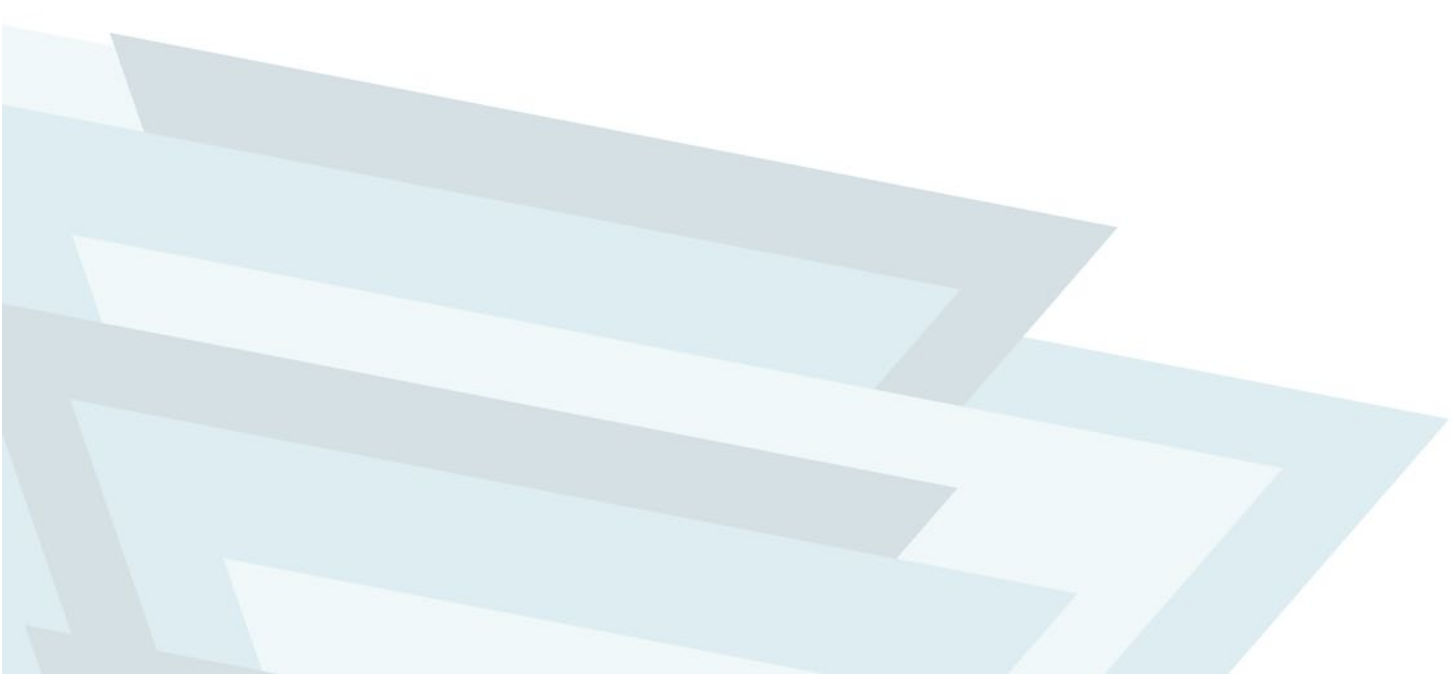




EVENTS EAST GROUP

Five Year Strategy (2019-2023)

Approved by Board of Directors May 20, 2019
Pending shareholder approval



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LOOKING FORWARD

A message from the President & CEO

We have been on a journey of change and transformation, as we look forward, we do so with a true desire to create memorable event experiences – for our guests and our community.

Our facilities – the Halifax Convention Centre and Scotiabank Centre – and the events we attract are platforms for prosperity. Whether we're attracting large delegations or hosting an elite group of athletes for an international competition, we are a catalyst for new opportunities and connections between Nova Scotia and the world.

Our five-year strategic plan harnesses our team's passion for thinking customer-first and leverages the magic of a community that is the perfect stage for cultural, entertainment, sporting events and conventions. With a foundation of hosting excellence that spans over decades, we take pride in operating the region's premier event facilities. Our history and experience will allow us to move forward with confidence.

