

Trade Centre Limited

Market Projections For A Proposed New Convention Centre

10 Year | By Market Segment

Internal Staff Report
June 2010



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Introduction

The World Trade and Convention Centre Halifax (WTCC) has attracted 6,483 events and 1.2 million delegates over the past 10 years.

An analysis of WTCC's current business shows that the facility has been doing an effective job of securing an existing share of international and national events and holds regional dominance within the meetings and conventions industry. However, trending over the past number of years indicates that business growth with WTCC has levelled out, revenue has plateaued and future growth is limited without redressing current facility limitations.

Preliminary consultants' reports, as well as recent market research and customer feedback, indicate that although the opinion of Halifax as a destination and WTCC staff remain high, issues around the current WTCC facility in terms of size, functionality and the lack of amenities are restricting competitiveness.

As new regional facilities with larger and more flexible capacity come on-line and existing national competitors expand and upgrade their facilities, the Halifax market share will continue to decrease.

As supported in market validation research, Trade Centre Limited's (TCL) documented lost business

shows that national and international clients expect adequate, flexible space when considering where to host an event. Lack of appropriate space impacts the viability of securing business¹.

TCL undertook a market analysis in preparation for a proposed new and larger convention facility to be located in downtown Halifax.

As part of this market analysis, WTCC compiled market projections for all segments of business. This information is based on primary and secondary research, industry trends and customer feedback. These projections are based on businesses capable of being accommodated in a proposed new 120,000 sq. ft. facility as was specified in a Request for Proposals (RFP) issued by the Province of Nova Scotia on October 01, 2009.

For projection purposes, fiscal 2008/09 was used as a base year. It is representative of an average year of operations.

For the base year (fiscal 2008/09), WTCC hosted 584 events which represented \$6.7 million dollars in revenue.

These events hosted 163,365 people who spent \$34.1 million dollars in the local economy.

Proposed New Convention Centre

Halifax, Nova Scotia

Base Information - Events/Revenue/Attendance/Expenditure

	Events	By%	Revenue	By%	Attendance	By%	Expenditures	By%
International	7	1.2%	\$604,026	9.0%	3,100	1.9%	\$3,227,100	9.5%
National Association	14	2.4%	\$1,249,709	18.7%	7,800	4.8%	\$12,714,000	37.3%
National Corporate	10	1.7%	\$440,835	6.6%	2,565	1.6%	\$4,180,950	12.3%
Provincial & Regional	64	11.0%	\$912,208	13.7%	14,541	8.9%	\$9,786,093	28.7%
Local	471	80.7%	\$2,509,579	37.6%	54,489	33.4%	\$1,679,896	4.9%
Consumer & Trade Shows	18	3.1%	\$960,329	14.4%	80,870	49.5%	\$2,493,222	7.3%
Total	584	100%	\$6,676,686	100.0%	163,365	100.0%	\$34,081,261	100.0%

Base information calculated on TCL Fiscal 2008/09.

Market Segment Profiles

International Market Segment

Definition and Attributes:

International events are defined by the industry as an event that lasts three days or more in duration, must have more than 50 attendees (usually ranging from 50 to 1,000) and a rotation pattern between at least three countries. Included in the WTCC definition of international events are American (US) associations whose meetings rotate into Canada.

International conferences and events typically require a local host or ambassador to be considered for an opportunity. These local ambassadors act as champions and usually have a direct connection within their representative group. Typically, they must be well respected and influential among the governing body in order to have their location considered as a possible meeting host site.

Once a host location is under consideration, organizers traditionally seek a suitable main venue first before any other meeting components are planned. These organizers expect to pay for their facility rental and often select a venue based on facility attributes and the skill level and reputation of the facility staff.

Most international conventions are held between the months of July and September, typically for four or more days. International events are typically not sensitive to holidays or local customs.

A large majority of international conferences are scientific in nature and Nova Scotia's large academic and research base would support the development of growth in this market.

International organizations see meetings and conventions as a way to grow and promote their membership.

The average lead time to secure an international meeting or convention is typically five years or more.

Delegate Profile:

International delegates typically spend \$1,041ⁱⁱ per trip. According to the International Congress and Convention Association (ICCA), delegate expenditures including conference registration fees, are \$2,568ⁱⁱⁱ per trip.

International delegates typically stay in close proximity to conference venues and often engage in both pre and post travel within the host region.

Market Trends:

The industry grew by more than 800 international conferences between 2007 and 2008. The average attendance at these events has also grown at an average of 15%^{iv}.

International organizations are weighing security, air transportation access and currency stabilization with greater importance when selecting a host city.

National Association Market Segment

Definition and Attributes:

The national association market is defined by national associations that are located within Canada and hold at least one convention per year that rotates through the country from coast to coast. The national association market primarily includes professional, educational, trade, medical and scientific associations as well as federal government meetings and events and national unions. The majority of these organizations are based in Ottawa and Toronto.

There are 1,600 national associations in Canada, 625 associations rotate through the eastern part of the country. Events can range in size and scope from a lunch meeting to a week-long convention. Typically, events in this category have between 250 and 1,500 delegates, the majority of which reside within Canada.

Most national association conventions and meetings are typically held from October to June. These events are usually between two and three days in length and require hotel accommodations.

National association planners often book their facilities a year in advance and are the most likely to require a response to a formal procurement process.

Delegate Profile:

National association delegates typically spend \$1,630.00[▼] per trip. Delegates prefer to stay in relative proximity to conference venues and sometimes engage in pre and post travel (usually staying for an extra one to two days).

Market Trends:

As more convention facilities come on-line and others complete their expansion projects, additional rotation cycles will emerge as these groups continue to spread their business throughout all areas of the country. Increasingly noticeable is the western, central and eastern rotational pattern.

National associations typically keep the same date pattern for their conferences and events each year. They are more likely to make their decision on bottom line costs to stage their events followed by the appeal of the destination.

The recent downturn in the economy has not deterred the number of national associations holding events. It has however, affected the number of those attending each event (decreased attendance). This trend is expected to reverse as the economy begins to strengthen.

Since growth in this segment is low, efforts must be made to market destination facilities in terms of being different and unique (possibly offering something new). This group rotates on a regular basis and is looking to provide their delegates with an experience that they will remember.

National Corporate Market Segment

Definition and Attributes:

This market is defined as national corporate organizations that are located within Canada. These organizations hold at least one national event per year. These events could include: sales team meetings, client centric events, franchise owner gatherings, annual general meetings and road shows. National corporate events are organized either by an in-house planner or third party consultant. Third party consultants may represent up to 12 clients and 50 events per year. The majority of these corporate organizations are headquartered in Toronto.

Events can range in size and scope from a lunch meeting to a week-long event. Typically events in this category have between 100 and 1,000 delegates, the majority of which reside across Canada.

Most national corporate meetings are held at anytime throughout the year (although summer is generally a slow period). These events are usually between two and three days in length and require hotel accommodations (usually from a national branded chain).

