Presentation to

The City of Hamilton

July 18, 2012
Partnership for Success

Copps Coliseum and Hamilton Place
Comcast-Spectacor Owns the Wells Fargo Center in Philadelphia
Global Spectrum Facility Management

Managers of 11 Venues in Canada
- John Labatt Centre
- WFCU Centre
- General Motors Centre
- General Motors Centre Ice Rink
- Mattamy Athletic Centre at Ryerson University
- South Okanagan Events Centre
- Penticton Memorial Arena
- Penticton Trade and Convention Centre
- OHS Training Centre
- Abbotsford Entertainment & Sports Centre
- EnCana Events Centre

Canadian Entity Based in London

Managers of Four Arenas in Ontario
20 Arenas with Hockey Tenants
Active Theatrical Event Schedule in London – Transferable to Hamilton Place
Global Spectrum

A Worldwide Leader in Venue Management with 112 Venues

Last Fiscal Year:
12,251 events
Event attendance over 20.9 million
Over $323 million in gross ticket sales
Over $633 million in gross revenue
Global Spectrum – Canada Results

Last Fiscal Year:

- 634 events
- Event attendance over 1.4 million
- Over $40 million in gross ticket sales
- Over $68 million in gross revenue
Full Scope-of-Services – Self Contained

Global Spectrum
Sr. VP Business Development & Client Relations
Frank E. Russo, Jr.

Live Nation Canada
Chairman
Riley O’Connor

Chief Operating Officer
John Page

Regional Oversight
Brian Ohl
Regional VP

Cooperation and Support from:
Oshawa
Ryerson
Niagara Falls

Coppes Coliseum & Hamilton Place
General Manager

Regional Directors:
Finance
Marketing
Group Sales
Operations
Human Resources
Comprehensive Marketing

Focus on Bulldogs

In-House Ad Agency

Group Sales

Social Networking

Database Marketing
Live Nation

Largest Producer & Promoter of Live Music Events in the World

Produces 20,000 Shows Annually for More than 2,000 Artists Globally

Spends $3.2 Billion Annually in Talent Acquisitions

Own, Operate, Have Booking Rights and/or Equity Interest in 142 Venues
Live Nation

Separate Theatre Division

51 Amphitheaters
(Capacity: 5,000 – 30,000+)

30+ Festivals Worldwide
(Capacity: 10,000 – 120,000+)

12 House of Blues
(Capacity: 1,000 – 2,000+)

64 Clubs and Theatres
(Capacity: 1,000 – 6,200+)

Focuses on Improving and Growing the Club & Theatre Business Everyday
Provides Services to Over 4,000 Clients in North America Alone

One of the Top 5 eCommerce Sites in the World

Drive Over 26 Million Unique Impressions per Month through 6 Distribution Channels
Fan Engagement Lifecycle

6 Months of Direct Consumer Interaction

Event Announcement
- Database Engagement
- Press Release
- Media

Encore & Back Sell
- Fan Review
- Social Experience Exchange
- Brand Equity

Promotion
- Publicity
- Contests
- Global Reach

Fan Interaction
- Live Nation APP
- Social Media
- Broadcast Content

Live Nation
The World’s Leading Artist Management Company

Commitment to Career Development and Strong Fan Connection

Over 250 Artists from A-list Celebrities to Hot Emerging Talent
Live Nation Network:

Unprecedented Event Advertising & Sponsorship Access

- Leading Providers of Entertainment Marketing Solutions
- Over 800 Advertisers Worldwide
- Live Event and Digital Marketing Partnerships
- Consumer Network of 200 Million
Live Nation Canada

Live Nation Canada, Inc.

