00	
TOTAL	**$50,739.50**	

Carvery	Estimate	
Stanchions (3)	$5,400.00	2000 per stanchion
POS Counter Millwork	$3,000.00	Subject to change based on final measurements
Vinyl Wrap Stanchion	$4,500.00	1500 Per Stanchion
Fridges	$24,000.00	3 stand up fridges, $8,000 per fridge
Vinyl Wrap Fridge	$2,520.00	$35 PSQ includes install
SUBTOTAL	**$39,420.00**	
Taxes	$5,124.60	
Contingency(20%)	$7,884.00	
TOTAL	**$52,428.60**	

ADDITIONAL COSTS

Hall of Fame	Estimate	
Neon Sign	$5,000.00	*based on most recent Neon install
Hockey Puck Chandellier	$600.00	*based on most recent lighting project
Marketing Materials	$3,000.00	PIDS, Smallwares, Merchandising racks
Bar Install	$18,000.00	subject to final measurement
Woodslats finish	$16,000.00	subject to final measurement
Brick Finish across concession	$16,000.00	subject to final measurement
Furniture	$1,500.00	High Top seating
Millwork	$20,000.00	
Equipment	$48,386.32	To enhance concession and provide hot & fresh food
SUBTOTAL	**$128,486.32**	
Taxes	$16,703.22	
Contingency(20%)	$25,697.26	
TOTAL	**$170,886.81**	

Snack Shop	Estimate	
Vinyl Wrap- Counter	$840.00	$35 PSQ includes install
Vinyl Wrap - Floor	$1,050.00	$35 PSQ includes install
Marketing Materials	$750.00	PIDS, Smallwares, Merchandising racks
SUB TOTAL	**$2,640.00**	
Taxes	$343.20	
Contingency (20%)	$528.00	
TOTAL	**$3,511.20**	

ADDITIONAL COSTS

Buzz Spot	Estimate	
Furniture	$5,000.00	Lounge chairs, bench, tables
Slate Finish	$4,500.00	Subject to change based on final measurements
Wood Finish	$3,500.00	Subject to change based on final measurements
Buss Spot Logo	$3,500.00	
Marketing Materials	$3,000.00	PIDS, Smallwares, Merchandising racks
Equipment	$48,386.32	*based on RFP guidelines
Subtotal	**$67,886.32**	
Taxes	$8,825.22	
Contingency (20%)	$13,577.26	
Total	**$90,288.81**	

Suites	Estimate	
Suite Smallwares	$40,000.00	New plates, platters, cutlery, heat lamps, etc, $1000 per room
San Marzano Equipment	$42,000.00	
Marketing Supplies	$3,000.00	
SUB TOTAL	**$85,000.00**	
Taxes	$11,050.00	
Contingency (20%)	$17,000.00	
TOTAL	**$113,050.00**	

Please note that the Cost Plan quote is referring to the GOLD STANDARD for renovations, design and construction at PASA.

PROGRESSIVE

AUTO SALES ARENA

Levy

CANADA