National corporate planners often book their facilities less than six months in advance and sometimes require facilities to hold more than one date until the company has confirmed their availability. Often the first host location to respond with the required space availability will be awarded the business.

Delegate Profile:

National corporate delegates typically spend \$1,630.00^{vi} per trip. Delegates prefer to stay in relative proximity to conference venues and rarely engage in pre and post travel.

Market Trends:

The national corporate market is tied heavily to the strength of the economy. The number of events and delegates is reflective of economic trends.

Increasingly, organizations are contracting out their planning services to third party consultants. This trend is expected to continue in the near future. Marketing and sales efforts will need to be adjusted to appeal not only to the corporations but to the meeting planner consultants as well.

Venues are expected to deliver on higher expectations of the clients and planners. Organizations are increasingly linking their meetings with other corporate goals and objectives (such as corporate social responsibility strategies, green initiatives and high tech).

Planners are always looking to deliver the next new thing to their clients and facility amenities drive decisions. They are looking for facilities that offer something unique and new. These planners are looking to provide their clients with an experience they will remember.

Provincial/Regional Market Segment

Definition and Attributes:

This market is defined as corporations and associations that are located within Nova Scotia and the Atlantic provinces. Events can range in size and scope from a lunch meeting to a week-long convention. Typically events in this category have between 50 and 250 delegates, the majority of which reside in Atlantic Canada.

Most regional conventions and meetings are held between November and March. These events are usually between one and two days in length and require hotel accommodations.

Regional planners often book their facilities six months to a year in advance and sometimes are agreeable to using weekend dates.

Delegate Profile:

Regional delegates typically spend \$673.00^{viii} per trip. Delegates prefer to stay in relative proximity to conference venues and do not often engage in pre and post travel.

Market Trends:

Economic factors in this area continue to challenge corporations and associations to do more with less. This market segment is price sensitive and will continue to demand more value added services with their bookings.

As more convention and hotel facilities are built and expanded in the region, additional rotation cycles will emerge as these groups begin to spread their business throughout all areas of Atlantic Canada.

Potential areas of growth for the regional market include: primary industry, shipbuilding, construction, unions, finance/insurance, aerospace, health care, bio/life sciences and Atlantic Gateway related areas of transportation. It is anticipated that these areas will further strengthen as the economy recovers and will be responsible for much of the growth in this market segment.

Local Market Segment

Definition and Attributes:

This market is defined as corporations, associations, not-for-profits (charities) and government clients that are located within the Halifax Regional Municipality (HRM) and surrounding areas. Events can range in size and scope from a lunch meeting to a dinner for 1,000 people. Typically events in this category have between 20 and 250 attendees, the majority of which would reside in HRM. Most local planners hold one to four events per year and often hold the same events on an annual basis.

Local events are held at anytime throughout the year. These events are usually short and last for one day (or less) in length and do not require hotel accommodations.

Local planners often book their facilities one to three months in advance and are extremely price conscious with customer loyalty rarely being a determining factor.

A sub set of the local market are public consumer and trade shows (C&T). These events typically range in size from 1,000 to 10,000 attendees. They often range in length from two to seven days and require a large amount of 'exhibit centric' space. This market is underdeveloped in Halifax and Atlantic Canada due to an inadequate inventory of exhibit space.

Delegate/Attendee Profile:

Local attendees typically spend \$30.83^{viii} per visit. Attendees travel short distances, most often by car, and do not typically require hotel accommodations.

Market Trends:

This market segment is extremely price sensitive and continues to demand more value added services with their bookings.

As hotel facilities and local event venues continue to enhance their offerings this market segment will continue the trend of being increasingly competitive.

HRM has a growing local event industry. With strong sector support from arts and culture and sport and recreation, HRM is expected to continue to see new event growth from: gallery exhibits, music and entertainment, C&T and recreation related activities. The local market also continues to see growth in

charitable events, holiday celebrations, dinners, luncheons and meetings.

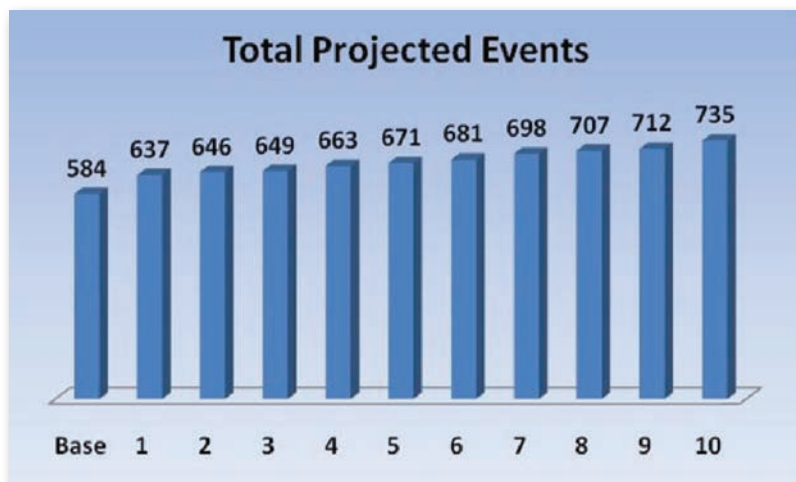
Total Projections - All Market Segments

During the first 10 years of operation, by these projections, the proposed new convention centre would host 6,800 events, 4.5 million visitors and inject \$750 million of direct expenditures into the local economy.

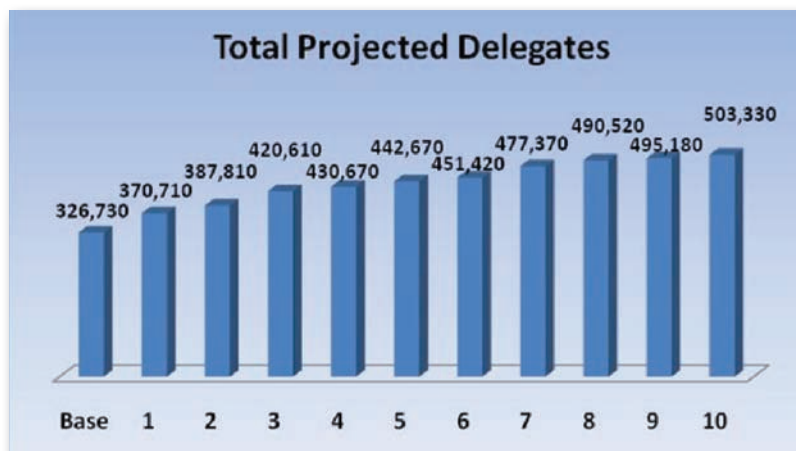
In a new facility with larger, more flexible space, it is projected that growth will come from:

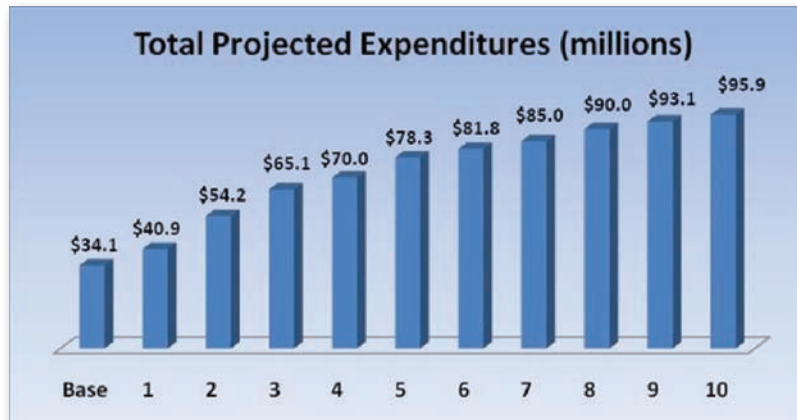
1. Hosting larger events up to 3,000 attendees.
2. Hosting more concurrent small and mid-size events.
3. Increased growth in attendance at consumer and trade shows.
4. Hosting more national and international events.

