PRESENTATION TO
THE CITY OF HAMILTON

OUR PARTNERSHIP PLAN
4 Specialized Businesses

- Hamilton Convention Centre
- Copps Coliseum
- Hamilton Place
- Downtown Development
**SMG**

- **Industry Leader In Management of Public Facilities**
  - Founded by Hyatt in 1977
  - Mercedes Benz Superdome – still a client
- **Manager of 225 Facilities Worldwide**
  - 77 Arenas
    - More municipally owned than any other firm
  - 68 Convention Centres
    - 90% of privately managed, publicly owned
  - 54 Theatres
    - Nearest competitor less than 5
  - 9 Stadiums
- **SAVOR...in-house food and beverage division**
- **Financial Resources & Stability**
  - $150M in assets
- **Track record of success reducing operating subsidies**
SMG Credentials

• Transitions
  – More experience than any other firm
  – Work with local staff – give them more tools
  – Recent transitions:
    • McCormick Place, Chicago, IL
    • COBO Center, Detroit, MI
    • BMO Harris Bank Center, Rockford, IL
    • Oncenter Complex, Syracuse, NY
SMG Credentials

• Union Labour
  – Successful, productive relationships
  – To name a few:
    • Blue Cross Arena, Rochester, NY
    • Times Union Center, Albany, NY
    • McCormick Place, Chicago, IL
    • COBO Center, Detroit, MI
    • Atlantic City Facilities, Atlantic City, NJ
    • Dunkin’ Donuts Center, Providence, RI
    • David L. Lawrence Convention Center, Pittsburgh, PA
Forum Equity Partners

• **Leading independent Canadian infrastructure development and investment firm specializing in Public Private Partnerships**
  – Developed, acquired, sold and successfully pursued, on a committed financing basis, in excess of $2.5 billion of PPP projects and related developments.

• **Recent projects include:**
  – Billy Bishop Toronto City Centre Airport Pedestrian Tunnel (Toronto, ON)
  – South West Detention Centre (Windsor, ON)
  – Surrey Pre-Trial Client Services Centre (Metro Vancouver, BC)
  – CAMH Mixed-Use Development (Toronto, ON)

• **Received Gold Award for Project Financing from the Canadian Council for Public Private Partnerships (CCPPP)**
Sonic Unyon

- Hamilton-based, internationally recognized music company, established in 1992
- Strong ties to the business and arts communities thriving where arts & commerce meet
- Organizers and financiers of Supercrawl – a celebration of arts and music in the heart of downtown - 50,000 attendees in 2012
- Vast experience in events, marketing, sales & manage
- 40,000 sq/ft leased primarily to arts based businesses & organizations downtown
- Awards include Junos, Gold Records, Independent Label of the Year, Young Entrepreneurs of the Year, Supercrawl – Best Small & Medium Festival (2009 & 2010) Honorable Mention best own - 50,000 attendees in 2012
Our Proposal

• **Guaranteed** subsidy reduction

• **No** fixed fee for services

• Performance-based structure
  – We don’t perform, we don’t get paid

• Protection on utility costs
City’s Objectives

- Reduce subsidy... #1 priority!
- Maintain current core use of each facility
- Increase event activity
  - Economic impact
  - Diversity of entertainment
- Enhance quality of life and community image
- Downtown development... “spin-off” private investment
Increase the Quality and Quantity of Events

- SMG Theatre Division resources
- SMG Live Entertainment Division resources
- Sonic Unyon Promotions
- SMG Promotions
- Need to be true “open houses”
  - LiveNation will be there
  - AEG will be there
  - Local, regional and national promoters/ producers will be there
    - Collective Concerts/Sonic Unyon
SMG Live Entertainment Division

- Dedicated department
- 1.75 million seats
- 8 booking execs
- New opportunities for all facilities
SMG Convention Centre Sales Division – The Hotel “NSO” Model

- Unparalleled convention centre sales network
  - 6 regional sales directors, 68 venue directors
- SMG is a recognized “brand”
- “Hamilton Alliance” Partnership Strategy
  - Convention Centre
  - Destination marketing organizations (DMO)
  - Hotels
- Cooperative trade show and advertising programs
- Client and event database
- SITEPAS lead distribution
SMG Theatre Network

• 54 Theatres/Performing Arts Centres
• Full service venues – community, performing arts and commercial
• Monthly National Booking Calls
• Unique Corporate and Peer Support
• First Look at New Tours
• National Booking Deals
• History of Arts Support
• Brand Identity
Branding and Marketing

• Rebranding campaign!
  – Reestablish individual facility identities
  – Eliminate “HECFI” and improve image
  – Naming Rights
  – BIAs, Market Association
  – True “community” facilities
  – Reach out to various arts/cultural groups
    • Art Galley of Hamilton
    • Hamilton Arts Council
    • Cobalt Connects
Hamilton Place and Copps Coliseum

• Updated marketing/public relations campaign
  – Rebrand to Rediscover
  – Promote the venues not the organization behind them
  – Revise entire online & social media presence
  – Improve overall online effectiveness
  – Direct interaction between patrons & the venues
  – Unique web presence for each venue
  – Develop long term media partnerships
Cultural Renaissance

• Hamilton is experiencing a cultural renaissance, we will ensure these venues play their role to their fullest potential and take their proper place in the community
• A sense of community pride and ownership of these facilities will grow overall civic pride and attendance
• Access to facilities by community and arts groups encourages growth & future economic impact
• A new co-operative environment between arts and business groups bring about new economic opportunities
• Using the facilities as an arts incubator will bring about long term gains for the City
• Creating fond memories will bring patrons back for generations and will make Hamilton a better place to live - that is our vision
Downtown Development Initiatives

• Hamilton Realty Capital Corporation (HRCC)
  – Formed by Forum to jointly invest with the City of Hamilton.
  – Restoration, renovation and development of the Downtown Hamilton Community Improvement Project Area.
  – In February 2011 Forum purchased the vacant Cannon Knitting Mills, in the Beasley neighborhood of downtown Hamilton, Ontario.

• Leverage renewal programs for Hamilton Place, Hamilton Convention Centre and Copps Coliseum to serve as catalysts for further investment and development.

• Supports City’s business case for improved transit
LOCATION DEVELOPMENT
Working to Enhance Your Real Estate Assets

CHAMPIONS SQUARE, NEW ORLEANS.
A Vibrant Entertainment, Retail & Commercial Development

Project leader for the redevelopment of the former New Orleans Centre shopping mall.

SMG coordinated the planning & implementation of the $13.6 million project.
4 Specialized Businesses...1 Solution

• SMG/Forum Equity in partnership with Sonic Unyon
  – International industry leader combined with strong local partners
• Southern Ontario experience
• Regional support and collaboration
• One accountable team
• No conflicts – Hamilton always #1
• New image! Re-branding!
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<tr>
<th>SMG/Forum Equity with Sonic Unyon</th>
<th>Status Quo</th>
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<td>History of Budget Shortfalls</td>
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<td>Negative Brand Image</td>
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<td>More of the Same</td>
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<td>Convention Sales Network</td>
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<td>Downtown/Infrastructure Development</td>
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<td>History of Reducing Operating Subsidies</td>
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<td>Strong Local &amp; Regional Arts and Business Ties</td>
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<td>Fiscal Responsibility/Accountability</td>
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<td>Potential For Real Change &amp; Renewal</td>
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<td>Community Engagement</td>
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<td>Vision for the Future/Change with the Times</td>
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<td>Meets The City’s Stated Goals</td>
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