

2019/20 Business Plan Overview

The following is a summary of Scotiabank Centre's 2019-20 business plan. For a complete overview of our budget and activities, please [see the full plan here](#).

Background

- Scotiabank Centre is a facility owned by the Halifax Regional Municipality (HRM) and operated by Events East under an operating agreement. All operating income or losses generated accrue to HRM, and all capital improvements are funded by the municipality.
- Scotiabank Centre is the largest multipurpose facility in Atlantic Canada, serving as the region's premier venue for major entertainment and sporting events and the nucleus of major event activity in Nova Scotia.
- Our focus is on ensuring the professional and effective delivery of events that drive community vibrancy and economic impact. This year, we will host 135 events with a projected attendance of 550,000, which we expect will generate direct spending of approximately \$40M.

Key Activities

- With a diverse mix of events, 2019-20 will be the busiest year Scotiabank Centre has seen in over a decade. Highlights include:
 - a strong mix of concerts and special events including Cirque du Soleil: Crystal, Arkells, A Conversation with President Barack Obama, Daniel Caesar, Rock the Rink as well as our existing anchor tenants the Halifax Mooseheads, Halifax Hurricanes and Royal Nova Scotia International Tattoo;
 - the introduction of a new tenant, the Halifax Thunderbirds lacrosse team; and
 - return of the Memorial Cup, IIHF Women's World Hockey Championships and CIS hockey.
- We will replace our existing centre-hung digital scoreboard, which has reached end-of-life, as well as the production suite to support it. Funded by HRM, this critical capital upgrade will drive an enhanced in-game experience and advertising opportunities, while also meeting high-definition broadcast standards for television and internet webcast.
- A continued focus on evolving the guest experience, which will include integration of our brand strategy, more frequent, engaging customer communications and implementation of an enhanced security program.

Budget Context

- Our emphasis is on optimizing event mix, sustaining premium product and sponsorship revenue, and delivering on increasing customer expectations.

- Scotiabank Centre has a strong lineup of marquee events this year as well as the addition of a new tenant, which is driving a significant increase in projected revenue and economic impact.
- This is the second year of the Shared Services and Facilities Agreement between HRM and Armco Capital, which guides operations and allocation of costs of the shared plant and facilities that impact Scotiabank Centre. This agreement and its impacts will continue to be monitored throughout the year.

CORE ACCOUNTABILITY MEASURES

STRATEGIC PRIORITY	MEASURE	2019-20 TARGET
Business Growth	Total direct spending and economic benefit	Generate direct spending of approximately \$40M as a result of the events we host.
Business Growth	Number of events and attendees hosted	Host 135 events with total projected attendance of 550,000.
Guest Experience	Guest feedback	Implementation of guest-focused enhancements.
Talent & Culture	Completion of employee engagement survey	Complete employee engagement survey and achieve an average employee engagement score of approximately 80% for core employees.
Accountability & Sustained Performance	Financial performance	Generate revenue in excess of \$8M. Manage event expense ratio to no more than 44%.
Accountability & Sustained Performance	Meet governance requirements	Approval of multi-year operating agreement.