10 Year Total Projected Events:



10 Year Total Projected Delegates:

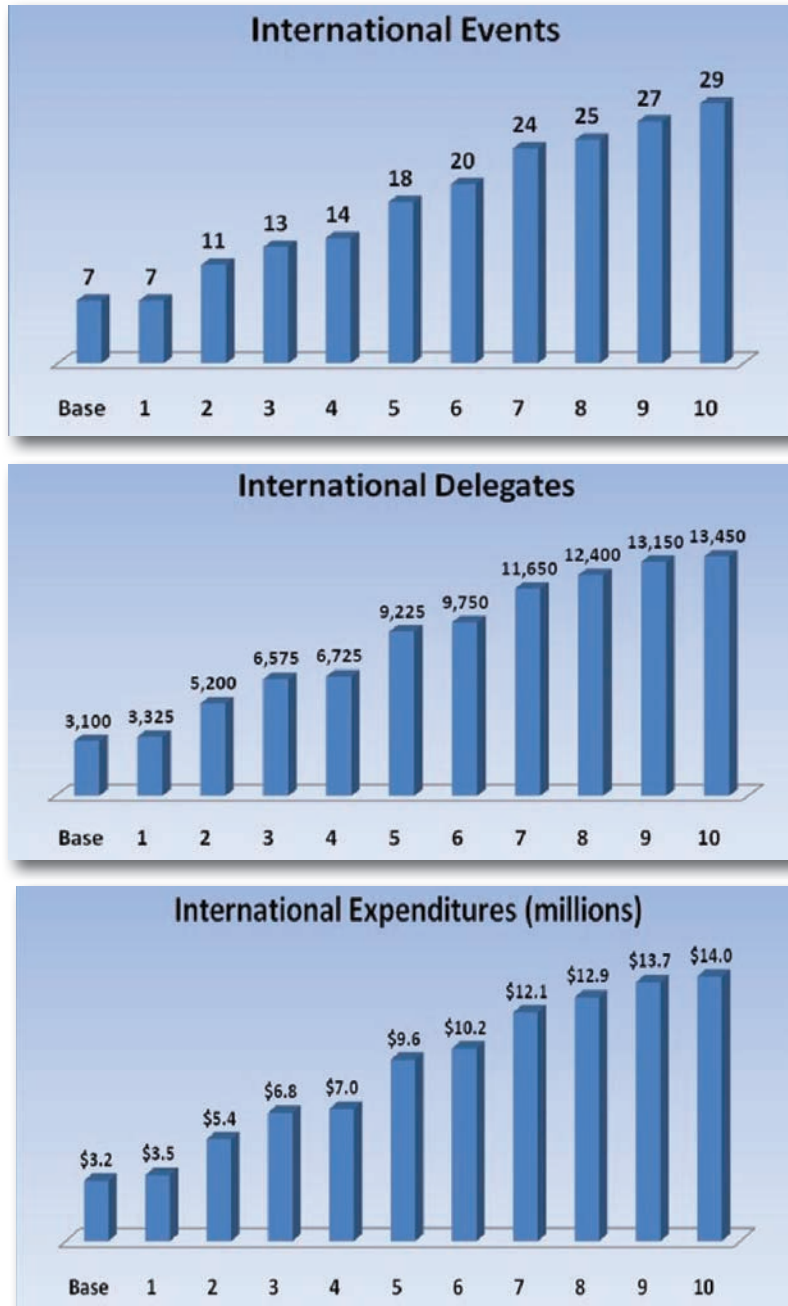


10 Year Total Projected Expenditures:*Key Assumptions:*

- The proposed new convention centre will be built to the specifications submitted in the government Request for Proposals (RFP).
- The facility design will have the ability to host multiple events simultaneously.
- A new adjoining convention centre hotel will be developed with the construction of the new facility.
- The facility's booking policy will be primarily focused on accommodating higher economic value and room-night generating business (business from outside HRM).
- Halifax continues to be a high amenity, safe urban environment which in many respects represents an urban resort-type destination.
- Strategic and coordinated marketing efforts will be financially supported to optimize Halifax's destination appeal with the context of a new facility.
- Increased flight and accommodation inventories will become available as Halifax continues to develop.
- Stable currency exchange rates continue, particularly in relation to the US and Euro Zone countries.

Projected by Market Segment

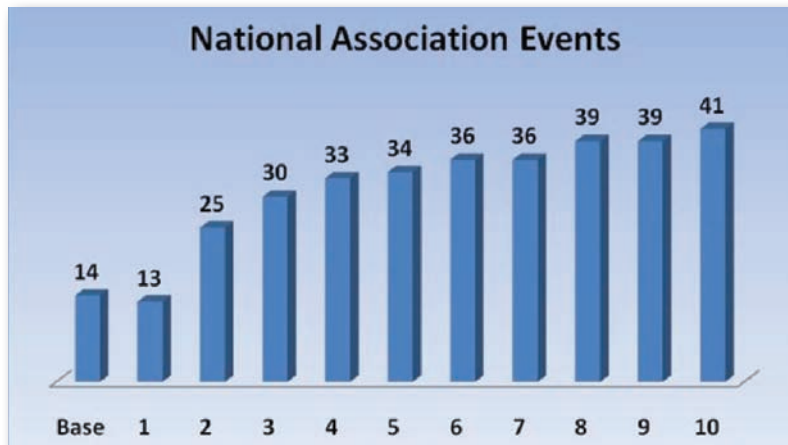
International



Assumptions:

- The international market is underdeveloped in Canada. Canada's share of international events increased from 132 events in 1999 to 231 events in 2008, representing roughly 5% growth per year. This trend is expected to continue.
- The WTCC share of the Canadian international market is projected to grow from 3.5% in the base year to 6.5% in year 10 of operations.
- The majority of growth is forecast from mid-size events with an average attendance of 375 to 750 delegates.
- Assumes the ability to strategically leverage Nova Scotia's position as a leader in research and post-secondary education to attract internationally aligned events.

