

2017-18 ANNUAL REPORT

TRADE CENTRE LIMITED OPERATED BY EVENTS EAST GROUP



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PHOTO CREDITS:

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Page 1, 2, 3, 11 (left), 12, 20 (left, background), 21 (right, background), 22, 24, 25, 26, 27 (top, bottom), 28 (bottom), 29, 30 (top middle, bottom middle, bottom right) - Nicole Lapierre

Page 7, 9 - Darren Pittman

Page 10 - David Ballileau

Page 14 (top) - Scott Jeffrey

Page 15 - CSSE

Page 31 (bottom middle) - Timothy Richards

Page 31 (bottom right) - Mike Dembeck



A portrait of Carrie Cussons, President & CEO, smiling. She has short brown hair and is wearing a blue top and a multi-strand pearl necklace. The background is a soft purple.

MESSAGE FROM THE PRESIDENT & CEO

This was a year of major milestones for our organization. Years of hard work and determination culminated with the opening of our brand new, state-of-the-art Halifax Convention Centre. It was incredibly rewarding to witness the pride our employees, partners and community felt as they experienced our new Centre for the very first time.

The convention centre has always been about a commitment to a vision. A vision for a facility that will help transform our city and province, bring our people together, create vibrancy in our downtown and most importantly, attract visitors from around the world.

We saw that vision come to life as we opened our doors and began hosting the first of many significant gala dinners, trade shows and conventions. Our team has set a standard for service excellence rooted in customer feedback and industry best practices that I'm confident we will deliver on.

Through our facilities and the events we host, our goal is to inspire our guests to experience everything that makes Nova Scotia unique, encouraging them to make special connections with our local community and come back to visit us time and time again.

Creating memorable event experiences is at the heart of what we do. We know those experiences start from the moment a visitor arrives in Nova Scotia, and that's why we're proud to partner with Discover Halifax, the Halifax International Airport Authority, Downtown Halifax Business Commission, Tourism Nova Scotia and many others to help make an impact at every critical touchpoint along their journey.

I'm incredibly proud of what we have accomplished over the past year and encourage you to take a look back with us as we celebrate our achievements and set the course for another exciting year ahead.

Sincerely,

A handwritten signature in black ink, reading "Carrie Cussons".

Carrie Cussons
President & CEO



TCL BOARD OF DIRECTORS

With the wind-down of TCL underway, a limited board representing the Province of Nova Scotia and Halifax Regional Municipality provided oversight.

Murray Coolican

Former Deputy Minister, Nova Scotia Department of Business, Board Chair (Retired December 2017)

Carrie Cussons

President & CEO, Events East Group (Formerly TCL)

Jacques Dubé

CAO, Halifax Regional Municipality

Una Hassenstein

Former Executive Director, Nova Scotia Department of Business

Bernard Miller, Q.C.

Deputy Minister, Nova Scotia Department of Business; Deputy Minister Nova Scotia Office of Strategy Management, Board Chair (Appointed January 2018)

MANAGEMENT TEAM

Carrie Cussons
President & CEO

Suzanne Fougere
*Vice President,
Experience & Engagement*

Dawn Baldwin
*Director, Sales
Halifax Convention Centre*

Genaya Cameron
*Director, Event Operations,
Halifax Convention Centre*

EVENTS EAST BOARD OF DIRECTORS

On June 24, 2016, the Board of Directors for Events East Group was appointed. Board members are jointly appointed by both the municipal and provincial governments.

Murray Coolican

Former Deputy Minister, Nova Scotia Department of Business (Retired December 2017)

Louise-Anne Comeau

Vice President, Customer Development, Emera

Wayne Crawley, FCPA

Partner, Venor Group

Carrie Cussons

President & CEO, Events East Group (Formerly TCL)

Jacques Dubé

CAO, Halifax Regional Municipality

Jeff Forbes, CMC

President & Managing Partner, Knightsbridge Robertson Surette

Greg Keefe

Former CFO, Halifax Regional Municipality

Nancy MacCready-Williams

CEO, Doctors Nova Scotia

James MacNeil

Managing Partner, BOYNECLARKE LLP

Barbara Manning

MILLERMANNING

Justin McDonough

Partner, Matthews McDonough Financial Planning Inc., Board Chair

Bernard Miller, Q.C.

Deputy Minister, Nova Scotia Department of Business; Deputy Minister Nova Scotia Office of Strategy Management (Appointed January 2018)

Peggy Dooley

*Director, Event Operations,
Scotiabank Centre & General Manager,
Ticket Atlantic*

Colin Kiley

Director, Property Services

Robert Logan

*Senior Director,
Scotiabank Centre*

Grant MacDonald

*Senior Director,
Scotiabank Centre*

Shelly Parsons

*Senior Director,
Finance & Technology*

Greg Smith

*Director, Food & Beverage,
Halifax Convention Centre*



Building Momentum

“It’s a game changer.”

That’s how Carrie Cussons, our president and CEO, describes the new Halifax Convention Centre.

“There’s something special going on in Halifax and in Nova Scotia right now. There’s a real sense of rejuvenation and pride,” says Carrie. “With the opening of the Halifax Convention Centre, we have a way to showcase our exceptional province in a manner that does it justice.”

It’s not just about the size of the building, she says—although it’s the largest integrated development project undertaken in Nova Scotia’s history.

It’s not just about its location in the heart of downtown Halifax—although the views are magnificent and the vibrancy, electric.

It’s about how the entire province will be reflected and represented here in every way possible.

“We had a vision for what this facility represents,” says Carrie. “Now we’ve done it, thanks to the passionate collaboration of our partners and stakeholders across the province, and I’m proud to say it lives up to all its promises and expectations.”

“This is going to be a place where people come together to learn and experience the very best of what our city and our province have to offer,” she adds. To do that, we’ve created signature programs that showcase Nova Scotia at its best.

Love Nova Scotia Like a Local

Delegates come a long way to attend events at the Halifax Convention Centre. Once they’re here, we want to inspire them to explore and discover all that Nova Scotia has to offer.

That’s why we developed our Local Program, which showcases our amazing people, culture and products when we host national and international guests. We know once guests get a sneak peek of Nova Scotia, they’ll want to get out and experience everything that makes our province great. Or, as we like to put it, *Love Nova Scotia Like a Local*.



Our Local Program features:



LOCAL flavours

Our award-winning culinary team infuses locally sourced flavours in every dish they create. Riverview Herbs, Acadian Maple syrup, Meadowbrook Farms sausages and Blue Harbour's cheese are just some of the tastes served up for guests to enjoy. And of course we've teamed up with local wine and craft beer experts to ensure a perfect pairing with our signature dishes.



WATCH:

Acadian Maple Local Products Video



POP-UP program

Nova Scotia is recognized internationally as an emerging culinary tourism destination and we want guests to find out what all the hype is about. During select national and international conventions, we bring local products and flavours right to the trade show floor through our Pop-up Program—a partnership with Taste of Nova Scotia. Once guests have a sample, they're enticed to go out and savour the full experience.



NOVA SCOTIA experiences

Through our website and social media platforms, we're connecting guests to all the tools they need to plan the ultimate Nova Scotia experience before they arrive. And once they're inside the venue, they continue to encounter breathtaking scenery through the use of state-of-the-art digital signage and exciting local adventure opportunities, inspiring them to get out and make their own memories. We're proud to partner with Discover Halifax, Tourism Nova Scotia and others on this aspect of the Local Program.

Co-creating with our Community

We set out to find ways to create the ideal Nova Scotia experience for delegates and we knew we couldn't do that alone. We invited community and industry partners to participate in a Community Advisory Panel to co-create these innovative ideas with us.

The group had 25 members from across the province who represent everything from restaurants and hotels, event planning and the arts, to local businesses.

Michele Saran, CEO of Tourism Nova Scotia, says a panel like this is a first in her experience. "I've seen customer advisory panels when new convention centres are being built," says Saran, "but a broader

outreach like this that included the board of trade, the Tourism Industry Association of Nova Scotia, and Taste of Nova Scotia...I had never seen that sort of engagement before. It was fantastic."

Saran describes being part of the panel as intense and fun. "Everybody contributed. Everybody was engaged. All of the people in the room had something to gain from the success of the Halifax Convention Centre. I think we were inspired to make it different than anything that had been done before in Canada so we could really infuse it with maritime spirit and hospitality. We want the delegates to know who we are as a destination and as people."

“We’re thrilled to work with the Halifax Convention Centre team to deliver an authentic taste of Nova Scotia to their delegates.” - Emily Haynes, executive director of Taste of Nova Scotia.



Delegate Welcome Program

One of the results of our collaboration is the Delegate Welcome Program, which aims to give visitors a warm Nova Scotia welcome from the moment they arrive in our province right through to the moment they leave.

That experience starts at the airport with special messages welcoming delegates to the province. It carries on to their hotel with more signage and videos in their room, which could be messages from the Mayor or other local representatives. Local restaurants and businesses will get involved, again displaying signage that welcomes the delegates. Social media also plays a role, with hashtags and messaging creating a buzz around the conference, activities and guests.



The whole idea is to let delegates know that we're excited they're here and want them to have a great time in Nova Scotia. It also engages local businesses and the community to play a role in welcoming visitors to our city through a consistent, cohesive message.

Joyce Carter, president and CEO of Halifax International Airport Authority, knows first-hand how important it is to create a welcoming impression upfront.

"I personally know what it's like to arrive in a new city after a long flight. You're tired because of the time

change and it might be your first visit to that country. When you get off the plane, nothing feels better than having somebody recognize you as being there for the event."

"When delegates arrive in Halifax, the airport is the face of the province, and perhaps even the face of the region and the country. We take that responsibility very seriously and are working closely with the Halifax Convention Centre to ensure guests coming to Halifax are given a warm welcome."

Later this year, Carter will be putting the special welcome to work on her own industry's delegates when Airports Council International (ACI) World brings their Customer Excellence Global Summit to Halifax. The event is expected to attract a large number of delegates from around the world and provide Halifax Stanfield Airport, the city and province with international exposure and business development opportunities.

"This is the first time the summit will be held in North America," says Carter. "We were not able to host it in Halifax prior to the construction of the new Halifax Convention Centre because we didn't have the facilities, but now we do. I'm incredibly proud to host this event in the new Centre. We'll get to showcase the new Centre, our city, our province and the region to the best airports in the world."

Carter will also accept a 2017 Airport Service Quality Award on behalf of Halifax Stanfield Airport at the event's gala dinner.

"We're so proud to have over 120 events, including ACI World, in our Centre's first year of operation," says Carrie. "We're expecting 80,000 delegates that will generate more than \$50 million in new money to the province."



Sharing the Excitement with our Community

It's been thrilling to watch the new Halifax Convention Centre grow from an idea to reality. Every day, thousands of people have followed our progress with us, either by walking past the site or following us on social media.