We have been building our vision for the future by learning from our past and paying attention to how our industry is evolving. We've consulted our people, our stakeholders and partners, and our customers for their input. They've told us what matters most to them and we've used the common themes as the basis for our way forward. Their united message was clear – enhance our focus on our guests to continue to drive connections to our community.

We are excited about what we can achieve and we are committed to ensuring everything we do establishes Nova Scotia as a favoured event destination for our guests.



Carrie Cussons
President & CEO

WHO WE ARE

Events East Group is a special purpose government agency that manages and operates the Halifax Convention Centre, Scotiabank Centre and Ticket Atlantic. We are known for attracting and hosting the best events in the region through our commitment to event excellence. Our facilities allow us to attract new visitors and opportunities to Nova Scotia, connecting us to the world.

MANDATE

We were created in 2014 through the *Halifax Convention Centre Act* as part of a partnership between the Province of Nova Scotia and the Halifax Regional Municipality (HRM) and we work in collaboration with them to manage our businesses in a responsible and transparent manner. In April 2017, our mandate expanded to include the continued management and operations of Scotiabank Centre and Ticket Atlantic.

OUR ASPIRATIONS

Our Mission is our purpose, embodying why we exist and is an aspirational destination for the organization. Our Vision signals what we want to be and what we hope to achieve through a deliberate focus on our goals and strategies. These statements will serve as guiding principles for our employees, our partners, and our stakeholders.

MISSION

We connect the world to Nova Scotia by creating memorable event experiences.

VISION

Our people and our community make us the favoured event destination for our guests.

OUR BUSINESSES

HALIFAX CONVENTION CENTRE

Halifax Convention Centre Overview

Offering 120,000 square feet of modern event space in the heart of Halifax, the Halifax Convention Centre, jointly owned by the Province of Nova Scotia and HRM, opened in December 2017. We pride ourselves on being an economic and community driver for Halifax and Nova Scotia through attracting and hosting meetings, conferences and conventions, with an emphasis on national and international event activity. Blending the most experienced team with the largest, most flexible event space in Atlantic Canada, we help to create unique events that showcase Nova Scotia to the world.

With a customer-centric culture, our focus is on ensuring that our team delivers great event experiences that respond to evolving industry trends and delegate expectations. At the same time, we look to create opportunities for partnerships and community engagement to ensure we leverage the Halifax Convention Centre and our events to showcase Nova Scotia to visiting planners and delegates. We work closely with key industry and community partners, including those in tourism and economic development, to ensure the impact of the Halifax Convention Centre instills community confidence and pride.

Our event attraction strategy concentrates on our long-term targets, with a focus on key national and international markets and events that create opportunities to showcase Nova Scotia as a centre for excellence in sectors of strength. Continuing to identify and activate on new markets is a critical component of our growth strategy.

Scotiabank CENTRE

Scotiabank Centre Overview

With a rich 40 year history of hosting the best events in sports and entertainment, the Scotiabank Centre is the largest multipurpose facility in Atlantic Canada. It serves as the region's premier venue for major entertainment and sporting events and the nucleus of major event activity in Nova Scotia. Operated under the ownership and oversight of the HRM, Scotiabank Centre is known as a community icon that serves as a platform for event excitement and community vibrancy.

With a seating capacity of more than 10,000 and the versatility to accommodate a range of events, Scotiabank Centre creates a variety of event experiences that attract over 400,000 fans each year. Our anchor tenants include the Halifax Mooseheads, the Halifax Hurricanes, the Royal Nova Scotia International Tattoo and beginning in December 2019, a new professional lacrosse team, the Halifax Thunderbirds.

As we continue to invest in enhancements and programs that will improve the overall in-venue fan experience, we aspire to create an energy that makes our fans feel alive with excitement through the events we host. We balance this focus on the overall fan experience with a continued emphasis on attracting a diverse mix of events, including marquee events that have broad impact on our province and community.

TICKET ATLANTIC

Ticket Atlantic Overview

Through the services of Ticket Atlantic, we provide Atlantic Canadians access to a wide variety of events, from world-renowned concerts to outdoor festivals to international sporting events. Ticket Atlantic's primary customer is Scotiabank Centre and its tenants. Selling tickets for up to 400 events annually, Ticket Atlantic is our region's primary ticket provider.