National Association

*Assumptions:*

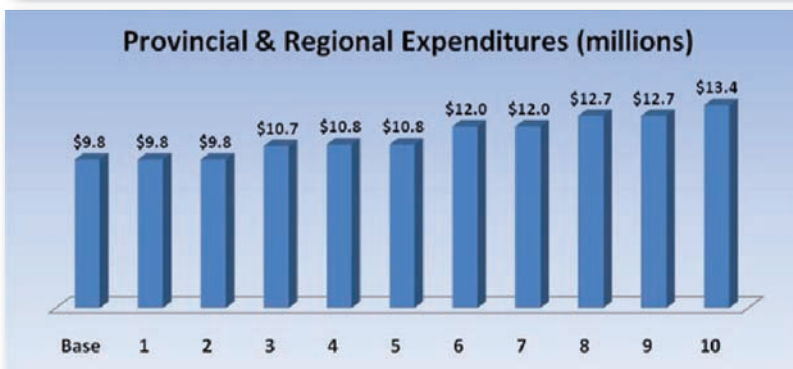
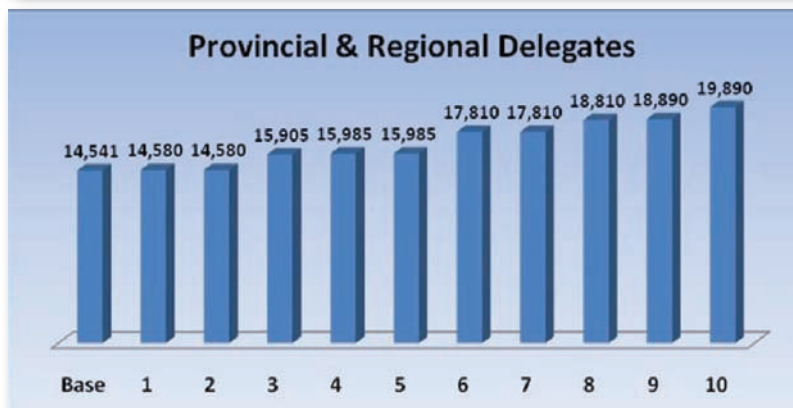
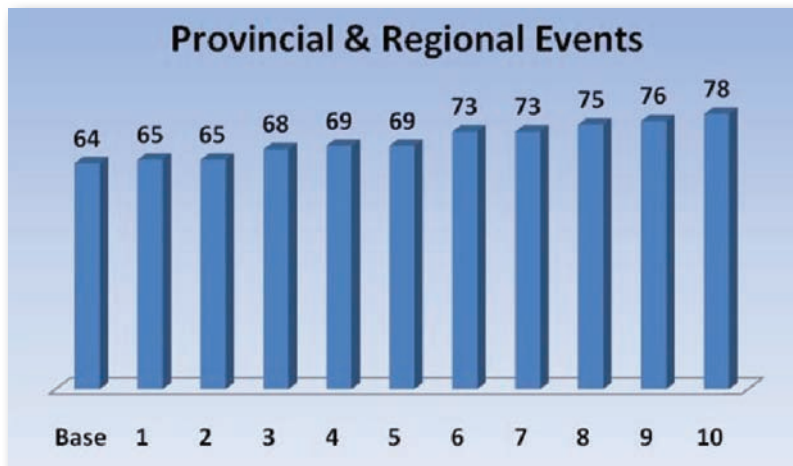
- The Canadian national association market segment is stable and mandated to meet at least annually.
- Approximately 625 Canadian associations operate with an eastern rotational pattern. Based on trending in rotational patterns, it is assumed that roughly 200 events will rotate east annually. With the ability to host concurrent events and single larger events, projecting WTCC market share to grow to 20% of the available 200 events in year 10 of operations.
- Growth is forecast to be driven equally by small events under 275 in attendance and by larger events of over 750 in attendance.

National Corporate

*Assumptions:*

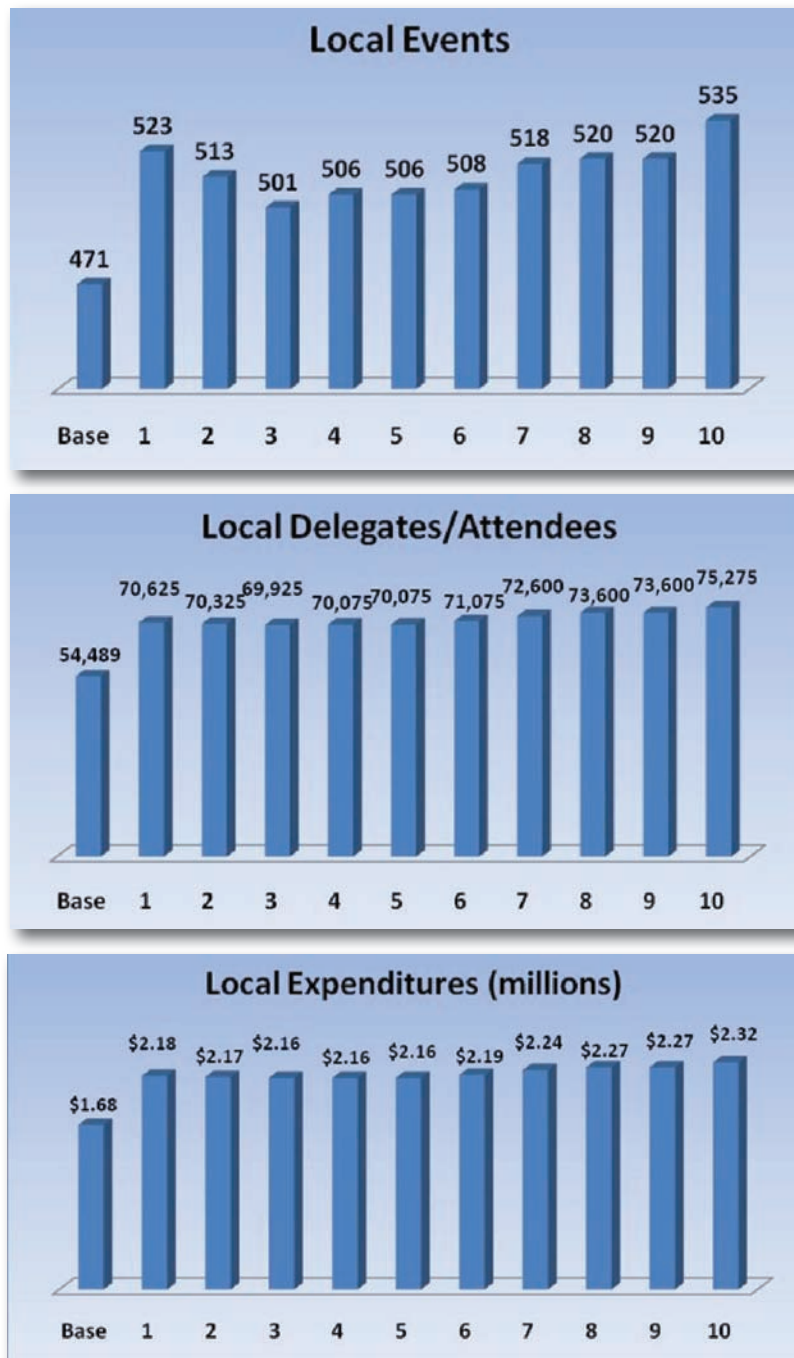
- WTCC is not currently competitive in the national corporate market as the facility appeal and amenities drive choice. Short booking cycles and lead times also preclude this business from booking in the current facility, due to lack of available dates.
- Growth is projected to come from targeted sectors including automotive, financial services and insurance, pharmaceutical, aerospace and defence, shipbuilding and bio/life sciences.
- The majority of growth is forecast from large events with over 750 in attendance.