As completion grew closer, we wanted to ramp up the excitement so everyone would understand what this new facility means to our downtown, our province and to all of us who live here.



Picnic in the Parade

In August 2017, we held a picnic in Grand Parade for the Rendez-Vous 2017 Tall Ships Regatta in partnership with Develop Nova Scotia to give our community a taste of the Halifax Convention Centre experience. The picnic served up a delicious pancake-style breakfast with a convention centre twist full of East Coast flavours. We had so much fun showcasing our culinary expertise and offering our community a preview of the experience we deliver to guests from around the world. More than 700 people joined us—including Mayor Savage and Minister Furey, who took their turn serving up the food—and we also helped raise \$1,200 and collected nearly 26 kilograms of food on-site for Feed Nova Scotia.

[READ MORE >>](#)



Take a Break with Us

What's more Nova Scotian than a cup of tea? On a sunny day in August, our friends at World Tea House on Argyle Street brewed up a special batch of Nova Scotia Blueberry Rooibos iced tea for our Street Team to hand out to thirsty passersby. We asked people to "Take a time out on us," enjoy a taste of Nova Scotia and engage with our team to learn more about our new Centre.



Argyle Street Reopens

In November 2017, Argyle Street reopened after a major renovation that transformed it into a modern urban plaza. Our guests have been awestruck by this pedestrian-friendly space and all the vibrant businesses along it. We had a great time joining the all-day "Share the Street" celebrations put on by our downtown Halifax neighbours.

"One of the unique features of our Centre is our location in the heart of Halifax," says Carrie, "Guests love being able to step out onto Argyle Street to experience our local flavours!"



Getting Ready

Preparing for the new Halifax Convention Centre means much more than building a new facility; it means designing new processes, installing new technology and enhancing our partnerships—all with the goal of delivering memorable experiences for our customers, guests and community.

Collaborating with our Clients

A few years ago, we started on a journey to better understand our clients' needs. We invited a group of them to share their thoughts on how we could enhance their experience with us and support them throughout the process of planning and executing their events.

Together, we set out to design an approach from start-to-finish that created the ideal experience; one that also set us apart.

We gathered feedback on everything from our new menu to our redesigned website. Clients told us about the trends in their businesses and helped us understand their expectations. As a result, we changed the way we work with them.

One of the changes we implemented was to have a primary point of contact who would work with our clients throughout the course of an event: one person they could call, no matter what the question. This means we now integrate event managers early in the process to ensure a smooth transition from sales to planning. It also means event management is engaging with internal teams across the organization in culinary, security and communications, to give them all the details so the planner doesn't have to.

Designing, planning and delivering a successful event can take years and involve coordinating space, equipment, entertainment, food, travel and so much more. "The approach streamlines things and provides consistency. We know our clients' events inside



and out," says Genaya Cameron, director of event operations, Halifax Convention Centre. "It removes the grey areas. Now, if clients have a question or want something resolved, they know who to call. We become part of their team."

"We've had overwhelming positive feedback," she continues. "Clients appreciate that we've made it easy for them. They trust us and know that we're focused on the success of their event."

[READ MORE >>](#)

Our Success in Action

In preparation for 2018, we piloted our new processes and technologies on the last events held in our old convention centre. The feedback was very positive.

Aquaculture Canada 2017

The Aquaculture Association of Canada plays an important role in promoting the study and understanding of the benefits of aquaculture in Canada. This was their first time back in Halifax since 2006.

Nova Scotia has a strong aquaculture industry with a dedicated provincial Aquaculture Association – Sea Farmers – who worked alongside the national association conference planner to highlight the local industry and the future role of aquaculture nationally and in Nova Scotia.

The importance of close collaboration with our client was clear for this event. Not only were we able to act as a partner to support the organizer throughout the event planning journey, it also allowed our award-winning culinary team to create a delicious menu that featured product donated by aquaculture purveyors attending the conference. Because our team was engaged early in the process, we were nimble and proactive when there was an unexpected increase in the number of delegates registered for the conference.

Working with a professional, service-oriented team including sales, events, culinary and concierge made it easy for conference organizer Joanne Burry to host a successful and memorable conference.

Though feeling relaxed in the days before hosting a major national conference isn't always the norm, she said the level of service and expertise helped put her at ease.

“The service I received was the best I’ve experienced all around. The whole group was flawless,” says Burry.

[READ MORE >>](#)



KDD 2017 HIGHLIGHTS

WTCC and Scotiabank Centre spaces were both needed to host the largest conference on Knowledge Discovery and Data Mining (KDD) – the keynotes took place above centre ice!



The largest KDD conference outside of the USA to ever take place with

1,600+ DELEGATES
from **50+ COUNTRIES**



Delegates had record-breaking data usage at **190.7 MBPS**

Canadian Society of Safety Engineering (CSSE) 2017

CSSE is Canada's largest national professional organization for health and safety practitioners. Halifax was the clear choice when their conference was due to meet in Atlantic Canada. Organizers and attendees recognized all our city had to offer, including our East Coast hospitality.

For the CSSE conference, safety and security were of the upmost importance. Our team ensured we had detailed maps with clearly marked emergency exits available on-site and through the conference app, easily accessible safety information in marked locations in the building and a high standard of safety protocols that all event staff were briefed on.

But education is only one aspect of the conference; being able to network and share personal experiences with fellow safety practitioners in a relaxed atmosphere is what made their time at the conference meaningful.

We've spent a lot of time understanding our clients' journey through the highs and lows, pain points and successes of planning and hosting an event. By bringing the sales and event management teams together early in the process, we were able to ensure our clients' vision was well understood and achievable.

"The team went above and beyond to make the experience personal," says Terry Cunningham, director conferences and events, CSSE.

[READ MORE >>](#)



Delegate Experience Team

A good host greets every guest and ensures everyone is enjoying the event. But when you're a planner and your event has hundreds or thousands of guests, that's hard to do on your own. Clients told us they wanted a way to ensure their delegates were well taken care of at their events.

Our answer is the Delegate Experience Team. The team serves as front-line ambassadors welcoming guests, customers and the public to our signature atrium space. Their role is to encourage delegates to participate in and experience everything that's going on both inside and outside of the convention centre, from local restaurants to downtown attractions — making the whole event more memorable.

"Our Delegate Experience Team creates a different welcoming experience from the moment you enter our facility," says Suzanne Fougere, vice president, experience & engagement. "It's all part of sharing our Nova Scotian culture—we're a warm community and this is a great way to show our authentic hospitality."



“Our Delegate Experience Team plays a key role in creating a memorable experience for our guests.”

- Suzanne Fougere, vice president, experience & engagement



Incorporating Technology and Equipment into Service Delivery

We've got the right people. We've got the right facility. And now we've partnered with the right suppliers to ensure we're equipped to deliver a world-class experience in every way for our guests.

Keeping Everyone Connected

Leading that list is technology—and our partnership with Rogers Communications Canada. Rogers now provides the information and communications technology services that support all of our business operations. They provide internet, mobile, voice and network connectivity services between Halifax Convention Centre, Scotiabank Centre and our corporate offices. They also manage public and client internet access.

Our partnership with Rogers makes the new Halifax Convention Centre one of the most technologically connected commercial hubs in Atlantic Canada. Thanks to Rogers, we can handle the bandwidth requirements our guests have today and will be ready for future networking requirements. More than 10,000 devices inside the Halifax Convention Centre and 3,000 in common areas can enjoy free high-speed, always-on connectivity inside the building at the same time.

"We've noticed that guests arrive on-site with more devices than ever before and require a greater amount of bandwidth to meet the demand," says Suzanne. "With Rogers providing state-of-the-art technology, we've made sure we have enough capacity for everyone, leading to a seamless event experience for everyone."

Along with the top-tier Wi-Fi, we also made sure we had ample hardline connections, too. This means we can support routing audio and video anywhere in the building, offering flexibility for our guests.

"With the Halifax Convention Centre, our city truly has a terrific, connected space that will bring residents and visitors together," says Bruce MacDougall, president of Atlantic, Rogers. "We are proud to work with customers like the convention centre and are committed to supporting the region's business community through investments in technology services that support how our customers work."

In addition to being the Centre's telecom service provider, Rogers has also named the outdoor plaza in the middle of the Nova Centre complex, which can house more than a thousand people at a time for outdoor activities and festivals. Rogers Square will be a hub of activity for the broader community and visitors to the city.

[READ MORE >>](#)

Raising the Bar in the Kitchen

Our new kitchen technology allows our menu, featuring Nova Scotian flavours, to really shine. The new kitchen is designed with the consideration of HACCP (Hazard Analysis Critical Control Point) standards, which protects the food and our guests. Our state-of-the-art kitchen includes various preparation areas, including different spaces for different foods, including meat and vegetables. This way, food only moves forward through our kitchen, ensuring food handling and processing is safe at all times.

The new equipment and processes help our award-winning culinary team prepare and handcraft nearly every item from start to finish—something we take great pride in. Inspired by Nova Scotia's beauty, hospitality and locally sourced products, they deliver superior culinary experiences for our guests and help to support our local food industry.

[READ MORE >>](#)

400+

COMPLETED MEALS IN 10 MINUTES



on our new automated hot plate & food service distribution conveyor belts



500+

BOWLS

of our maritime famous
seafood chowder can simmer
in our new tilting kettles



30+

LITRES

of whipping cream mixed
at a time in our new
planetary stand mixers



2,000+ DISHES AND CUTLERY

washed per hour with our new Aerowork FT 1,000 Flight dishwasher



Opening

Every step of this journey has been about building a deeper engagement with our employees, partners, stakeholders and community. It was a proud moment on Dec. 15, 2017, when we opened the doors and welcomed them to be the first to experience what they helped create.

"I feel honoured to have had our community, partners and stakeholders help bring the Halifax Convention Centre vision to life in a way that's modern, timeless and iconic," says Carrie.

We were thrilled by the breadth of people who came out to celebrate with us, including all three levels of government, and, of course, the Nova Centre developer himself, Joe Ramia.

"I'm proud of what this facility represents," says Ramia, president of Argyle Developments. "It will serve as a gathering place, connecting Nova Scotians with each other and the world to experience all the great things our province offers."

Our stakeholders and partners were also excited by what they saw.



"This Centre will have an impact on Halifax and the entire province," says Michele Saran, CEO Tourism Nova Scotia. "I firmly believe that there is no better mechanism to advance the trade agenda of the destination than having meetings and conventions."

"We're hosting Rendez-vous Canada here for the first time since 2002 because we didn't have anything big enough to accommodate our conference," Saran continues. "The numbers are record breaking. People are excited to come to Nova Scotia and see the new Halifax Convention Centre. There are new restaurants; new opportunities. The city is bright, and new, and shiny and this has been the catalyst for it. I love how success breeds success."