OUR VALUES

Our values define our culture. They are the behaviours and philosophies through which we unite our team and evaluate our performance.

We Strive to WOW!

At the core of our business is a simple truth: we are hosts. We welcome our guests with warmth and create moments that will be remembered. We know our customers, focus on their experience, and personally connect with them.

We Set the Standard on Service.

Underlying all of our work is our pride and commitment to delivering customer service excellence. We partner with our clients and stay on top of industry trends. Our people make the difference. We hire, train and grow experts.

Our People Matter.

Everyone has a role to play in an inclusive and diverse environment. We recognize each person's contribution and celebrate our successes. We know that an empowered team is rooted in a focus on continuous improvement and open feedback.

Great Events are a Team Effort.

We create success through teamwork and the power of our collective effort. The combined talent of our people, our partners and our suppliers allows us to exceed our guests' expectations. Together, we deliver and adapt to the needs of each event.

We are Proud to Showcase the Best of Our Community.

There is something special about this place that we proudly promote to the world. We are part of the fabric of our community. Through collaboration and connections, we create vibrancy and value.

PLANNING CONTEXT

Our five-year strategic plan (2019-20 to 2023-24) is our guide to evolving our organization and businesses for the future. It is the foundation for our annual business plans and the framework for the strategies and activities we undertake for the Halifax Convention Centre and Scotiabank Centre.

This strategy was developed through collaboration with our team, our stakeholders and our customers. Our plan is informed by primary research, an organizational review and a jurisdictional review that ensured we considered industry insights, best practices and relevant trends in technology and talent. The information gathered allowed for a full assessment of our current environment and the focuses needed to move us forward.

Our approach addressed our strategy through five interrelated questions that allowed us to fully consider how our business should grow and the changes required to achieve our new mission and vision. Investing in the experience of our guests, partnering with our community and continuing to attract new events to Nova Scotia are our key priorities. The talent of our team is what will continue to drive us forward, while a focus on our sustained performance will ensure we contribute to the vibrancy of our city and province.

Like most sectors, the events industry is being driven by changes in technology, customer expectations and societal shifts. As the needs of our guests continue to evolve, so too does our business. We have identified the trends changing the events industry more broadly, with an emphasis on those having the most impact on conferences and conventions as well as sports and entertainment events.

The key industry trends that have been integrated into our plan and our priorities can be summarized as:

1. Technology as a tool to improve the end-to-end event experience;
2. Changing delegate and fan expectations for unique event experiences and personalization;
3. The increasing importance of the community and neighbourhood surrounding event venues to drive further engagement with attendees and organizers; and,
4. The value of consulting with and guiding planners and organizers in event design.

ACHIEVING OUR VISION

Over the next five years as our people and our community work together to make us the favoured event destination for our guests, we will focus on five key areas to carry out our vision:



GUEST EXPERIENCE

We will treat everyone who visits our facilities or interacts with us as our guest. Focusing on our clients and their guests, we will create unique experiences.



COMMUNITY CONNECTION

Our success relies on our community. In partnership with our industry and business communities, we will co-create memorable experiences for all of the guests we host.



BUSINESS GROWTH

We will grow our business and our impact by leveraging our local and global relationships as well as our premier facilities – the Halifax Convention Centre and Scotiabank Centre.



TALENT AND CULTURE






Achievement of our vision will only be possible with the engagement and commitment of our talented team. A shared commitment to our values will ensure we are aligned.



ACCOUNTABILITY AND SUSTAINED PERFORMANCE

We are trusted stewards of public facilities. We know that Nova Scotians are relying on us to maximize the impact of our business. We will demonstrate a commitment to our accountability in the way we run and govern our organization.