Provincial & Regional

*Assumptions:*

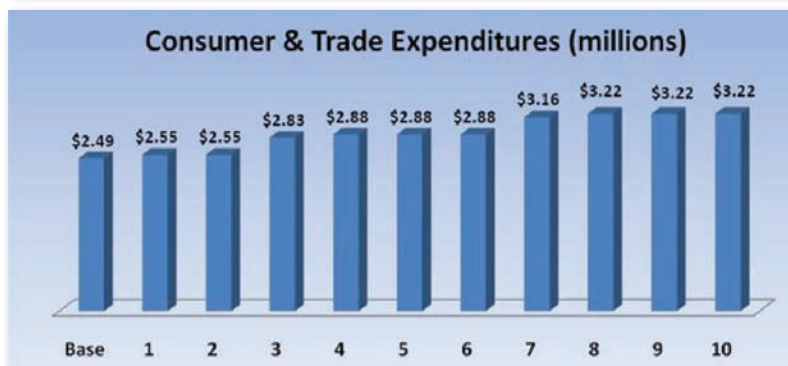
- Areas for potential growth include primary industry, shipbuilding, construction, financial services and insurance, health care, aerospace and defence, bio/life sciences and Atlantic Gateway related areas of transportation.
- The majority of growth is forecast from events of 500 or more in attendance.

Local

*Assumptions:*

- With a new facility, local business shows prospecting potential. Currently, short booking cycles and lead times often preclude this business from booking in the current facility due to a lack of available dates.
- Projecting growth in the current number of events and increased attendance from existing client business.
- With the ability to host multiple events concurrently, growth will be driven by mid-sized events averaging 275 in attendance.

Consumer & Trade Shows

*Assumptions:*

- Halifax is not currently in rotation for many consumer and trade shows due to a lack of available, modern space.
- A new facility would allow existing events to enhance program offerings and increase attendance.

Summary

Through this assessment and others, it has been determined that there is considerable potential for growth through the sourcing of additional business in the international and national markets in the context of a new convention centre.

A strategy centred on being able to host concurrent events within an enlarged facility will be a key determinant of success.

There is moderate potential for hosting large events (of over 1,000 attendees) that are currently unable to be appropriately serviced and accommodated.

A new facility is expected to maintain stable local and regional business and will allow for stronger community connections.

The most common reasons cited by both potential and existing clients as reasons for lost business at the WTCC were: the inappropriate size of the facility, poor amenities and the lack of available dates.

It is anticipated that new, emerging competitors will slowly erode the WTCC market if present conditions continue.

The new convention centre development will require additional hotel room blocks to be available in the Halifax market in order to achieve the forecasted levels of utilization.

ⁱ Refer to Appendix B – Lost Business Report, for further information

ⁱⁱ Stated in the Economic Assessment of the Proposed Redevelopment of a World Trade & Convention Centre in Halifax – Gardner Pinfold, December 2009

ⁱⁱⁱ ICCA Statistics Report 2008

^{iv} ICCA Statistics Report 2007

^v Stated in the Economic Assessment of the Proposed Redevelopment of a World Trade & Convention Centre in Halifax – Gardner Pinfold, December 2009

^{vi} Stated in the Economic Assessment of the Proposed Redevelopment of a World Trade & Convention Centre in Halifax – Gardner Pinfold, December 2009

^{vii} Stated in the Economic Assessment of the Proposed Redevelopment of a World Trade & Convention Centre in Halifax – Gardner Pinfold, December 2009

^{viii} Stated in the Economic Assessment of the Proposed Redevelopment of a World Trade & Convention Centre in Halifax – Gardner Pinfold, December 2009

Appendix A Detailed Market Projection Reports

Event Type by Category and Attendance:

Proposed New Convention Centre
Halifax, Nova Scotia
Projected Attendance

	Average Number of Delegates
International	
Category A	1000
Category B	750
Category C	375
Category D	150
National Association	
Category A	1000
Category B	750
Category C	275
National Corporate	
Category A	1000
Category B	750
Category C	275
Provincial & Regional	
Category A	500
Category B	325
Category C	80
Local	
Category A	500
Category B	275
Category C	30
Consumer & Trade Shows	
Category A	9000
Category B	1800

Note:

-Attendance groupings are based on WTCC historical averages and median attendance data. These segments have been split into categories to better reflect delegate loads for various size events within each sector.

Projected Events:

Proposed New Convention Centre

Halifax, Nova Scotia

Projected Events

	Base	1	2	3	4	YEAR 5	6	7	8	9	10	Projected 5 Year Avg.	Projected 10 Year Avg.	4 Year Stbl. HLT Report	Projected 5 Year Total	Projected 10 Year Total
International																
Category A	1	1	1	2	2	3	3	4	4	4	4	2	3	3	9	28
Category B	2	2	3	3	3	4	4	4	5	5	5	3	4	3	15	38
Category C	2	1	4	5	5	7	8	10	10	12	12	4	7	-	22	74
Category D	2	3	3	3	4	4	5	6	6	6	8	3	5	-	17	48
Sub Total	7	7	11	13	14	18	20	24	25	27	29	13	19	6	63	188
National Association																
Category A	3	3	3	4	4	5	5	5	6	6	6	4	5	5	19	47
Category B	4	4	10	12	13	13	14	14	15	15	15	10	13	6	52	125
Category C	7	6	12	14	16	16	17	17	18	18	20	13	15	-	64	154
Sub Total	14	13	25	30	33	34	36	36	39	39	41	27	33	11	135	326
National Corporate																
Category A	0	2	2	2	3	4	4	4	4	4	4	3	3	4	13	33
Category B	3	4	4	6	6	8	8	8	8	10	10	6	7	6	28	72
Category C	7	5	8	10	12	12	12	14	14	14	16	9	12	-	47	117
Sub Total	10	11	14	18	21	24	24	26	26	28	30	18	22	10	88	222
Provincial & Regional																
Category A	11	13	13	15	15	15	18	18	20	20	22	14	17	19	71	169
Category B	17	16	16	17	17	17	18	18	18	18	18	17	17	-	83	173
Category C	36	36	36	36	37	37	37	37	37	38	38	36	37	-	182	369
Sub Total	64	65	65	68	69	69	73	73	75	76	78	67	71	19	336	711
Local																
Category A	39	34	34	36	36	36	38	38	40	40	40	35	37	-	176	372
Category B	131	159	159	155	155	155	155	160	160	160	165	157	158	-	783	1583
Category C	301	330	320	310	315	315	315	320	320	320	330	318	320	-	1590	3195
Sub Total	471	523	513	501	506	506	508	518	520	520	535	510	515	0	2549	5150
Consumer & Trade Shows																
Category A	7	7	7	8	8	8	8	9	9	9	9	8	8	8	38	82
Category B	11	11	11	11	12	12	12	12	13	13	13	11	12	11	57	120
Sub Total	18	18	18	19	20	20	20	21	22	22	22	19	20	19	95	202
Total Projected	584	637	646	649	663	671	681	698	707	712	735	653	680	65	3266	6799

Note:

-The largest percentage growth will occur in the international and national market segments.