"We got to see facility renderings early on," says Joe McGuinness, owner of Durty Nelly's Authentic Irish Pub and co-owner of Subborn Goat Gastropub. "But to actually see it open, it's been phenomenal. It's great not only for Halifax but also for the province. To see the investment that has been made in Nova Scotia, and to see all the development that's coming up around downtown, it's like the city has awoken and is becoming a modern Canadian city."

"It's bringing local, regional and international business," continues McGuinness. "We're excited. I think it's going to expose a lot of people to Halifax. They're going to see why we love living here."

"It gives me a great sense of pride as a Nova Scotian," says Emily Haynes, executive director of Taste of Nova Scotia. "I believe so fiercely in our province and I believe this world-class facility will attract high-calibre conferences and larger numbers of delegates. It's something Halifax and Nova Scotia deserves to have. I'm thrilled to see it open."





"The Halifax Convention Centre will attract thousands of new visitors from around the world to our province; it will build on our booming tourism economy and help build a stronger Nova Scotia."

- Premier Stephen McNeil

"The Government of Canada was proud to celebrate the opening of the new Halifax Convention Centre, an impressive, modern facility that confirms Nova Scotia as a world-class destination."

- Scott Brison, president, Treasury Board of Canada

"This new Centre gives us the opportunity to show visitors everything that makes our city and our region unique; our guests will create great memories in our city that will inspire them to come back."

- Mayor Mike Savage





WATCH:
It's time to make our mark



part of something big.
12.2017 HALIFAX
CONVENTION
CENTRE

It's time to make our mark.

"I feel very proud and lucky to work with such an amazing group of people," says Carrie.

Our staff were just as proud on opening day when they saw what they helped create.

Our Internal Engagement Committee worked for months to plan an opening event for staff to celebrate the momentous occasion. It was an event that captured our team's pride and excitement about the new Centre that our staff still talk about.

"It was really emotional on many levels," says Genaya. "I'm passionate about what I get to do every day, and to be part of many years of planning and preparing and see it come to life meant so much. To see everyone pull together, it just proved how much of a team we really are. I've been with the organization for 10 years, and when I came here there was conversation about the new convention centre. That I'm able to be involved and participate is an experience of a lifetime."



"Wow
@hfxconventions
just wow. The
place looks
amazing!!
Conference
delegates in for
a treat when
they visit our
awesome city."

- @mmillshfx



4,000

Nova Scotians
visited us during our
Welcome Weekend



850+

stakeholders got
a first look at the
new Centre



200+

community, industry,
government & corporate
stakeholder tours



130+

staff celebrating a
milestone event



55+

performers keeping
excitement levels high

Welcome Weekend

Four thousand people came out to enjoy a weekend of free events, entertainment and facility tours from Jan. 12-14, 2018, that included:

- A Friday after-work networking opportunity where attendees were encouraged to continue the evening at one of the many neighbouring restaurants and pubs downtown.
- A Saturday afternoon family-themed event including a screening of *Finding Dory*, face painting and light refreshments.
- A Sunday live music event featuring East Coast Music Association artists Don Ross, Kim Harris and Reeny Smith.

Our community members were impressed with what they saw and the response was phenomenal.

"We wanted to welcome our community into the Centre and give them an opportunity to see our amazing space before the first events took place," says Carrie. "It was a great honour to thank them for their support and remind them that they play a key role in welcoming visitors to our city."

READ MORE >>



WATCH:

It's time to make our mark



"What a great community initiative. Thanks @hfxConventions!!"

- @MiriamZitner

"That is a sweet lineup, nice way to break in the new @hfxconventions space, w. @iamREENY @donrossmusic & @kimharrismusic! No sleeping in for me, I guess."

- @NS_scooke



Moving in



45
truckloads



6,400+
chairs



190+
pieces of staging



1,100+
tables

The First Events

After years of planning, preparing and training, we were more than ready to start hosting events in the new Halifax Convention Centre.

Canadian Junior Weightlifting Nationals

For our first event, we hosted 76 of Canada's top under-20 athletes and welcomed 300+ guests from nine provinces.



Brides 2018

For over 30 years, Brides has been Atlantic Canada's largest wedding show including florists, photographers, jewelers, wedding planners, caterers, honeymoon and wedding destination travel planners and more. This year, with over 2,000 attendees and 135 exhibitors, they achieved record numbers.

How did the larger, more flexible space in our new Centre enhance the event?

"Having the exhibitors all on one level was the biggest and most significant change," says Debbie Fennell, the event's producer. "Now visitors have seamless access to the entire trade show floor without taking an escalator to multiple levels of exhibits. Exhibitors also raved about the ease of the move-in."

An event like Brides is already a feast for the senses, and Fennell says the new Centre made it even more impressive. "With all the glass surrounding the ballroom, having a bright sunshine-filled day was a definite bonus. People were taking photos of the views of Halifax. With natural light streaming in, it was smiles all around."



WATCH:

Setup and Teardown Timelapse

Halifax Business Awards

One of the first to experience the new Centre was the Halifax Chamber of Commerce for their Halifax Business Awards—their most glamorous event of the year that recognizes the successes of Halifax’s thriving business community.

“It was a spectacular event,” says Patrick Sullivan, president and CEO of the Halifax Chamber of Commerce. Sullivan was particularly impressed with the size and feel of the Centre, which overlooks the city and has three times the physical space of its predecessor. Attendees were keen to see the new centre, too. “We increased our attendance from last year by 30 per cent,” says Sullivan.” In fact, the event sold out!

Our expert culinary team was excited to work in our new state-of-the-art kitchen to dish up 650+ meals for

the Halifax Business Awards, and it showed. “The food was amazing,” says Sullivan. “It was all first class.”

It’s not just the building that impressed Sullivan. He believes the Centre will re-invigorate Halifax and Nova Scotia’s future.

“Frankly, this is going to put money in the economy,” he says. “It’s an exceptionally exciting time to be in Halifax.”



Looking Forward

With over 120 events booked in our first year of operations, we’re expecting more than 80,000 guests to come through our doors. These guests will fill our streets, eat in our restaurants, shop in our stores, stay in our hotels and visit our province.

We are excited to welcome back conferences such as the Rendez-Vous Canada, the Federation of Canadian Municipalities, UNIFOR, Diabetes Canada and the Chartered Professional Accountants of Canada.

We are also looking forward to welcoming international and national conferences that will be visiting our province for the first time, such as:



Canadian Brewing Awards & Conference

[READ MORE >>](#)



Airports Council International Summit Customer Excellence Global Conference



Conservative Party of Canada National Policy Convention 2018

[READ MORE >>](#)



2017 YEAR IN REVIEW

Events East
launch

APR.



Picnic in the Parade
showcased our culinary
expertise by offering the
community a taste of what
the Halifax Convention
Centre has to offer.

[READ MORE >>](#)

JUL.



Testing of new
equipment and
smallwares begins.

OCT.



Halifax Convention
Centre opens



DEC.



Halifax Convention
Centre Welcome
Weekend invited the
community to drop in,
take a tour and explore
our brand new space!

[READ MORE >>](#)

JAN.



Halifax
Convention
Centre hosts its
first events

JAN.



7-18

Local Program launch

[READ MORE >>](#)

OCT.



WTCC hosts its final event on December 15th

DEC.



Facility move-in begins

DEC.



THE **WTCC** AND **HALIFAX CONVENTION CENTRE** HOSTED **68,000+ ATTENDEES** AT **130 EVENTS** INCLUDING **19 NATIONAL AND INTERNATIONAL EVENTS** RESULTING IN **\$31.9 MILLION IN DIRECT EXPENDITURES**

Substantial completion achieved

MAR.



Halifax Convention Centre hosts 1st national convention: Canadian Sport Tourism Alliance Sport Events Congress 2018.

MAR.



Sutton Place announced as hotel partner in Nova Centre

MAR.



Management Discussion & Analysis

This review of our business activity for the period of April 1, 2017, to March 31, 2018, provides management's perspective of performance in key financial and operational outcome areas. It is intended to provide a greater understanding of the organization's business strategy and serves as the annual public accountability statement.

PLANNING & OPERATING CONTEXT

Our mandate is focused on creating community and economic impact through attracting and hosting meetings and conventions along with entertainment, cultural and sporting events through the businesses we manage and operate: Halifax Convention Centre, Scotiabank Centre and Ticket Atlantic.

With the transition to our new governance structure combined with operating both the World Trade and Convention Centre (WTCC) and the new Halifax Convention Centre during the fiscal year, 2017-18 represents an anomaly for our organization and is not comparable to past operations or indicative of future years.

Events East Group began managing all operations of the former Trade Centre Limited (TCL) effective April 1, 2017, however, the financial cutover to Events East was triggered by achievement of substantial completion of the Halifax Convention Centre, which did not take place until March 1, 2018. As such, this report combines the 2017-18 budgets, priorities, core measures and activities of TCL to March 31, 2018, and of Events East to February 28, 2018. Full reporting of Scotiabank Centre's business performance can be found here: <http://www.scotiabank-centre.com/en/home/about-us/Annual-Reports.aspx>

Our key performance and operational outcome areas for 2017-18 included:

- Effective transition to our new governance structure;
- Success of the new Halifax Convention Centre;
- Efficient delivery of our core business.

PERFORMANCE ANALYSIS

TCL & Events East Financial Performance

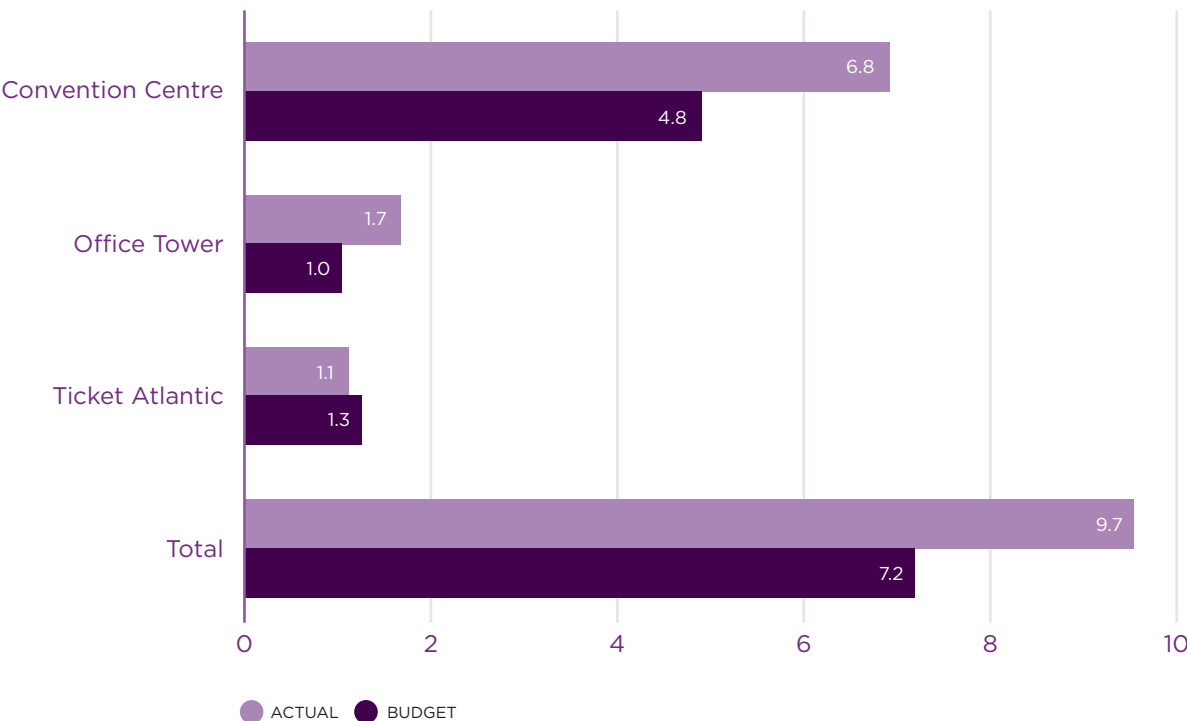
TCL's 2017-18 audited annual surplus before amortization of tangible capital assets was \$1,233,418 with an annual surplus after amortization of tangible capital assets of \$1,029,066. The 2017-18 annual surplus as compared to the blended surplus budget of \$315,500 reflects:

- Operation of the Office Tower for five months more than expected (an additional contribution of \$483,200);
- Higher-than-expected food and beverage spending by national and international convention planners, coupled with three additional months of operation of conventions under TCL, prior to substantial completion (an additional contribution of \$734,100).

