



# Events East

2022-23 Business Plan  
for the Halifax Convention Centre & Ticket Atlantic

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# A Message from the President & CEO

As we look to the year ahead, there is a sense of optimism and positivity that our business, industry and community have been long awaiting.

Despite the prolonged impact of the pandemic on the events and tourism industry, the calendar of events for 2022-23 continues to grow; this year is shaping up to be the strongest we've seen since first opening the doors to our new convention centre. Further, our partners are creating events and activities that will drive animation into our communities, creating the opportunities for us all to get out and experience our great city and province.

Our clients are eager to return, excited to be hosting their events with us and attracting their delegates to our province. Our team is energized and thrilled to be back working with clients to plan and deliver events. And Nova Scotians, including our industry partners and communities across the province, are ready to get back to what we do best – welcoming and hosting.

While our attention over the past two years has been on sustaining our business, our commitment to our long-term vision and targets has remained unchanged. Our team has continued to retain and attract national and international events for our Centre, working closely with our clients as they prepare to host in-person events in Nova Scotia. They recognize that we will serve as a true partner to them as they navigate the ever-changing landscape of our industry. We have continued to foster similar relationships with our local and regional clients who continue to be critical to our success.

With the full return of events, we will focus on ensuring the impact of our business extends beyond our walls and into the community that we serve. The launch of our enhanced Local Program this year will provide a platform to showcase local products and businesses, connecting our guests with authentic Nova Scotia food, arts and culture. Similarly, an organizational focus on equity, diversity, inclusion and accessibility will help us better understand how we can positively impact and reflect our population through our workforce, venues and events.

Looking to the future, we are committed and ready to welcome the world back to Nova Scotia. Together with our partners, shareholders and community, we will create amazing experiences for our guests that harness the power of live events and showcase the best our province has to offer.



**Carrie Cussons**  
*President & CEO*  
*Events East*

# Mandate

## WHO WE ARE

*Events East Group is a special purpose government agency that manages and operates the Halifax Convention Centre, Scotiabank Centre, and Ticket Atlantic.*

*We are known for attracting and hosting the best events in the region through our commitment to event excellence. Our facilities allow us to attract new visitors and opportunities to Nova Scotia, connecting us to the world.*

*We were created as part of a government partnership between the Province of Nova Scotia and Halifax Regional Municipality (HRM) and we work in collaboration with them to manage our business in a responsible and transparent manner.*

## MANDATE

*We were created in 2014 through the Halifax Convention Centre Act to operate, maintain and manage the activities of the Halifax Convention Centre in a manner that will promote and develop economic development, tourism and industry in the province generally, and the municipality.*

*In April 2017, our mandate expanded to include the continued management and operations of Scotiabank Centre and Ticket Atlantic.*

# Planning Context

This business plan is presented for the management and operations of the Halifax Convention Centre and Ticket Atlantic, which are jointly owned by the Province of Nova Scotia and HRM. At the Halifax Convention Centre, we attract and host meetings, conferences and conventions, with an emphasis on national and international event activity. Our focus is on events that promote economic development and tourism, driving positive impact and vibrancy for Nova Scotia.

While the pandemic has had a prolonged impact on the meetings and conventions industry, the demand for in-person events has remained strong among event organizers and attendees. National and international activity is returning to historical volumes and clients continue to choose Nova Scotia to host their events.

Through proactive collaboration and planning, we will work to instill client confidence as we prepare to host significant conventions and events beginning in the Spring of 2022.

Our team remains committed to delivering exceptional event experiences for our guests, re-introducing programs and service standards that support our guest experience vision. This commitment to service and partnership with our clients and community will help continue to position our city and Centre as an ideal destination for national and international events.

We will also work closely with event organizers and our industry partners to create authentic Nova Scotia experiences for our guests and a platform to showcase our province's diverse culture, flavours and experiences through our enhanced Local Program. Leveraging our venue and the events that we host to showcase what makes Nova Scotia unique not only differentiates us as leaders in the industry but creates opportunities for us to celebrate and generate community pride.

We will also continue to look for ways that our venue can serve as the backdrop for important conversations, connections and events that create vibrancy and support the recovery of our industry and province.

**Note:**

*The 2022-23 business plan assumes that restrictions, including public gathering limits, ease as planned and travel guidelines remain clear and consistent, with delegates from other jurisdictions easily able to travel to Nova Scotia.*

*Re-introduction of restrictions or an additional wave of the pandemic would negatively impact event activity and may influence changes to strategic initiatives and budget.*

# Strategic Priorities & Activities

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## BUSINESS GROWTH

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With the easing of health and safety restrictions domestically and globally, our primary focus this year will be to attract and host national and international event activity. This includes working closely with clients booked in the upcoming year to ensure they are confident and excited to host their events in Halifax, while also working to secure significant events for future years. Recognizing the importance of local and regional event activity, we will also work with our clients in these markets to host strategic events that drive vibrancy into our city, supporting the recovery of our business community and events industry.