OUR FIVE-YEAR GOALS & STRATEGIES

 GUEST EXPERIENCE	 COMMUNITY CONNECTION	 BUSINESS GROWTH
<p>We will treat all of our guests to a unique experience.</p> <p><i>This will require us to:</i></p> <ul style="list-style-type: none"> • Define the experience we want our guests to have when they visit our facilities, and ensure our people and operations have what they need to deliver that experience. • Use technology to engage, inform and connect with our guests before, during and after events. • Ensure our quality of service and delivery exceeds international industry standards. • Constantly measure and act on customer feedback. 	<p>We will partner with our community to co-create a memorable guest experience.</p> <p><i>This will require us to:</i></p> <ul style="list-style-type: none"> • Collaborate with our industry and business communities to ensure meaningful connections are made with our guests. • Develop a community engagement strategy to allow us to leverage our events and facilities to make a positive contribution to our community. • Reinforce pride in the value of our facilities and their contribution to Halifax and Nova Scotia. 	<p>We will drive incremental business by leveraging our relationships and facilities.</p> <p><i>This will require us to:</i></p> <ul style="list-style-type: none"> • Increase the number of national and international convention events and attendees by: <ul style="list-style-type: none"> - Leveraging partnerships with the business and academic communities to attract events; - Continuing with a sustained sales and marketing strategy to enhance penetration in key markets; and, - Securing conference activity aligned with province-wide efforts in sectors of comparative advantage. • Optimize the event mix at Scotiabank Centre, including a continued focus on significant event attraction. • Strategically use our facilities year round. • Proactively explore growth opportunities within our venues through strategic partnerships.
 TALENT AND CULTURE		
<p>We will create an authentic guest-focused culture.</p> <p><i>This will require us to:</i></p> <ul style="list-style-type: none"> • Develop a talent strategy that aligns with our Mission and Vision. • Foster an internal culture that aligns with our organizational values and reflects the diversity of our team. • Sustain our employee engagement across the organization. • Partner with the hospitality industry and educational organizations to support the development a sustained talent pool. 		
 ACCOUNTABILITY AND SUSTAINED PERFORMANCE		
<p>We will demonstrate that we are well run and governed.</p> <p><i>This will require us to:</i></p> <ul style="list-style-type: none"> • Meet our annually approved budget targets. • Ensure our reporting and other legislated activities demonstrate accountability and transparency. • Act as a leader on matters that impact the events industry. • Keep our facilities safe, welcoming and accessible. 		

SUCCESS MEASURES

We have identified measures of success that correspond to our five year goals and will allow us to measure our progress against our strategies. Each year, our business plans will establish our annual targets, including budgets. We will report our progress annually through our annual accountability reports for the Halifax Convention Centre and Scotiabank Centre. We've divided our measures into two categories: **Core Accountability Measures and Strategic Measures.**

CORE ACCOUNTABILITY MEASURES		
STRATEGIC PRIORITY	MEASURE	LONG-TERM TARGET
Business Growth	Total direct spending and economic benefit <i>*Combined Halifax Convention Centre & Scotiabank Centre*</i>	By fiscal 2023-24, generate annual average direct spending of \$95M as the result of the events we host in our facilities <i>*Approximately \$55-\$60M generated from Halifax Convention Centre annually & \$30-\$35M generated from Scotiabank Centre annually.*</i>
Business Growth	Number of events and attendees hosted <i>*combined Halifax Convention Centre & Scotiabank Centre*</i>	By fiscal 2023-24, host a combined average of 250 events annually in our facilities with a total average annual attendance of approximately 600,000
Accountability & Sustained Performance	Financial performance	Meet approved budget targets
Accountability & Sustained Performance	Shareholder relations	Meet shareholder expectations and accountability requirements

STRATEGIC MEASURES

STRATEGIC PRIORITY	MEASURE	LONG-TERM ASSESSMENT
Guest Experience	Positive customer satisfaction and feedback	Attendee and planner/organizer satisfaction scores as measured through research
Community Connection	Positive perception of the organization and its facilities	Media coverage and reputational scores as measured through research and analysis
Business Growth	Revenue from non-event business development opportunities	Growth of strategic partnerships across our businesses
	Business attracted from national/international markets	Meet sales projections
Talent & Culture	Employee engagement	Maintain positive employee engagement score as measured through survey program
Accountability & Sustained Performance	Active industry affiliation, leadership and participation	Industry recognition and strategic alignment with organizations and initiatives