Operating revenues, excluding Halifax Convention Centre pre-opening grants, discussed below, were \$9.7 million as compared to the plan of \$7.2 million, an increase of \$2.5 million against target and \$0.7 million over last year's operating revenues. WTCC revenue accounted for \$6.8 million of total revenues, up compared to the budget and the prior year (\$2.0 million/\$1.0 million respectively). This was mainly due to higher-than-expected food and beverage spending of relocated national and international events. This revenue also includes a subsidy from Halifax Regional Municipality (HRM) for operation of the WTCC of \$594,400 for 11 months of operations.

The Office Tower delivered revenues of \$1.7 million, consistent with prior year and up \$698,400 compared to budget, resulting from operating for an additional five months. The budget estimate was based on an expected building sale date at the end of October 2017, while the actual sale occurred in April 2018. Ticket Atlantic revenue was \$1.1 million, down \$270,000 compared to budget and \$188,000 compared to last year, mainly due to lower service charge revenue resulting from smaller concerts.

Operating Revenues (millions)



Revenues from government transfers totalled \$7,049,313 compared to budget of \$6,918,000. Grant funding was provided by HRM and the Province of Nova Scotia. Grants were provided to cover pre-opening expenses of the Halifax Convention Centre related to:

- 1) Sales and marketing activities focused on event attraction (\$1.4 million);
- 2) Preparing the team and business to operate the new Centre (\$3.4 million);
- 3) Purchasing equipment and technology to outfit the new facility (\$2.2 million).

Revenue from government transfers is recognized only when applicable expenses are incurred.

Operating expenses were \$9.0 million compared to a budget of \$7.0 million. Event operating expenses were \$4.0 million, over a budget of \$3.0 million, consistent with the increased revenue. Non-event expenses from operations were \$5.1 million compared to budget of \$4.0 million, which reflects six more months of WTCC operations and seven more months for the Office Tower and Ticket Atlantic. It also reflects the impact of a one-time service award payout, related to the Public Service Award, of \$349,100. It should be noted that expenses related to operating the Halifax Convention Centre and for staff engaged in pre-opening activities are reflected under the pre-opening grant expenses.

Effective March 1, 2018, triggered by substantial completion of the Halifax Convention Centre, HRM and the Province became joint 50/50 owners of Events East. Resulting from a transfer of convention centre assets to the Halifax Convention Centre, the balance sheet of TCL now mainly reflects the assets and liabilities of the Office Tower and Ticket Atlantic only.

Effective April 9, 2018, the WTCC and Office Tower complex located at 1800 Argyle Street was sold to Armco Capital Inc. by the Province. At the direction of the Department of Transportation and Infrastructure Renewal, TCL undertook a purchase and sale agreement with the purchaser, Armco. The gross proceeds of the sale were \$13.5 million; after write-off of related capital assets and costs related to selling the building, the net proceeds of the sale are \$11.6 million, which will be recognized as a gain for TCL in 2018-19. In accordance with Section 16 of the *Finance Act*, funds resulting from the sale of real property by a Government Reporting Entity must be deposited into the Province's General Revenue Fund; therefore the transaction will have no net impact on TCL's 2018-19 statements.

Scotiabank Centre Financial Performance

Effective April 1, 2017, Events East was given the mandate to operate Scotiabank Centre as part of the transition from TCL. Scotiabank Centre is managed and operated on behalf of HRM, which owns the facility and accrues all operating income generated. HRM also funds all major capital upgrades. In summary, Scotiabank Centre's income from operations was \$7,962 compared to a budget of \$10,000 and prior year of \$102,032. Revenues for 2017-18 were \$6.9 million compared to budget of \$7.0 million and last year of \$7.1 million.

Expenses totalled \$6.9 million compared to budget and last year of \$7.0 million, which includes event expenses of \$2.9 million. The event expense ratio was 42.1 per cent, consistent with budget and lower than prior year of 45.2 per cent, reflecting lower concession expenses and change in event mix. Indirect expenses included \$121,000 related to a one-time service award payout, under the Public Service Award program.

Economic Impact & Event Mix

We are mandated to attract and host events that create economic and community benefits for Nova Scotia. As such, our business and success is reflected not only in the mix of events and number of attendees, but through the economic impact generated.

Economic impact measures the benefit of new money being spent in the Nova Scotia economy as a result of events hosted in the facilities we operate. When visitors from outside of Halifax spend time in Nova Scotia, they spend money on accommodations, transportation, restaurants, shopping and local attractions and often extend their stay to visit other regions of the province. We measure economic impact on an annual basis, compiling attendee, exhibitor and event planner spending by event category and facility.

In 2017-18, we hosted a total of 241 events across our facilities (WTCC/Halifax Convention Centre and Scotiabank Centre) resulting in 471,980 total attendees against a target of 230 events and 470,000 total attendees. Total direct expenditures resulting from these events was \$62 million (\$31.9 million Halifax Convention Centre, \$30.1 million Scotiabank Centre) against a target of \$70 million. The difference from target to actual direct expenditures can be attributed to the following:

- Fewer attendees at marquee events than estimated at Scotiabank Centre;
- Hosting of fewer convention events in Q4 than a normal year to ensure the effective transition of our staff and operations to the new facility, including training and hosting strategic, first events as we began to operate.

Direct expenditures resulted in \$42.2 million in incremental expenditures, 1,393 person years of employment, \$5 million in provincial government tax revenue and \$47.7 million in additions to household income. These impacts do not include the direct spending by Halifax Convention Centre or Scotiabank Centre.

	CONVENTION CENTRE	SCOTIABANK CENTRE	TOTAL
Total Events	130	111	241
Total Attendees	68,433	403,547	471,980
Total Direct Expenditures	\$31.9 million	\$30.1 million	\$62 million
Total Incremental Expenditures	\$31.7 million	\$10.5 million	\$42.2 million
Estimated Person Years Employment	654	739	1,393
Estimated Household Income	\$23.6 million	\$24.1 million	\$47.7 million
Estimated Government Tax Revenue	\$2.5 million	\$2.5 million	\$5 million

27 per cent of Scotiabank Centre direct expenditures are incremental. Incremental expenditures are those that would not have taken place in the absence of our facilities and activities.

Note: Developed in collaboration with the Nova Scotia Department of Finance.

Convention Centre Event Mix

This was a transitional year for the convention centre operations due to a number of factors including:

- 1) Relocating and hosting 16 events in the WTCC, which were displaced by the delayed opening of the new convention centre;
- 2) Winding down operations of WTCC and the strategic selection and hosting of the first events in the new Centre in Q4 to allow for transition and training.

As such, performance is not comparable to the previous year.

Convention centre sales activity is focused primarily on attracting national and international events that drive economic impact. By attracting visitors from outside the province, events from these markets contribute more to the convention centre's economic impact than those originating from the regional and local markets. In 2017-18, national and international market events made up 57 per cent of the total economic impact for the convention centre and contributed \$18.2 million in direct expenditures.

2017-18 Events Hosted by Market

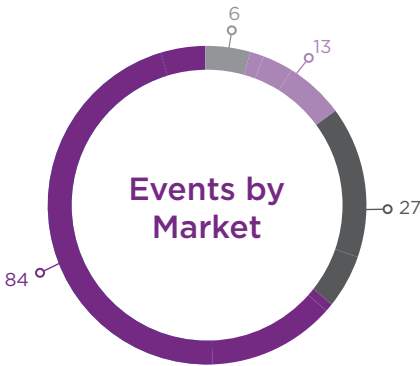
The convention centre uses the following definitions to classify event markets:

- Local: Majority of attendees originate from within the boundaries of Halifax Regional Municipality.
- Regional/Provincial: Majority of attendees originate from within Nova Scotia excluding HRM as well as attendees originating from

New Brunswick, Prince Edward Island and Newfoundland & Labrador.

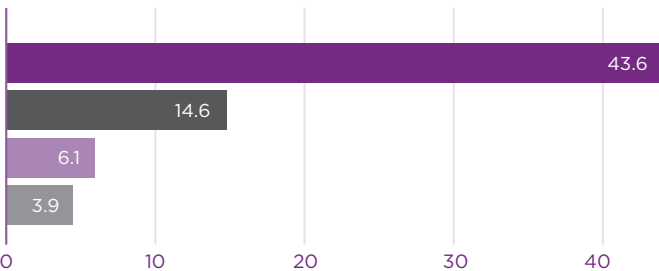
- National: Majority of attendees originate from Canadian provinces other than Atlantic Canada.
- International: Majority of attendees originate from any country outside of Canada.

Highlights of international events hosted during 2017-18 include: International Standards Organization 2017 Conference (340 attendees); KDD '17: Knowledge Discovery and Data Mining (1,669 attendees); International Conference on End of Life Law, Ethics, Policy, and Practice (180 attendees); 2017 Canadian Society of Transplantation Joint Scientific Meeting (250 attendees); 2017 Society for Marine Mammalogy Biennial Conference on the Biology of Marine Mammals (1,800 attendees); Harmony 2017 (950 attendees). Highlights of national events hosted in 2017-18 include: CUPE 2017 Building Strong Locals Conference 2018 (650 attendees); 2017 National Conference for Canada's Credit Unions (900 attendees); Aquaculture Association of Canada (350 attendees); Public Health 2017 (750 attendees); Canadian Standards Association Group 2017 Annual Conference & Committee Week (712 attendees); 2017 Canadian Society of Safety Engineering Professional Development Conference (600 attendees); Canadian Association of Perinatal and Women's Health Nurses Annual Clinical Education, Research Conference (215 attendees); Canadian Association of Nephrology Nurses and Technologists 2017 Annual Conference and AGM (300 attendees); Canadian Bureau for International Education 2017 Annual Conference (700 attendees); Canadian Junior Weightlifting Nationals (300 attendees); Canadian Sport Tourism Alliance Sport Events Congress (400 attendees); Canadian Domestic Violence Conference (550 attendees).