**Activities/Initiatives:**

- Continued implementation of sales and marketing strategy to achieve long-term booking targets.
- Collaborate with strategic partners on a common narrative to ensure a consistent brand for Halifax as a host destination.
- Activate international sector-based event attraction strategy with strategic partners in alignment with government focus areas.
- Implement local/regional sales strategy to drive event activity during non-peak times.

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## GUEST EXPERIENCE

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As we look to the upcoming year, we will focus on working closely with our clients to create memorable, engaging events for their delegates. This includes implementing service delivery standards that align with our service vision and ensure a consistent, seamless delivery of events. Recognizing the impact of the pandemic on our clients and their business, we will conduct research to understand any shifts in the key drivers of decision-making and event experience. Through client insights and ongoing collaboration with our industry counterparts across the country, our approach will be rooted in a commitment to guest experience and service delivery based on industry trends and the evolving needs of our clients.

**Activities/Initiatives:**

- Successful delivery of national/international event activity in partnership with our clients.
- Development of client research strategy to gather feedback and revalidate key drivers of decision-making and guest experience.
- Implementation and evolution of programs and operational standards that support delivery against our service vision.

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## COMMUNITY CONNECTION

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We recognize the important role our business has in supporting our community. As such, we will continue to celebrate and leverage the events we host to instill optimism, drive vibrancy and generate community pride with our partners and neighbours. This includes ensuring we have the right programs and strategies in place to support and reflect the community in which we do business. This year, we are focused on delivering an enhanced Local Program, providing a platform for local businesses to showcase all that makes our province a great place to visit and live. Additionally, through our commitment to equity, diversity and inclusion, we will work with our partners and community to identify ways we can ensure our venues and events reflect the diversity of our community, creating safe, welcoming spaces for all.

**Activities/Initiatives:**

- Launch expanded Local Program to showcase authentic Nova Scotia culture, flavours, and experiences for all of our guests, supporting Nova Scotia producers, businesses and arts and culture.
- Leverage and celebrate the events we host to instill confidence and drive activity for our business community and industry.
- Finalize organizational equity, diversity and inclusion strategy including ongoing engagement with our community and key stakeholders.
- Develop sustainable approach for year-round strategic use of the venue to support community needs and broaden our overall impact.

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## TALENT & CULTURE

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With a strong calendar of events in the upcoming year, growth and retention of our workforce is a critical priority to ensure we can continue to deliver on our service vision. We will develop strategies to recruit and retain employees with a focus on our operational teams, including collaboration with our hospitality industry partners who are facing similar labour challenges in the current environment. This focus on our workforce will be supported by a commitment to an equitable, diverse and inclusive culture and a redesign of our internal engagement strategy to align with the needs and expectations of our employees.

**Activities/Initiatives:**

- Development and implementation of recruitment, resourcing, and training strategy to support event volumes.
- Roll-out equity, diversity and inclusion program including education and audit of HR policies and processes.
- Collaborate with community, industry and educational institutions on workforce development to meet the current and future needs of the industry.
- Redesign and implement internal engagement strategy, including recognition program, to support an engaged workforce and culture.

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## ACCOUNTABILITY & SUSTAINED PERFORMANCE

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With the return to normal operations and a sustained volume of event activity, our focus remains on the stabilization of our business and the implementation of strategic programs and projects that align with our long-term strategy. In collaboration with our shareholders, the Province and HRM, we will continue to operate in a transparent, efficient manner, aligned with their expectations and the needs of our partners, community and industry.

**Activities/Initiatives:**

- Develop organizational accessibility framework in collaboration with Crown's Accessibility Committee and in alignment with the Nova Scotia Accessibility Act.
- Ongoing collaboration with tourism and events industry partners on recovery strategy and stabilization of industry.
- Reconfirm risk governance policy and framework in collaboration with our Board of Directors.
- Development of long-term capital planning program for the Halifax Convention Centre.

# Core Outcomes & Measures

In 2022-23, we will monitor and measure our performance in the following areas, aligned with the recovery of our business and organization:

Priority	Measure	2022-23 Target
<b>Business Growth</b>	Total direct spending and economic benefit	Through the conventions and events we host at the Halifax Convention Centre, generate annual direct spending of approximately \$40M.
<b>Business Growth</b>	Number of events attracted and hosted at the Halifax Convention Centre	Host approximately 120 events with 80,000 delegates, including 30 national and international events.  Secure a cumulative total of 100 national and international events with approximately 80,000 delegates for 2023-24 and beyond.
<b>Guest Experience</b>	Client and delegate feedback	Revalidate client satisfaction benchmarks and establish targets for future years.
<b>Community Connection</b>	Equity, Diversity and Inclusion framework	Successful implementation of community and stakeholder engagement strategy.
<b>Community Connection</b>	Enhanced Local Program	Program launched and successfully delivered throughout the year.
<b>Talent &amp; Culture</b>	Equity, Diversity and Inclusion framework	Complete audit of HR policies and processes; continued implementation of education program.
<b>Accountability &amp; Sustained Performance</b>	Financial performance	Meet approved budget targets.
<b>Accountability &amp; Sustained Performance</b>	Crowns accessibility framework	Venue-specific accessibility framework developed.