Largest Producer and Promoter of Live Events in Canada with Offices in Toronto and Vancouver

Owns and Operates the Molson Canadian Amphitheatre (Toronto) and the Commodore Ballroom (Vancouver)

Live Nation Ticket Sales Represent Approximately 70% of All Entertainment Related Ticket Sales in Canada
More than 1,100 Live Music Shows a Year

In Over 100 Venues across the Country

Selling Over 2.5 Million Tickets Annually
Show History: Copps Coliseum

Michael Buble
Bob Dylan
Alan Jackson
Selena Gomez
Elton John
Johnny Reid
Hedley
Sarah Brightman
Trans-Siberian Orchestra
Show History: Hamilton Place Theatre

Blue Rodeo
Jann Arden
Bachman Cummings
Anne Murray
Great Big Sea
Diana Krall
The Tragically Hip
Margaret Cho
Show History: Hamilton Place Theatre

- The Moody Blues
- Johnny Reid
- Sarah McLachlan
- Jackson Browne
- Janet Jackson
- Sam Roberts Band
- Barenaked Ladies
Revised Proposal

Copps Coliseum and Hamilton Place Only

Pledge to Cooperate with Selected Convention Centre Manager
Proposed Economics

Interest Free Capital Contribution
$500,000

Global Spectrum and Live Nation Guarantee a Subsidy Reduction of $500,000 (Below 1.9 M)

We Will Assume Responsibility for the $220,000 City Subsidy to Manage Bulldog Games

City to Receive 70% of Subsidy Reductions in Excess of $950,000 Per Year (around $175,000)

Projected Benefit to the City: $895,000 in Reduced Subsidy
Estimated Improvements

$1.2 Million

- Additional Events
- Resulting Ancillary Income
- Ticketmaster Revenue (from 38% to 50%)
- Live Nation VIP Club and Special Events
Other Possible Ways to Reduce the Subsidy

Expense Savings

- Operating Expenses
- Utilities
- Service Allocation to Convention Centre
Other Possible Ways to Reduce the Subsidy

- **Increased Revenue Enhancements**
  - Increased Revenue from Bulldogs (Attendance, Per Caps & Commercial Rights Sales)

- **Possible Naming Rights**
  - Possible Naming Rights for Copps Coliseum

- **General Improvements**
  - General Improvements at Hamilton Place

- **Overall Commercial Rights Sales**

- **Helping Compass Improve Per Caps**

- **Pre and Post Event Activities**

- **Added VIP Services Spaces**

- **Commercial Rights Sales Enhancements**
  - Helps Helping Compass Services

- **Event Activities Added VIP Services Spaces**
Enhanced Use of HECFI Facilities

Live Nation’s Reinforced Commitment

Live Nation VIP/Concert Club –
More Events, More Performances

National Basketball League

Indoor Football

Cheerleading Competitions
Enhanced Use of HECFI Facilities

- Curling
- National/International Sports Competitions
- XGames
- Lacrosse
- Corporately Sponsored Hockey Shows
Enhanced Use of HECFI Facilities

- Religious Convocations
- Mall-Related Festivals/Activities
- More Family Shows
- Improved Cost of Doing Business at Hamilton Place

London Model for Hamilton Place/Theatre Alliance:
Hamilton
London
Community Involvement

Active Memberships
Event Sponsorships
Non-Profit Organizations
Teaching & Internships
Stakeholder Relations
Community Service

IN THE COMMUNITY

Fall Feast Serves 5,000 At Duke Energy Center In Cincinnati
The Duke Energy Center in Cincinnati has become the largest non-profit community involvement event in the state. In their fall feast, they served 5,000 meals to those in need.

Palm Beach County Convention Center Supports Charity
The Palm Beach Convention Center collected over 400 pounds of food during October and November and donated them to the Food Bank to help those in need.

Sandler Center Helps United Way
The Sandler Center is helping United Way by collecting food donations and raising funds through their annual food drive.

Virginia Beach Needy Families Get Turkeys
The Virginia Beach Community Center distributed turkeys to needy families in the local community.

Global Spectrum and the NBA's Charlotte Hornets
Global Spectrum and the NBA's Charlotte Hornets have partnered to provide food and clothing to those in need.

Teaching & Internships

Comcast Spectator Charities
Comcast Spectator Charities provides teaching and internship opportunities for students.

Stakeholder Relations

Community Service

Comcast Cares
Comcast Cares focuses on community service and involvement.

Global Spectrum Charities
Global Spectrum Charities supports various community initiatives and partnerships.
A Team You Can Count On... We Guarantee It!