INTERNATIONAL NATIONAL REGIONAL LOCAL

Attendance by Market (thousands)



LOCAL REGIONAL NATIONAL INTERNATIONAL

Scotiabank Centre Event Mix

During 2017-18, Scotiabank Centre hosted 111 events and 403,547 attendees. The total number of events was consistent and attendance was up compared to the previous year by six per cent with the Halifax Mooseheads driving the attendance increase.

The event mix for Scotiabank Centre was similar to the previous fiscal, with tenant events making up 62 per cent of total events hosted.



SPORTING EVENTS CONCERTS & ENTERTAINMENT TENANT EVENTS

Scotiabank Centre event highlights for 2017-18 include: Jeff Foxworthy & Larry the Cable Guy Show; Harlem Globetrotters; IMG Stars on Ice; Jim Gaffigan; I Love the 90's; Riverdance; Theresa Caputo; k.d. Lang; Brian Wilson Presents Pet Sounds; Danielle O'Donnell; The Wiggles; FIBA World Cup Qualifier; WE Day Atlantic; Matt Mays & July Talk; Hedley; Subway AUS Basketball Championships 2018; U Sports Men's Basketball Championship; Our Lady Peace and Matthew Good Band.

For more detail on Scotiabank Centre's performance, please visit: <http://www.scotiabank-centre.com/en/home/about-us/Annual-Reports.aspx>

GUEST EXPERIENCE

Halifax Convention Centre Operational Transition & Move-In

This year was focused on the continued implementation of our multi-year operational plan to ensure we were prepared to open and operate the new Halifax Convention Centre through an approach aligned with our overall customer experience vision. Core to this vision was ensuring our operational transition to a new, much larger facility was effective and successful.

Operational staff began move-in activities in late fall followed by commissioning of new equipment. This included testing our new kitchen, technical services and other critical facility systems. Development of a building services program helped provide focus and clarity on operational responsibilities for our engineering, maintenance, dock operations, security and cleaning teams.

Operations of the facility started in January 2018, with events that were strategically selected to allow staff to train in and test the facility systems before the first significant convention event in March 2018. Following possession of the building, we also continued to work closely with the developer to ensure the facility design and equipment reflected our operational requirements. At year-end, a process for deficiency resolution was defined and work was ongoing on a prioritized basis. The development achieved substantial completion March 1, 2018.

To ensure effective operations of our business, we identified key service areas that required external supplier partnerships, and following competitive procurement, contracts were awarded for security (Shadow Security), cleaning (BeeClean), waste management (RE Group), and uniforms (Chandler).

Scotiabank Centre Operations

Scotiabank Centre continued to attract and host a diverse mix of events and continued to focus on enhancing the guest experience including work with our concessions partner to provide consistent menu offerings that align with customer expectations. This resulted in positive feedback from customers and an overall increase in concessions sales throughout the year.

With an ongoing emphasis on guest safety, we continued to review our security and emergency response measures to ensure alignment with evolving industry best practices and minimal disruption to the in-venue guest experience. During the year, we began preliminary testing and assessment of security gates with a goal for full implementation in 2018-19. We also continued to look at further improvements that align with the evolution of the events industry and the security environment.

Over the past years, we have put increasing emphasis on significant capital projects that improve the overall venue experience and ensure our 40 year-old facility continues to deliver at a high standard. Key this year was planning for the ice slab replacement project, which is the ice-making system. In collaboration with HRM, planning for the ice slab replacement project was ongoing with a supplier selected and a schedule in place by year-end. Work is planned to begin following the Royal Nova Scotia International Tattoo in July 2018 and is expected to be complete by mid-October 2018.

Office Tower Operations

Operations of the WTCC Office Tower continued throughout the year. In preparation for the sale of the WTCC and Office Tower complex, we worked closely with HRM and the Province to document current building operations practices to support a smooth transition to the new building operator, Armco Capital Inc. This included input and collaboration on the development of a Shared Services and Facilities Agreement (SSFA), which guides the use of the plant and facilities shared by Scotiabank Centre and Armco.

Technology Improvements

In conjunction with the transition to our new facility, we began to implement many of the processes and technologies designed for the new Centre. Following a competitive procurement process, we selected Rogers Communications Canada as our information and communications technology partner. We worked closely with Rogers to design and deliver technology enhancements and infrastructure that are core to our business operations including a new VOIP (Voice Over IP) phone system, networking connectivity services and the system to manage client and public internet access.

We also implemented a new point-of-sale system for food and beverage service at the convention centre to allow for increased volume and ease of use. Planning for our new, organization-wide Scheduling, Time and Attendance system continued with ongoing collaboration and testing with the supplier. Implementation of the system was deferred to 2018-19 to align with resource availability following the transition to the new Centre.

BUSINESS GROWTH

Halifax Convention Centre Sales & Marketing Activity

Sales and marketing activities throughout the year were focused primarily on two key areas: promoting the opening of the Halifax Convention Centre and managing the relocation of displaced clients.

Marketing efforts focused on continuing to build confidence and brand awareness to support sales activity within the national and international markets in the lead-up to opening. We worked closely with our audio-visual partner, FMAV, to enhance our presence at key in-market trade shows to create impact and differentiate ourselves among competitors.

We also worked closely with clients impacted by the delayed opening of the convention centre, successfully hosting 16 of the 22 impacted events in the WTCC. Delay incentives were offered to relocated clients to mitigate the impact on their events including discounted facility rentals and convention services, site visits required to re-plan these events and facility upgrades to ensure alignment with client expectations.

Consistent with the overall strategy, at year-end, the Halifax Convention Centre had secured a cumulative total of 96 national and international events with an estimated 60,000+ delegates against a target of 100 events and 70,000 delegates.

Scotiabank Centre Events Strategy

Work continued on the development of our multi-year event attraction approach with emphasis on marquee events and alignment with key partners. Results throughout the year included the successful bid to host the 2019 Mastercard Memorial Cup, a collaboration with the Halifax Mooseheads, as well as the 2020 North American Indigenous Games. Future prospective events have been identified and prioritized and work is ongoing to assess and bid for new opportunities in collaboration with our partners.

COMMUNITY CONNECTION

Community activity was focused on building awareness and momentum for the Halifax Convention Centre opening. Our year-long community and stakeholder engagement program in the lead-up to our opening was a critical focus. The program included several components that allowed our community and partners to be fully involved in this significant milestone.

Opening

Consistent with the plan, the new Halifax Convention Centre opened to the community in December 2017.

Much of our community engagement activity throughout the year culminated with the community and stakeholder opening celebration, which was attended by 800+ guests across multiple sectors in business, government, community and media. In January, we hosted an additional 4,000+ members of the public during our Welcome Weekend, which was a series of free events designed to encourage the community to come and tour our new space.

Partnerships

This year, we implemented our formalized community relations strategy to highlight the economic and community impact of our business. We participated in a series of community activations, including Rendez-Vous 2017 Tall Ships and the Argyle/Grafton street re-opening. Additionally, we worked closely with our partner Halifax Chamber of Commerce to highlight booked business for the first year of operations at the Halifax Convention Centre at their signature events throughout the year.

We also worked closely with our industry partners, including Discover Halifax, Tourism Nova Scotia and the Tourism Industry Association of Nova Scotia (TIANS) to promote the benefits associated with the new Centre. This resulted in several collaboration opportunities for events and promotions throughout the year.

We hosted a series of community advisory panel sessions with representatives from the tourism and hospitality industry and business community to collaborate on the ideal Nova Scotia experience for visiting delegates. This resulted in a high level of engagement from participants, increased awareness of upcoming convention centre events and the

creation of new programs to ensure visiting delegates are exposed to all Nova Scotia has to offer. Two new programs were created: the Delegate Welcome Program and the Local Program.

Consistent with our focus on delegate experience and community connection, we launched a new Local Program to showcase Nova Scotia food, culture and experiences in the convention centre to national and international visitors. The program has three components – local flavor, local experiences and a Pop-Up Program. Collaboration with local food, beverage and tourism partners was critical to our success in launching this program and will be a continued focus in the upcoming year.

The Pop-Up Program is managed through a partnership with Taste of Nova Scotia, who work with local suppliers to showcase their products during national and international conventions. This will be a pilot program for the first year of operations with ongoing assessment based on internal, client and delegate feedback.

The Delegate Welcome Program was created through a partnership between the Halifax Convention Centre, Discover Halifax, Downtown Halifax Business Commission and the Halifax International Airport Authority to promote upcoming events to the community and give visitors a warm welcome. The program aims to leverage existing assets to share consistent messaging and signage at critical visitor touchpoints including the airport, hotels, downtown businesses and the convention centre. The program launched in March 2018 and will continue throughout the year.

TALENT & CULTURE

Transition & Opening

Through a year of significant transition for our organization, we maintained our focus on our employees and internal culture through a series of communications and engagement activities. This included continued work with cross-departmental committees to address feedback, identify opportunities for enhanced communication and planning employee opening celebrations. The organization's Internal Engagement Committee supported the planning and execution of the employee opening event for the Halifax Convention Centre and also provided guidance throughout the year on the roll-out of new processes and programs. During the opening celebrations, over 130 staff from across the organization volunteered to welcome the community to the new facility.

Recruitment & Training

Recruitment played a critical role in the successful opening and operations of the new Centre. Throughout the year, we recruited and trained over 100 new employees in the areas of catering, culinary and event operations to deliver on our customer experience vision. To support the high volume of recruitment needs in key operational departments, we launched an enhanced recruitment program, which included a pilot Employee Referral Program and additional paid media placement. At year-end, core recruitment was completed to plan, with activities continuing to manage ongoing business needs.

Following the development and roll-out of new corporate policies, we held a series of manager and employee training sessions focused on our new Drug & Alcohol and Respect in the Workplace policies. Training and communication on our corporate policies will continue to be a priority in the upcoming year.

Additionally, there was an increased focus on emergency preparedness training across the organization. In collaboration with Halifax Regional Police, we delivered training on the incident command system including roles and responsibilities and a simulation exercise. An oversight Emergency Preparedness Committee was also established to provide a routine mechanism to assess areas of risk and opportunity for enhancements in all of our facilities.