Projected Attendance:

Proposed New Convention Centre

Halifax, Nova Scotia
Projected Attendance

	Base	1	2	3	4	Year 5	6	7	8	Projected 9	Projected 10	Projected 5 Year Avg.	Projected 10 Year Avg.	Year Totals	Year Totals
International															
Category A	1200	1000	1000	2000	2000	3000	3000	4000	4000	4000	4000	1800	2800	9000	28000
Category B	1200	1500	2250	2250	2250	3000	3000	3000	3750	3750	3750	2250	2850	11250	28500
Category C	500	375	1500	1875	1875	2625	3000	3750	3750	4500	4500	1650	2775	8250	27750
Category D	200	450	450	450	600	600	750	900	900	900	1200	510	720	2550	7200
Sub Total	3100	3325	5200	6575	6725	9225	9750	11650	12400	13150	13450	6210	9145	31050	91450
National Association															
Category A	3600	3000	3000	4000	4000	5000	5000	5000	6000	6000	6000	3800	4700	19000	47000
Category B	2550	3000	7500	9000	9750	9750	10500	10500	11250	11250	11250	7800	9375	39000	93750
Category C	1650	1650	3300	3850	4400	4400	4675	4675	4950	4950	5500	3520	4235	17600	42350
Sub Total	7800	7650	13800	16850	18150	19150	20175	20175	22200	22200	22750	15120	18310	75600	183100
National Corporate															
Category A	0	2000	2000	2000	3000	4000	4000	4000	4000	4000	4000	2600	3300	13000	33000
Category B	1550	3000	3000	4500	4500	6000	6000	6000	6000	7500	7500	4200	5400	21000	54000
Category C	1015	1375	2200	2750	3300	3300	3300	3850	3850	3850	4400	2585	3218	12925	32175
Sub Total	2565	6375	7200	9250	10800	13300	13300	13850	13850	15350	15900	9385	11918	46925	119175
Provincial & Regional															
Category A	7820	6500	6500	7500	7500	7500	9000	9000	10000	10000	11000	7100	8450	35500	84500
Category B	4520	5200	5200	5525	5525	5525	5850	5850	5850	5850	5850	5395	5623	26975	56225
Category C	2201	2880	2880	2880	2960	2960	2960	2960	2960	3040	3040	2912	2952	14560	29520
Sub Total	14541	14580	14580	15905	15985	15985	17810	17810	18810	18890	19890	15407	17025	77035	170245
Local															
Category A	29570	17000	17000	18000	18000	18000	19000	19000	20000	20000	20000	17600	18600	88000	186000
Category B	17513	43725	43725	42625	42625	42625	42625	44000	44000	44000	45375	43065	43533	215325	435325
Category C	7406	9900	9600	9300	9450	9450	9450	9600	9600	9600	9900	9540	9585	47700	95850
Sub Total	54489	70625	70325	69925	70075	70075	71075	72600	73600	73600	75275	70205	71718	351025	717175
Consumer & Trade Shows															
Category A	62520	63000	63000	72000	72000	72000	72000	81000	81000	81000	81000	68400	73800	342000	738000
Category B	18350	19800	19800	19800	21600	21600	21600	21600	23400	23400	23400	20520	21600	102600	216000
Sub Total	80870	82800	82800	91800	93600	93600	93600	102600	104400	104400	104400	88920	95400	444600	954000
Total Projected	326730	370710	387810	420610	430670	442670	451420	477370	490520	495180	503330	410494	447029	2052470	4470290

Note:

-Attendance groupings are based on WTCC historical averages and median attendance data. These segments have been split into categories to better reflect delegate loads for various sized events within each sector.

Projected Direct Expenditures:

Proposed New Convention Centre

Halifax, Nova Scotia

Projected Direct Expenditures

	Base	1	2	3	4	5	6	7	8	9	10	Projected 5 Year Avg.	Projected 10 Year Avg.	Projected 5 Year Totals	Projected 10 Year Totals
International															
Category A	\$1,249,200	\$1,041,000	\$1,041,000	\$2,082,000	\$2,082,000	\$3,123,000	\$3,123,000	\$4,164,000	\$4,164,000	\$4,164,000	\$4,164,000	\$1,873,800	\$2,914,800	\$9,369,000	\$29,148,000
Category B	\$1,249,200	\$1,561,500	\$2,342,250	\$2,342,250	\$2,342,250	\$3,123,000	\$3,123,000	\$3,123,000	\$3,903,750	\$3,903,750	\$3,903,750	\$2,342,250	\$2,966,850	\$11,711,250	\$29,668,500
Category C	\$520,500	\$390,375	\$1,561,500	\$1,951,875	\$1,951,875	\$2,732,625	\$3,123,000	\$3,903,750	\$3,903,750	\$4,684,500	\$4,684,500	\$1,717,650	\$2,888,775	\$8,588,250	\$28,887,750
Category D	\$208,200	\$468,450	\$468,450	\$468,450	\$624,600	\$624,600	\$780,750	\$936,900	\$936,900	\$936,900	\$1,249,200	\$530,910	\$749,520	\$2,654,550	\$7,495,200
Sub Total	\$3,227,100	\$3,461,325	\$5,413,200	\$6,844,575	\$7,000,725	\$9,603,225	\$10,149,750	\$12,127,650	\$12,908,400	\$13,689,150	\$14,001,450	\$6,464,610	\$9,519,945	\$32,323,050	\$95,199,450
National Association															
Category A	\$5,868,000	\$4,890,000	\$4,890,000	\$6,520,000	\$6,520,000	\$8,150,000	\$8,150,000	\$8,150,000	\$9,780,000	\$9,780,000	\$9,780,000	\$6,194,000	\$7,661,000	\$30,970,000	\$76,610,000
Category B	\$4,156,500	\$4,890,000	\$12,225,000	\$14,670,000	\$15,892,500	\$15,892,500	\$17,115,000	\$17,115,000	\$18,337,500	\$18,337,500	\$18,337,500	\$12,714,000	\$15,281,250	\$63,570,000	\$152,812,500
Category C	\$2,689,500	\$2,689,500	\$5,379,000	\$6,275,500	\$7,172,000	\$7,172,000	\$7,620,250	\$7,620,250	\$8,068,500	\$8,068,500	\$8,965,000	\$5,737,600	\$6,903,050	\$28,688,000	\$69,030,500
Sub Total	\$12,714,000	\$12,469,500	\$22,494,000	\$27,465,500	\$29,584,500	\$31,214,500	\$32,885,250	\$32,885,250	\$36,186,000	\$36,186,000	\$37,082,500	\$24,645,600	\$29,845,300	\$123,228,000	\$298,453,000
National Corporate															
Category A	\$-	\$3,260,000	\$3,260,000	\$3,260,000	\$4,890,000	\$6,520,000	\$6,520,000	\$6,520,000	\$6,520,000	\$6,520,000	\$6,520,000	\$4,238,000	\$5,379,000	\$21,190,000	\$53,790,000
Category B	\$2,526,500	\$4,890,000	\$4,890,000	\$7,335,000	\$7,335,000	\$9,780,000	\$9,780,000	\$9,780,000	\$9,780,000	\$12,225,000	\$12,225,000	\$6,846,000	\$8,802,000	\$34,230,000	\$88,020,000
Category C	\$1,654,450	\$2,241,250	\$3,586,000	\$4,482,500	\$5,379,000	\$5,379,000	\$5,379,000	\$6,275,500	\$6,275,500	\$6,275,500	\$7,172,000	\$4,213,550	\$5,244,525	\$21,067,750	\$52,445,250
Sub Total	\$4,180,950	\$10,391,250	\$11,736,000	\$15,077,500	\$17,604,000	\$21,679,000	\$21,679,000	\$22,575,500	\$22,575,500	\$25,020,500	\$25,917,000	\$15,297,550	\$19,425,525	\$76,487,750	\$194,255,250
Provincial & Regional															
Category A	\$5,262,860	\$4,374,500	\$4,374,500	\$5,047,500	\$5,047,500	\$5,047,500	\$6,057,000	\$6,057,000	\$6,730,000	\$6,730,000	\$7,403,000	\$4,778,300	\$5,686,850	\$23,891,500	\$56,868,500
Category B	\$3,041,960	\$3,499,600	\$3,499,600	\$3,718,325	\$3,718,325	\$3,718,325	\$3,937,050	\$3,937,050	\$3,937,050	\$3,937,050	\$3,937,050	\$3,630,835	\$3,783,943	\$18,154,175	\$37,839,425
Category C	\$1,481,273	\$1,938,240	\$1,938,240	\$1,938,240	\$1,992,080	\$1,992,080	\$1,992,080	\$1,992,080	\$1,992,080	\$2,045,920	\$2,045,920	\$1,959,776	\$1,986,696	\$9,798,880	\$19,866,960
Sub Total	\$9,786,093	\$9,812,340	\$9,812,340	\$10,704,065	\$10,757,905	\$10,757,905	\$11,986,130	\$11,986,130	\$12,659,130	\$12,712,970	\$13,385,970	\$10,368,911	\$11,457,489	\$51,844,555	\$114,574,885
Local															
Category A	\$911,643	\$524,110	\$524,110	\$554,940	\$554,940	\$554,940	\$585,770	\$585,770	\$616,600	\$616,600	\$616,600	\$542,608	\$573,438	\$2,713,040	\$5,734,380
Category B	\$539,926	\$1,348,042	\$1,348,042	\$1,314,129	\$1,314,129	\$1,314,129	\$1,314,129	\$1,356,520	\$1,356,520	\$1,356,520	\$1,398,911	\$1,327,694	\$1,342,107	\$6,638,470	\$13,421,070
Category C	\$228,327	\$305,217	\$295,968	\$286,719	\$291,344	\$291,344	\$291,344	\$295,968	\$295,968	\$295,968	\$305,217	\$294,118	\$295,506	\$1,470,591	\$2,955,056
Sub Total	\$1,679,896	\$2,177,369	\$2,168,120	\$2,155,788	\$2,160,412	\$2,160,412	\$2,191,242	\$2,238,258	\$2,269,088	\$2,269,088	\$2,320,728	\$2,164,420	\$2,211,051	\$10,822,101	\$22,110,505
Consumer & Trade Shows															
Category A	\$1,927,492	\$1,942,290	\$1,942,290	\$2,219,760	\$2,219,760	\$2,219,760	\$2,219,760	\$2,497,230	\$2,497,230	\$2,497,230	\$2,497,230	\$2,108,772	\$2,275,254	\$10,543,860	\$22,752,540
Category B	\$565,731	\$610,434	\$610,434	\$610,434	\$665,928	\$665,928	\$665,928	\$665,928	\$721,422	\$721,422	\$721,422	\$632,632	\$665,928	\$3,163,158	\$6,659,280
Sub Total	\$2,493,222	\$2,552,724	\$2,552,724	\$2,830,194	\$2,885,688	\$2,885,688	\$2,885,688	\$3,163,158	\$3,218,652	\$3,218,652	\$3,218,652	\$2,741,404	\$2,941,182	\$13,707,018	\$29,411,820
Total Projected	\$34,081,261	\$40,864,508	\$54,176,384	\$65,077,622	\$69,993,230	\$78,300,730	\$81,777,060	\$84,975,946	\$89,816,770	\$93,096,360	\$95,926,300	\$61,682,495	\$75,400,491	\$308,412,474	\$754,004,910

Proposed New Convention Centre

Halifax, Nova Scotia

Note:

-All dollar values are provided in base year dollars (fiscal 2008/09) and are not indexed for inflation.

Projected Direct Expenditure	Average Expenditure
International	\$1,041.00
National Association	\$1,630.00
National Corporate	\$1,630.00
Provincial & Regional	\$673.00
Local	\$30.83
Consumer & Trade Shows	\$30.83