*\*Assumes all COVID-19 restrictions have eased by early 2022-23 and that there are no further restrictions introduced throughout the year.*

# Budget Context

While COVID-19 had an impact on our industry and business, we are seeing a strong demand for in-person events with both event organizers and attendees. National and international activity is returning to historical volumes and clients continue to choose Nova Scotia to host their events.

Our 2022-23 budget assumes a return to a larger volume of national and international events which generate higher revenue. Based on our planning assumptions, budgeted revenues reflect some ongoing uncertainty in the early part of the year for national event activity and attendance and a gradual return to historical revenues. A diverse event mix with national/international clients will be critical in returning to sustained revenue generation in the long-term.

Historically, before the impact of the COVID-19 pandemic, annual shareholder investment has typically been approximately \$6.0M, relating to building costs and property taxes. As event activity rebounds and we continue to recover our business, a total shareholder investment of \$7.5M is estimated for 2022-23, which is jointly funded by the Province of Nova Scotia and HRM. This demonstrates a continued trend of improvement from \$11.3M that was required in 2020-21 at the onset of the pandemic, towards a return to pre-COVID total investment requirement of approximately \$6.0M.

This year, we are planning to reinvest in national and international sales and marketing activities budgeted at \$710K. This reinvestment comes after a period of reduced spending and a pause on activities due to COVID-19 and is critical to achieving our long-term booking targets.

Property taxes of \$2.1M are included in accordance with the Memorandum of Understanding (MOU) between the Province of Nova Scotia and HRM.

*\*Assumes all COVID-19 restrictions have eased by early 2022-23 and that there are no further restrictions introduced throughout the year.*

# Operating Budget Summary

(For the year ended March 31)

	Budget 2022-23 (\$)	Forecast 2021-22 (Note 1) (\$)	Budget 2021-22 (\$)
<b>Revenues</b>	8,850,000	2,172,000	4,414,000
<b>Expenses</b>			
Event Operations – Fixed Costs	1,911,000	1,754,000	1,794,000
Event Operations – Variable Costs	3,899,000	752,000	1,885,000
Salaries and Benefits	3,111,000	2,814,000	2,940,000
General Operations	1,519,000	1,021,000	920,000
Total Expenses	10,440,000	6,341,000	7,539,000
<b>Operating Loss Before Building Costs, Property Taxes and Depreciation</b>	<b>(\$1,590,000)</b>	<b>(\$4,169,000)</b>	<b>(\$3,125,000)</b>
Building Operating Costs (Note 2)	3,480,000	2,784,000	2,923,000
<b>Operating Loss before Property Taxes and Depreciation</b>	<b>(5,070,000)</b>	<b>(6,953,000)</b>	<b>(6,048,000)</b>
Property Taxes (Note 3)	2,080,000	2,018,000	2,040,000
<b>Operating Loss Before Depreciation</b>	<b>(7,150,000)</b>	<b>(8,971,000)</b>	<b>(8,088,000)</b>
Depreciation	300,000	292,000	286,000
<b>Estimated Shareholder Investment</b>	<b>\$7,450,000</b>	<b>\$9,263,000</b>	<b>\$8,374,000</b>
<b>Investment Required from Shareholder – HRM</b>	<b>\$3,725,000</b>	<b>\$4,632,000</b>	<b>\$4,187,000</b>
<b>Investment Required from Shareholder – PNS</b>	<b>\$3,637,500</b>	<b>\$4,485,000</b>	<b>\$4,119,000</b>

**Note 1:** Forecast reflects the impact of the temporary restrictions introduced in December 2021 associated with the Omicron variant.

**Note 2:** Halifax Convention Centre building operating costs include the contractual lease operating costs related to the Nova Centre. The annual contractual lease payment is the responsibility of the Province of Nova Scotia and is not reflected in the above values.

**Note 3:** Property taxes are calculated pursuant to the MOU between the Province of Nova Scotia and HRM.

**Note 4:** Revenues and expenses for Scotiabank Centre are not reflected in the values noted above. Scotiabank Centre is a facility owned by HRM. Events East operates the facility on behalf of HRM under an operating agreement. All operating income or losses generated by the facility accrue to HRM, and all capital improvements are funded by the municipality.

**Note 5:** Assumes all COVID-19 restrictions have eased by early 2022-23 and that there are no further restrictions introduced throughout the year.