ACCOUNTABILITY & SUSTAINED PERFORMANCE

Governance

Starting April 1, 2017, full oversight and governance of the operations of Scotiabank Centre, Ticket Atlantic, Halifax Convention Centre and the WTCC (while its operations continued) was formally transferred to Events East. To govern Events East's oversight of TCL operations until substantial completion, an agreement was developed and approved by both the TCL and Events East Boards of Directors.

Extensive work and collaboration with the Province and HRM was underway throughout the year to clarify our mandate and establish key policies and processes. Development of a Joint Shareholder Accountability Framework helped to define the accountability, decision-making and communication processes and protocols of the joint shareholders as outlined in the *Halifax Convention Centre Act*. In addition, a full governance review took place to ensure all board practices and policies were in alignment with the act and shareholder expectations. Ongoing work on governance-related items will continue in 2018-19.

As part of the transition to the new structure, the Events East Board of Directors approved updated policies to reflect our mandate, governance and risk approach. New policies were developed and rolled out organization-wide to reflect public sector best practices, including fraud, wrongdoing and more.

The organization's five-year strategic plan was finalized and approved by the Events East Board of Directors the prior year, per plan. At year-end, the five-year strategy was pending shareholder approval and as such, full roll-out was deferred to 2018-19.

With the approval of HRM Regional Council, and at the direction of the Events East Board of Directors, the Scotiabank Centre Operating Agreement was extended for one year and assigned to Events East. Scotiabank Centre continued to operate in compliance with the operating agreement and work is planned to commence with HRM in 2018-19 to develop a new long-term operating agreement.

2017-18 CORE OUTCOMES & PERFORMANCE MEASURES

STRATEGIC GOAL	MEASURE	2017-18 TARGET	2017-18 ACTUAL	NOTES
Business Growth	Total direct spending and economic benefit <i>*combined World Trade & Convention Centre, Halifax Convention Centre & Scotiabank Centre*</i>	Generate direct spending of approximately \$70 million as a result of the events we host	\$62 million	The difference from target to actual direct expenditures can be attributed to the following: <ul style="list-style-type: none"> Fewer attendees at marquee events than estimated at Scotiabank Centre. Hosting of fewer convention events in Q4 than a normal year to ensure the effective transition of our staff and operations as we began to operate in the new facility.
Business Growth	Number of significant events and total attendees hosted <i>*combined World Trade & Convention Centre, Halifax Convention Centre & Scotiabank Centre*</i>	Host 230 significant events across our facilities with total projected attendance of 470,000	241 events 471,980 attendees	Overall combined event and attendance targets were met for WTCC/Halifax Convention Centre and Scotiabank Centre.
Business Growth	National and international events and attendees secured for Halifax Convention Centre	Cumulative total of 100 national and international events booked by year-end with 70,000 delegates	96 national and international events 60,100 delegates	Targets were impacted by the delayed opening of the new convention centre.
Accountability & Sustained Performance	Governance framework	Successful transition to new corporate and governance structure	Transition of operations and employees from TCL to Events East was complete effective April 1, 2017. New governance structure established.	Financial cutover to Events East was triggered by achievement of substantial completion of the Halifax Convention Centre, March 1, 2018.
Financial Performance	Financial performance	Budgets of TCL and Events East have been combined and reported under TCL. TCL Revenues = \$7.2 million + Halifax Convention Centre grant revenue = \$7.0 million; Scotiabank Centre = \$7.0 million	TCL Revenues = \$9.7 million + Halifax Convention Centre grant revenue \$7.0 million; Scotiabank Centre = \$6.9 million	<ul style="list-style-type: none"> The combined target for TCL and Halifax Convention Centre were exceeded by \$2.6 million due to: <ul style="list-style-type: none"> Office Tower revenue for five additional months. Food and beverage and other revenue related to displaced clients was higher than anticipated.
Office Tower Operations	Continued operations pending finalized sale of the facility	Effective transition to new owner	Sale of the WTCC & Office Tower was completed April 9, 2018.	<ul style="list-style-type: none"> Supported development of the Shared Services and Facilities Agreement with HRM which guides the use of plant and facilities shared by Scotiabank Centre and Armco Capital Inc.

Financial Statements

MANAGEMENT'S REPORT

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and Schedule A, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors [the "Board"] is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial statements frequently and external audited financial statements annually.

The external auditors, Ernst & Young LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to management of Trade Centre Limited and meet when required.

On behalf of Trade Centre Limited (operated by Events East Group):



Carrie Cussons
President & CEO

June 27, 2018

INDEPENDANT AUDITORS' REPORT

To the Board of Directors of
Trade Centre Limited and Events East Group

We have audited the accompanying financial statements of Trade Centre Limited [operated by Events East Group], which comprise the statement of financial position as at March 31, 2018 and the statements of operations and accumulated deficit, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

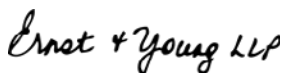
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Trade Centre Limited [operated by Events East Group], as at March 31, 2018, and the results of its operations, changes in net debt and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants
Licensed Public Accountants

Halifax, Canada
June 27, 2018

STATEMENT OF FINANCIAL POSITION

As at March 31


	2018 \$	2017 \$
FINANCIAL ASSETS		
Cash	6,982,156	3,574,290
Restricted cash	1,551,941	2,493,548
Accounts receivable	295,788	516,818
Due from Scotiabank Centre [note 9]	133,964	389,862
Due from Halifax Regional Municipality [note 9]	594,454	—
Due from Events East Group [note 9]	32,138	—
Inventory held for resale	—	77,394
	<u>9,590,441</u>	<u>7,051,912</u>
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities	214,697	970,915
Long-term service award - one-time payment [note 6]	987,016	—
Deferred revenue	9,154	1,095,888
Event deposits	9,951	414,550
Due to Province of Nova Scotia [note 9]	10,532,651	6,356,522
Advance ticket sales	1,589,943	2,536,067
Long-term service awards [note 6]	109,884	662,600
Other liabilities [note 6]	838,800	802,800
	<u>14,292,096</u>	<u>12,839,342</u>
Net debt	<u>(4,701,655)</u>	<u>(5,787,430)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets, net [note 3]	1,712	672,339
Assets held for sale, net [note 4]	1,551,551	1,551,551
Prepaid expenses	43,452	542,034
	<u>1,596,715</u>	<u>2,765,924</u>
Accumulated deficit [note 7]	<u>(3,104,940)</u>	<u>(3,021,506)</u>

See accompanying notes

On behalf of the Trade Centre Limited Board:

 Director

On behalf of the Events East Group Board:

 Director

STATEMENT OF OPERATIONS AND ACCUMULATED DEFICIT

Year ended March 31

	2018 \$	2018 \$	2017 \$
	[budget- unaudited]	[actual]	[actual]
REVENUE			
Convention Centre	4,500,000	6,238,318	5,039,089
Office Tower	1,049,000	1,747,405	1,854,083
Ticket Atlantic	1,336,900	1,066,646	1,254,967
Government transfers <i>[note 8]</i>	272,700	594,453	798,239
Investment income	22,900	47,622	29,064
	7,181,500	9,694,444	8,975,442
EXPENSES			
Event expenses	3,009,700	3,975,838	4,225,598
Salaries and benefits <i>[note 6]</i>	2,118,900	2,374,525	2,409,772
Maintenance	525,000	895,346	981,850
Taxes and insurance	507,900	666,288	839,350
Energy	418,200	603,343	631,673
Administration	416,100	461,255	335,363
Advertising and marketing	39,600	50,019	60,279
	7,035,400	9,026,614	9,483,885
	146,100	667,830	(508,443)
HALIFAX CONVENTION CENTRE			
Government transfers <i>[note 8]</i>	6,918,000	7,049,313	3,065,890
Expenses	6,265,300	6,483,725	2,782,436
	652,700	565,588	283,454
	798,800	1,233,418	(224,989)
Depreciation of tangible capital assets <i>[note 3]</i>	483,300	204,352	577,322
Annual surplus (deficit) from on-going operations	315,500	1,029,066	(802,311)
Transfers to Events East Group <i>[note 10]</i>	—	(1,112,500)	—
Annual surplus (deficit)	315,500	(83,434)	(802,311)
Accumulated deficit, beginning of year	(3,021,506)	(3,021,506)	(2,219,195)
Accumulated deficit, end of year	(2,706,006)	(3,104,940)	(3,021,506)

See accompanying notes

STATEMENT OF CHANGES IN NET DEBT

Year ended March 31

	2018 \$	2018 \$	2017 \$
	[budget- unaudited]	[actual]	[actual]
ANNUAL SURPLUS (DEFICIT)	315,500	(83,434)	(802,311)
Acquisition of tangible capital assets <i>[note 3]</i>	—	(634,785)	(258,592)
Disposal of tangible capital assets <i>[note 3]</i>	—	5,058	—
Depreciation of tangible capital assets <i>[note 3]</i>	483,300	204,352	577,322
Decrease (increase) in prepaid expenses	—	498,582	(44,787)
Transfer of tangible capital assets to Events East Group <i>[note 10]</i>	—	1,096,002	—
Decrease (increase) in net debt	798,800	1,085,775	(528,368)
Net debt, beginning of year	(5,787,430)	(5,787,430)	(5,259,062)
Net debt, end of year	(4,988,630)	(4,701,655)	(5,787,430)

See accompanying notes

STATEMENT OF CASH FLOWS

Year ended March 31

	2018 \$	2017 \$
OPERATING ACTIVITIES		
Annual surplus (deficit)	(83,434)	(802,311)
Add items not affecting cash		
Depreciation of tangible capital assets	204,352	577,322
Long-term service awards	434,300	(88,400)
Loss on disposal of tangible capital assets	5,058	—
Transfers to Events East Group	1,112,500	—
Net changes in working capital		
Accounts receivable	221,030	(47,564)
Inventory held for resale	77,394	5,837
Due from Scotiabank Centre	255,898	(291,237)
Due from Halifax Regional Municipality	(594,454)	1,139,500
Due from Events East Group	(32,138)	—
Accounts payable and accrued liabilities	(756,218)	(104,735)
Event deposits	(404,599)	78,622
Deferred revenue	(1,086,734)	898,661
Due to Province of Nova Scotia	4,176,129	607,944
Advance ticket sales	(946,124)	40,188
Other liabilities	36,000	(24,800)
Prepaid expenses	498,582	(44,787)
Cash transferred to Events East Group	(16,498)	—
Cash provided by operating activities	3,101,044	1,944,240
CAPITAL ACTIVITIES		
Cash paid on acquisition of tangible capital assets	(634,785)	(258,592)
Cash used in capital activities	(634,785)	(258,592)
Net increase in cash during the year	2,466,259	1,685,648
Cash, beginning of year	6,067,838	4,382,190
Cash, end of year	8,534,097	6,067,838
Cash is comprised of:		
Cash	6,982,156	3,574,290
Restricted cash	1,551,941	2,493,548
	8,534,097	6,067,838
<i>See accompanying notes</i>		

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

1. NATURE OF OPERATIONS

Trade Centre Limited [the “Company”], operated by Events East Group [“Events East”], has a mandate to create economic and community benefits by bringing people together in Halifax and Nova Scotia. The Company’s principal business operations comprise of a trade and convention centre, the provision of marketing and promotion services, the leasing of office and commercial space, and the management and operation of Ticket Atlantic and Scotiabank Centre.