Appendix B Lost Business Report

TCL Lost Business Tracking

Inquires from June 2007 through May 2010

Group Name	Market	Estimated # of Delegates	Estimated CC Revenue	Room Nights	Reason Cited
Amer Assn of Neuromuscular & Electrodiagnostic Medicine	International	1,200	\$125,000	3,300	Space functionality/suitability
American Institute of Aeronautics & Astronautics	International	600	\$130,045	2,055	Space functionality/suitability
American Orthopaedic Foot & Ankle Society	International	900	\$130,000	1,390	Space functionality/suitability
AMMI-CACMID-CHICA	National	2,000	\$200,000	N/A	Space functionality/suitability
Ancient and Accepted Scottish Rite of Freemasonry of Canada	National	600	\$102,000	1,350	Availability of specified date
Assembly of First Nations	National	1,000	\$80,000	N/A	Space functionality/suitability
Botanical Society of America	International	1,200	\$190,000	1,650	Space functionality/suitability
Canadian Agency for Drugs & Technologies in Healthcare (CADTH)	National	250	\$55,000	325	Availability of specified date
Canadian Anaesthesiologists' Society	National	1,000	\$264,728	N/A	Space functionality/suitability
Canadian Arthritis Network	National	225	\$96,000	480	Availability of specified date
Canadian Association for Enterostomal Therapy	National	250	\$85,000	450	Availability of specified date
Canadian Association of Chain Drug Stores	National	550	\$87,000	1,200	Space functionality/suitability
Canadian Association of Nephrology Nurses & Technologists	National	700	\$106,741	1,050	Value of price for space available
Canadian Association of Pathologists	National	250	\$58,000	600	Facility dated
*Group Name Intentionally Removed at Client Request	National	400	\$36,375	725	Value of price for space available
Canadian Cardiovascular Society	National	2,000	\$250,000	4,800	Space functionality/suitability
Canadian Co-operative Association	National	550	\$43,500	250	Prefer under one roof/no adjoining hotel
Canadian Council of Cardiovascular Nurses	National	500	\$34,830	600	Availability of specified date
Canadian Criminal Justice Association	National	600	\$85,000	1,200	Prefer under one roof/size
Canadian Diabetes Association	National	1,000	\$26,000	800	Space functionality/suitability
Canadian Down Syndrome Society	National	500	\$38,485	750	Availability of specified date
Canadian Education Centre Network	National	350	\$117,725	250	Availability of specified date
Canadian Employee Relocation Council	National	350	\$38,000	865	Availability of specified date
*Group Name Intentionally Removed at Client Request	National	950	\$95,000	1,800	Space functionality/suitability
Canadian Golf Superintendents Association	National	350	\$100,955	1,655	Space functionality/suitability
Canadian Heart Research Centre	National	125	\$11,000	50	Availability of specified date

Canadian Institute of Chartered Accountants	National	250	\$23,000	300	Prefer under one roof/no adjoining hotel
*Group Name Intentionally Removed at Client Request	National	350	\$379,242	450	Prefer under one roof/no adjoining hotel
Canadian Language & Literacy Research Network	National	250	\$98,000	435	Value of price for space available
*Group Name Intentionally Removed at Client Request	National	350	\$101,000	650	Value of price for space available
Canadian Medical Protective Association	National	150	\$17,000	150	Availability of specified date
Canadian Paediatric Society	National	750	\$50,000	450	Space functionality/suitability
Canadian Payments Association	National	450	\$55,000	900	Facility dated
Canadian Produce Marketing Association	National	800	\$112,000	1,650	Space functionality/suitability
Canadian Psychiatric Association	National	1,000	\$130,000	2,000	Value of price for space available
Canadian Psychological Association	National	1,000	\$70,000	750	Availability of specified date
Canadian Radiation Protection Association	National	200	\$57,000	425	Availability of specified date
Canadian Society for Chemistry	National	2,500	\$110,000	N/A	Space functionality/suitability
Canadian Society of Respiratory Therapists	National	400	\$96,000	375	Facility dated
Canadian Society of Telehealth	National	400	\$100,000	1,050	Facility dated
Canadian Tire Dealers' Association	National	1,000	\$100,000	2,400	Space functionality/suitability
*Group Name Intentionally Removed at Client Request	National	300	\$96,000	780	Facility dated
*Group Name Intentionally Removed at Client Request	National	450	\$55,000	675	Value of price for space available
*Group Name Intentionally Removed at Client Request	National	300	\$32,000	375	Availability of specified date
*Group Name Intentionally Removed at Client Request	National	800	\$132,510	1,600	Space functionality/suitability
*Group Name Intentionally Removed at Client Request	National	1,200	\$235,150	2,200	Space functionality/suitability
Honda Canada Inc	National	600	\$181,540	1,500	Space functionality/suitability
Imperial Oil	National	250	\$41,935	840	Availability of specified date
*Group Name Intentionally Removed at Client Request	National	850	\$90,880	1,200	Value of price for space available
International Air Transport Association	International	600	\$86,000	1,800	Availability of specified date
International Association of Assessing Officers	International	1,200	\$295,000	3,455	Space functionality/suitability
International Baccalaureate Organization	International	1,000	\$298,128	2,500	Facility dated
International Bridge Tunnel and Turnpike Association	International	500	\$189,175	1,650	Space functionality/suitability
International Catholic Stewardship Conference	International	2,500	\$250,000	5,250	Space functionality/suitability
International Conference on Residency Education	International	1,200	\$190,000	N/A	Space functionality/suitability

International Foundation of Employee Benefits	International	1,250	\$158,900	4,660	Space functionality/ suitability
International Society for Pharmacoepidemiology	International	1,000	\$210,000	1,770	Space functionality/ suitability
KIN Canada	National	1,000	\$174,725	1,950	Facility dated
KPMG Management Services	National	480	\$75,000	1,350	Space functionality/ suitability
LIONS - USA/Canada Lions Leadership Forum	International	2,500	\$215,000	N/A	Space functionality/ suitability
As per client name removed for privacy	National	650	\$165,000	1,250	Space functionality/ suitability
Medical Library Association	International	2,200	\$250,000	8,500	Space functionality/ suitability
Motion Picture Theatre Association of Canada	National	1,200	\$309,350	2,400	Space functionality/ suitability
*Group Name Intentionally Removed at Client Request	National	350	\$115,340	1,050	Prefer under one roof/no adjoining hotel
National Managers' Community Secretariat	National	750	\$196,000	975	Availability of specified date
Natural Sciences and Engineering Research Council of Canada	National	350	\$21,000	300	Availability of specified date
North American Association for Environmental Education	International	1,150	\$75,000	1,625	Space functionality/ suitability
North American Association of Central Cancer Registries	International	400	\$150,000	1,350	Space functionality/ suitability
Optometric Extension Program Foundation Inc	International	700	\$125,000	750	Space functionality/ suitability
*Group Name Intentionally Removed at Client Request	National	425	\$28,965	225	Value of price for space available
*Group Name Intentionally Removed at Client Request	National	2,000	\$133,130	N/A	Space functionality/ suitability
Rendez Vous Canada (TIAC)	International	800	\$400,000	3,500	Space functionality/ suitability
*Group Name Intentionally Removed at Client Request	National	800	\$136,210	2,600	Space functionality/ suitability
Society for Mining Metallurgy & Exploration	International	1,200	\$200,000	N/A	Space functionality/ suitability
Society of Quality Assurance	International	900	\$291,700	3,005	Space functionality/ suitability
Strauss Event & Association Management	National	800	\$124,912	1,500	Availability of specified date
SUBUD Canada	National	2,000	\$115,000	1,950	Space functionality/ suitability
The Federal Liberal Agency of Canada	National	10,000	\$150,000	15,000	Space functionality/ suitability
World Council of Credit Unions	International	2,500	\$275,000	10,000	Space functionality/ suitability
Wynford Group on behalf of KIA Canada	National	375	\$73,084	450	Availability of specified date
Total Events: 80	Estimated Totals	75,780	\$10,426,259	129,565	

*This Lost Business Report does not include local, regional/provincial clients.