The Company is incorporated under the laws of the Province of Nova Scotia [the “Province” or “PNS”]. The Company is a governmental unit as set out in the consolidated financial statements of the Province and reports to the Legislative Assembly through the Department of Business. As an agency of the Province, the Company is not subject to income taxes pursuant to the *Income Tax Act 149(1)(d)*. However, since the Company is a corporation, it is still required to file a corporate T2 income tax return annually.

On April 4, 2016, the Province proclaimed the *Halifax Convention Centre Act*, which resulted in the formal creation of the Halifax Convention Centre Corporation and Board. Trade Centre Limited’s Board was reduced to a Limited Board effective April 1, 2017. The Limited Board continued to oversee the Office Tower operations and its pending sale, and will oversee the future wind-up of the Company. Under the *Halifax Convention Centre Act*, the Halifax Convention Centre Corporation will manage Scotiabank Centre on behalf of the Halifax Regional Municipality [“HRM”].

Effective April 1, 2017, the Halifax Convention Centre Corporation, operating as Events East, commenced management and oversight of the World Trade and Convention Centre [“WTCC”] and Ticket Atlantic on behalf of the Limited Board. While the Company operated as Events East for the majority of fiscal 2018, the financial accountability of the organization remained with the Province until February 28, 2018, the date of substantial completion of the new convention centre building. Further to the agreement between HRM and PNS [the “shareholders”], substantial completion of the new convention centre triggered the shared financial accountability of the shareholders.

In conjunction with the change in governance discussed above, and in compliance with the *Halifax Convention Centre Act*, employees of Trade Centre Limited were designated as employees of the new entity on April 1, 2017. There were no changes to employees’ salary or benefits stemming from this designation process.

The statements herein reflect Trade Centre Limited’s operations including leasing and management of office space and provision of ticketing services for the period April 1, 2017 to March 31, 2018 and operation of the convention centre for

the period April 1, 2017 to February 28, 2018. All convention centre activity ceased to be recognized in the Company as of February 28, 2018, the date the financial accountability transferred to Events East. As at March 31, 2018, the financial position of the Company comprises of the operating assets of the Office Tower, Ticket Atlantic and assets and liabilities wholly-owned by the Province.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared by the Company’s management in accordance with the Chartered Professional Accountants of Canada [“CPA Canada”] Public Sector Accounting Standards [“PSAS”] for other government organizations as defined by the Canadian Public Sector Accounting Board, which sets out generally accepted accounting principles for government organizations.

Basis of presentation

For the period April 1, 2017 to February 28, 2018, the Company consisted of three divisions: the Convention Centre, the Office Tower, and Ticket Atlantic. Subsequent to February 28, 2018, the Company consists of the Office Tower and Ticket Atlantic. These financial statements also include the marketing, business development, governance, operational readiness, and equipment procurement activities in support of opening the new convention centre until February 28, 2018. Scotiabank Centre’s operations are not reflected in these financial statements as the facility is owned by HRM.

Cash

Cash is comprised of cash on hand and balances held at financial institutions.

Restricted cash

Restricted cash represents cash received for advance ticket sales.

Inventory held for resale

Inventory held for resale consists of food and beverage supplies and is recorded at the lower of cost or net realizable value.

Advance ticket sales

Advance ticket sales are recorded as a liability on the statement of financial position until the event is held and amounts settled with third parties. Amounts received are segregated as restricted cash and are not available to fund the Company’s operations.

Tangible capital assets

Tangible capital assets are recorded at cost and amortized on a straight-line basis over their estimated useful lives using the following terms:

Building	Held for sale
Furniture and equipment	3-5 years
Leasehold improvements	Held for sale

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Company's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the statement of operations and accumulated deficit.

Contributed capital assets are recorded into revenue at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are then recognized at nominal value. Transfers of capital assets from related parties are recorded at carrying value.

Intangible capital assets

The Company has an intangible asset in the form of a license to operate as a World Trade Centre. This asset is considered to have an indefinite life and is therefore not amortized. The license is tested for impairment whenever events or changes in circumstances indicate that the carrying amount may exceed its fair value. Impairment is assessed by comparing the carrying amount of the intangible asset with its fair value, generally determined on a discounted cash flow basis. When the carrying amount of the intangible asset exceeds its fair value, an impairment loss is recognized in an amount equal to the excess. An impairment loss is not reversed if the fair value of the related long-lived asset subsequently increases. The asset was purchased in 1982 at a cost of \$36,000, and as at March 31, 2018, the net book value of the asset is nil [2017 – nil].

Prepaid expenses

Prepaid expenses include costs incurred prior to the periods expected to benefit from them, including maintenance and software agreements, property taxes, and insurance.

Employee future benefits

Employee future benefits include the Company's participation in the Public Service Superannuation Fund [the "Plan"], long-term service awards and a supplemental pension arrangement with a former executive. A liability for employee future benefits has been included in the financial statements for the long-term service awards and the supplemental pension arrangement. The Company is not responsible for any underfunded liability, nor does the Company have any access to any surplus that may arise in the Plan and, accordingly, no liability associated with this plan has been recognized in the financial statements.

Revenue

Revenue is recognized when the item has an appropriate basis of measurement, a reasonable estimate can be made of the amount involved, and for an item that involves obtaining or giving up future economic benefits, it is expected that such benefits will be obtained or given up. Event deposits are recorded as a liability until the event occurs and the revenue recognition criteria are met.

Government transfers are recognized as revenue when the transfer is authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made. Transfers are recognized as deferred revenue when amounts have been received, but not all stipulations have been met.

Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed. Grants and transfers are recorded as expenses when the transfer is authorized, eligibility criteria have been met by the recipient and a reasonable estimate of the amount can be made.

Measurement uncertainty

The preparation of the Company's financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Items requiring the use of significant estimates include the useful life of tangible capital assets and employee future benefits.

Estimates are based on the best information available at the time of the preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

3. TANGIBLE CAPITAL ASSETS

	Furniture and equipment \$
Cost, beginning of year	5,674,599
Additions	634,786
Disposals	(4,683,229)
Transfers to Events East Group	(1,538,321)
Cost, end of year	87,835
Accumulated depreciation, beginning of year	5,002,257
Depreciation expense	204,353
Disposals	(4,678,169)
Transfers to Events East Group	(442,319)
Accumulated depreciation, end of year	86,123
Net book value, end of year	1,712

4. ASSETS HELD FOR SALE

A purchase and sale agreement has been executed with an external third party to sell the WTCC building and land. The sale took place subsequent to year end on April 9, 2018, therefore the transaction is not accounted for in these financial statements. All criteria have been met to recognize the building as “held for sale”. Accordingly, this property, plant and equipment is presented separately on the statement of financial position as an asset held for sale, recognized at the lower of carrying value and fair value less costs to sell, and the depreciation of this property, plant and equipment has ceased. Refer to note 14, Subsequent Events, for further details.

5. CONTRACTUAL OBLIGATIONS

With the transition to Events East, certain contractual obligations of the Company have been assigned to the new entity. Only one multi-year contract remains, related to the delivery of a ticketing system. This contractual obligation will become a liability in the future when the terms of the contract are met. Disclosure relates to the unperformed portion of the contract.

2018-19	\$116,400
2019-20	\$19,400

6. EMPLOYEE FUTURE BENEFITS

Pension costs

Employees of the Company participate in the Public Service Superannuation Fund [the “Plan”], a contributory defined benefit pension plan administrated by the Public Service Superannuation Plan Trustee Inc., which provides pension benefits based on length of service and earnings. Contributions to the Plan are required by both the employees and the employer. Total employer contributions for fiscal 2018 amounted to \$365,059 [2017 – \$358,816] and are recognized as an expense during the year. Total employee contributions for fiscal 2018 amounted to \$365,158 [2017 – \$359,269]. The Company is not responsible for any underfunded liability, nor does the Company have any access to any surplus that may arise in this Plan. Designated employees of Events East continue to participate in this plan.

Long-term service awards

Upon retirement, employees are eligible for a public service award equal to one week's salary per year of service to a maximum of 26 weeks' salary. Effective April 1, 2015, the Treasury and Policy Board of the Province issued an administrative directive, permanently curtailing accumulation of service award years for non-bargaining unit employees. In addition, employees have been offered a one-time option for "Service Payout" under this plan, which is effective March 31, 2018. Approximately 91% of eligible employees have elected to take the service payout.

The accrued benefit liability also represents employees who provide service to Scotiabank Centre, and a part of their pension costs are allocated to Scotiabank Centre.

The most recent full valuation of the public service award was performed as at March 31, 2018. The following outlines details of the accrued benefit obligation:

	2018 \$	2017 \$
Accrued benefit obligation, beginning of year	781,100	882,700
Add: Actuarial loss due to assumption changes, beginning of year	36,800	—
Add: Interest on accrued benefit obligation	28,000	33,500
Less: Benefit payments	—	(135,100)
Add: Settlement loss	170,200	—
Add: Actuarial loss due to other assumption and data changes, end of year	123,500	—
Accrued benefit obligation, end of year	1,139,600	781,100
Unamortized net actuarial loss, end of year	(42,700)	(118,500)
Net total liability, end of year	1,096,900	662,600
Less current portion to be paid out in fiscal 2019	987,016	—
Long-term service award	109,884	662,600

The significant actuarial assumptions adopted in measuring the Company's accrued benefit obligation are as follows: discount rate - 3.42% [2017 - 4.1%]; rate of compensation increase - scale ranging from 4.5% [2017 - 4.5%] at age 30 to 2.0% [2017 - 2.0%] at age 50; rate of inflation - 2.0% [2017 - 2.0%]. Actuarial gains and losses are amortized over the expected average remaining service lifetime of 10 years. Amortization of actuarial gains and losses reflected in the current year expense related to the public service award is a loss of \$2,100 [2017 - loss of \$13,200]. During the year expense of \$313,109 [2017 - \$34,657] including accelerated recognition of previously unrecognized actuarial losses of \$168,703 [2017 - nil] as a result of the settlement, and settlement losses of \$122,706 [2017 - nil] due to actual benefits as part of the one-time payout option being higher than expected were recorded in the statement of operations and deficit.

Other liabilities

The Company has a supplemental pension arrangement with a former President and Chief Executive Officer to provide post-employment benefits. The cost of the post-retirement pension obligation has been accrued over the estimated remaining service life of the individual who retired on April 1, 2009.

As the individual has retired, there is no benefit expense. A full valuation of the arrangement was performed as at March 31, 2018. The following outlines details of the accrued benefit obligation:

	2018 \$	2017 \$
Accrued benefit obligation, beginning of year	802,800	827,600
Add: Actuarial loss due to assumption changes, beginning of year	51,300	—
Add: Interest on accrued benefit obligation	28,200	32,700
Less: Benefit payments	(57,200)	(57,500)
Add: Actuarial loss due to other assumption and data changes, end of year	13,700	—
Accrued benefit obligation, end of year	838,800	802,800

The significant actuarial assumptions adopted in measuring the Company's accrued benefit obligation are as follows: discount rate - 3.42% [2017 - 4.1%]; rate of inflation - 2.0% [2017 - 2.0%].

Actuarial gains and losses related to the supplemental pension arrangement are recognized immediately in the current year expense as the only plan member is inactive. The actuarial loss for the year ended March 31, 2018 is nil [2017 - loss of nil]. During the year expense of \$36,000 [2017 - \$17,612] were recorded in the statement of operations and deficit.

7. ACCUMULATED DEFICIT

The accumulated deficit consists of the following:

	2018 \$	2017 \$
Accumulated deficit	(3,105,040)	(3,021,606)
Share capital		
Authorized: 1,000,000 common shares without par value		
Issued and outstanding: 100 common shares	100	100
	(3,104,940)	(3,021,506)

8. GOVERNMENT TRANSFERS

Government transfers consist of the following:

	2018 \$	2017 \$
Transfers from Halifax Regional Municipality – WTCC ^[1]	594,453	641,439
Transfers from Nova Scotia Department of Business – Office Tower ^[2]	—	156,800
Transfers from Halifax Regional Municipality – HCC ^[3]	—	890,500
Transfers from Nova Scotia Department of Business – HCC ^[3]	6,502,673	3,078,500
	7,097,126	4,767,239

^[1] Pursuant to the Financing Agreement dated May 14, 1982, HRM makes an annual contribution to the operating deficit of the Company.

^[2] The Company received an operating grant from the Nova Scotia Department of Business during fiscal 2017 to mitigate lost revenue of the WTCC Office Tower.

^[3] During fiscal 2018, the Company continued marketing and business development activities for the new convention centre on behalf of its shareholders. Marketing and business development expenditures of \$1,411,465 [2017 – \$1,578,000 (\$633,000 – HRM, \$945,000 – PNS)] were funded by transfers received from PNS and are included in the Company's statement of operations and accumulated deficit. Additional funding of \$3,178,114 [2017 – \$1,291,000 (\$257,500 – HRM, \$1,033,500 – PNS)] was transferred from PNS to prepare to operate the new convention centre, and \$1,913,094 was received from PNS [2017 – \$1,100,000 (nil – HRM, \$1,100,000 – PNS)] to procure event related equipment for the new convention centre.

9. RELATED PARTY TRANSACTIONS

The Company had the following transactions with the government and other government controlled organizations:

	2018 \$	2017 \$
Energy recoveries paid to Scotiabank Centre ^[1]	433,713	448,886
Payroll recoveries received from Scotiabank Centre ^[2]	2,855,776	3,158,783
Commissions paid to Scotiabank Centre ^[3]	70,408	74,387
Transfers from HRM ^[4]	594,453	641,439
Transfers from HRM – HCC ^[5]	—	890,500
Payments to Halifax Regional Municipality ^[6]	572,532	741,550
Rent revenue received from departments of PNS ^[7]	1,423,431	1,410,167
Transfers from Nova Scotia Department of Business ^[8]	7,049,312	3,235,300
Net receivables from Events East ^[9]	32,138	—
Payroll payments made by PNS ^[10]	9,380,444	6,356,522

^[1] Electricity expenses of the shared facility.

^[2] Payroll and related costs of Scotiabank Centre are paid by the Company on behalf of Scotiabank Centre.

^[3] Commissions earned on ticket sales purchased through Ticket Atlantic.

^[4] Pursuant to the Financing Agreement dated May 14, 1982, HRM makes an annual contribution to the operating deficit of the Company.

^[5] HRM grants for HCC: sales and marketing of nil [2017 – \$633,000]; operational readiness of nil [2017 – \$257,500].

^[6] Property taxes paid to HRM.

^[7] The Company rents significant office tower space to departments and agencies of the Province. The amount represents rental revenue and tenant recoveries.

^[8] Department of Business grant for sales and marketing of the new convention centre: \$1,451,354 [2017 – \$945,000]; grant to fund client incentives related to delayed opening: \$1,032,281 [2017 – nil]; grants to support operational readiness: \$2,401,730 [2017 – \$1,033,500]; smallwares equipment capital grant \$2,163,947 [2017 – \$1,100,000]. A grant of nil [2017 – \$156,800] was received to mitigate reduced Office Tower revenues.

^[9] Events East and the Company have a variety of intercompany transactions related to establishing the opening balance for Events East, as well as general expenses paid by the Company on behalf of Events East.

^[10] PNS processes payroll on behalf of the Company and invoices the Company; this amount represents payroll and related expenses for the period April 1, 2017 to February 28, 2018.

These transactions are in the normal course of operations and are measured at the exchange amount of consideration established and agreed to by the related parties. Amounts due to/from related parties are without payment terms and are non-interest bearing.

10. TRANSFERS TO EVENTS EAST GROUP

As discussed in note 1, Nature of operations, substantial completion of the Halifax Convention Centre building triggered the shared financial accountability by HRM and PNS of the convention centre operations. As such, effective February 28, 2018 the Company transferred convention centre assets to Events East. No consideration was exchanged and amounts paid or payable by the Company on behalf of Events East were settled as intercompany transactions. All contractual obligations related to the convention centre operations were assigned to Events East. Below is a summary of the accounts and balances that were transferred to Events East from the Company:

	\$
Cash	16,498
Accounts receivable	1,645
Inventory for resale	152,191
Intercompany transactions	514,765
Tangible capital assets	1,096,002
Prepaid expenses	172,920
Accounts payable and accrued liabilities	(90,561)
Event deposits	(750,960)
Transfers to Events East Group	(1,112,500)

11. FINANCIAL INSTRUMENTS

Measurement of financial instruments

The Company's financial instruments are recorded at cost or amortized cost. Financial assets consist of assets that could be used to settle existing liabilities or fund future activities, and include cash and restricted cash, receivables from HRM, Scotiabank Centre, Events East and general accounts receivable. Financial liabilities consist of the Company's accounts payable and accrued liabilities, due to the Province, long-term service awards, and other liabilities. The carrying value of the Company's financial instruments approximates their fair value. Transaction costs are expensed as incurred.

Risks and uncertainties

The Company's management recognizes the importance of managing significant risks including policies, procedures and oversight designed to reduce the risks identified to an appropriate threshold. The Board of Directors is provided with timely and relevant reports on the management of significant risks. Significant risks currently managed by the Company include liquidity risk, credit risk, and capital risk.

Liquidity risk

Liquidity risk is the risk that the Company will be unable to meet its contractual obligations and financial liabilities. The Company manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its obligations and liabilities.

Credit risk

The Company's assets are primarily exposed to credit risk, which is the risk that a debtor may be unable or unwilling to pay amounts owing, thus resulting in a loss. To mitigate this risk, the Company requires deposits for events where collectability is uncertain.

Capital risk

The Company carries out its programs in conjunction with contributions from two levels of government that have provided to programs over the years. In addition, it receives an operating subsidy from HRM on a yearly basis. The day-to-day operations are funded by the revenue received and amounts due to PNS.

12. BUDGETED FIGURES

Budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Province of Nova Scotia.

13. COMPENSATION DISCLOSURE

This Schedule of Payments [Schedule A] is published in compliance with the provisions of The Public Sector Compensation Disclosure Act.

The Public Sector Compensation Disclosure Act requires the publication of the names of every person who receives the amount of compensation of \$100,000 or more in the fiscal year and the amount paid to each.

Compensation amount includes total base income before income taxes for fiscal 2018 as well as all overtime payments, retirement or severance payments, lump-sum payments and vacation payouts, payments made for exceptional benefits not provided to the majority of employees, and the value of the benefit derived from vehicles or allowances with respect to vehicles.

Amounts provided in Schedule A represent 12 months of compensation; however, due to the transition to Events East effective March 1, 2018, only 11 months of the compensation has been expensed in the statement of operations and accumulated deficit of the Company. The Public Sector Compensation Disclosure Act requires reporting of compensation for a full twelve month period and in order to be transparent, management has included this information within Schedule A.

14. SUBSEQUENT EVENT

Sale of the World Trade and Convention Centre building

At the direction of the Nova Scotia Department of Transportation and Infrastructure Renewal ["TIR"], the Company executed a purchase and sale agreement with an external third party, as a result of an unsolicited bid. Effective April 9, 2018, the WTCC building was sold to Armco Capital Inc.

The gross proceeds of the sale were \$13.5 million less selling costs. The net proceeds of the sale will be \$11.6 million, which will be recognized as a gain for the Company in fiscal 2019. In accordance with section 16 of the Finance Act (Nova Scotia), funds resulting from the sale of real property by a Government Reporting Entity must be deposited into the Province's General Revenue Fund. This transfer of funds will be recorded as an operating expense in fiscal 2019, and therefore the transaction will have no net impact on the statement of operations and accumulated deficit of the Company. Related transactions are not reflected in these statements.

Trade Centre wind-up

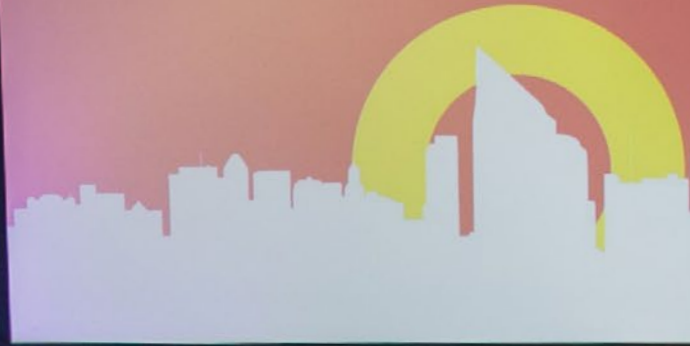
Operations of the Company are expected to be wound up during fiscal 2019. All appropriate legal and financial transactions will be undertaken at that time.

SCHEDULE OF PAYMENTS - SCHEDULE A

Year ended March 31, 2018

NAME	COMPENSATION \$
Baldwin, Dawn	104,857
Cussons, Carrie	168,691
Dooley, Peggy	104,857
Fougere, Suzanne	135,886
Logan, Robert	126,682
Luzeux, Christophe	100,159
Parsons, Shelly	114,573
Smith, Greg	103,030

Welcom



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HALIFAX CONVENTION CENTRE / SCOTIABANK CENTRE / TICKET ATLANTIC

PO BOX 955 / 1800 ARGYLE ST / HALIFAX / NS / CANADA / B3J 2V9