

Scotiabank Centre

2024/25 Business Plan

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Message from the President & CEO

Scotiabank Centre’s legacy of hosting incredible sporting, cultural and entertainment events span almost five decades and is the source of countless memories made by thousands of fans within our community and beyond. Halifax has earned a reputation as an amazing host city among concert promoters, sports franchises, national and international marquee event organizers and more; all thanks to our passionate fans and welcoming community.

Live events are engrained in our culture, steeped in our history and the heartbeat of our downtown core – they are what bring us together and keep us connected. The strong calendar of events at Scotiabank Centre supports our local businesses, makes our city feel energized and brings downtown Halifax alive with excitement.

Our team is incredibly passionate about the work we do every day to attract and host amazing events that make our community proud and keep our fans coming back time and time again. Being an anchor in our community and the hub for live events in Atlantic Canada is not something we take lightly. We are always thinking about the next event, the latest trends, and new ways we can elevate the experience at our venue.

While we continue to deliver great event experiences in the upcoming year, we will also begin to define the future for Scotiabank Centre, ensuring we can continue to create memories for many years to come.



Carrie Cussons
President & CEO

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Purpose & Mandate

Who We Are

Scotiabank Centre is managed by Events East, a special purpose government agency created as part of a government partnership between the Province of Nova Scotia and Halifax Regional Municipality (HRM). We work in collaboration with them to manage our business in a responsible and transparent manner. We are known for attracting and hosting the best events in the region through our commitment to event excellence. Our facilities allow us to attract new visitors and opportunities to Nova Scotia, connecting us to the world.

Mandate

Events East was created in 2014 through the *Halifax Convention Centre Act* and in April 2017, our mandate was expended to include the continued management and operations of Scotiabank Centre. Oversight of Scotiabank Centre is governed by a long-term operating agreement with HRM, the facility's owner, which was approved in January 2020.

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Planning Context

This business plan is presented for the management and operations of Scotiabank Centre, which is the largest multipurpose facility in Atlantic Canada and the region's premier venue for major entertainment and sporting events. It is owned by HRM and managed and operated by Events East. In a typical year, we host 100+ events and 500,000 attendees, serving as a platform for community and economic impact and an icon for excitement and energy in Halifax.

Looking to the year ahead, Scotiabank Centre has a strong calendar of events including a variety of concerts, the Royal Nova Scotia International Tattoo, and the Halifax Mooseheads and Halifax Thunderbirds 2024-25 seasons, as well as Skate Canada International. Additionally, planning is underway for the 2025 Canadian Olympic Curling Trials, which was secured in the prior year as part of our long-term event attraction strategy.

This year we will work with our teams, clients, and partners to enhance key parts of the in-venue experience. Our areas of focus will be guided by the insights we gather from our fans as we implement new tools to get their feedback. As part of our overarching premium service vision, we will be evolving our service delivery standards to support customer satisfaction and retention with our corporate partners and premium seating clients.

A key priority this year is investing in the replacement of key building systems that have reached end-of-life and are essential to delivering events. These projects are planned to take place during the summer months, which is historically a quieter time of year for events.

As a 45+ year-old facility, this year we will also undertake a visioning exercise that will help us define the future for Scotiabank Centre. In collaboration with HRM, this vision will guide how we modernize our venue to reflect accessibility and environmental sustainability priorities. It will also help ensure we have the space, events and fan experience that align with the evolving nature of our industry and meet the needs of our community and partners for years to come.

Strategic Priorities & Activities

DELIVERING EXPERIENCES

With a strong event calendar secured for the year, we will focus on the experience our fans have when they come to Scotiabank Centre. That means understanding what fans value most about their experience in our venue and where we can improve or have a bigger impact.

Key Activities:

- **Hosting Events** – We will collaborate with our tenants and event organizers to successfully deliver on our strong calendar of events throughout the year.
- **Fan Insights** – Establishing a feedback program will make it easier for fans to tell us what they value most and what Scotiabank Centre means to them, helping us prioritize, track, and improve key aspects of their experience.
- **Customer Service & Training** – Rooted in insights from fan feedback, we will reconfirm our customer service vision and service delivery priorities. A training program for employees and partners will be developed to reflect these focus areas and our commitment to equity, diversity, inclusion, and accessibility.

CREATING IMPACT

We recognize the critical role Scotiabank Centre plays in driving economic impact, vibrancy, and community pride through the events we host. We're focused on the opportunities and partnerships that allow us to continue attracting great events and creating memories with fans. This includes programs or initiatives that help us broaden access to and increase the impact of the events we host and the growing community we serve.

Key Activities:

- **Event Attraction** – We will continue to identify and pursue major events for 2025 and beyond, ensuring our event calendar aligns with what our community and fans are looking for.
- **Engaging Our Community** – Proactive promotion of our event calendar will help us build anticipation in our community and engage with neighbouring businesses, who are an extension of the event experience for fans.
- **Community Relations** – We will increase access to our events through new programs with our tenants and new community partnerships, all with a focus on creating more inclusive experiences at our venue.

LOOKING AHEAD

Scotiabank Centre has been the destination for sports and entertainment in Atlantic Canada and a point of community pride for 45+ years. Building on that legacy and a commitment to serve our community for decades to come, this year we will focus on defining the future vision for the venue.

Key Activities:

- **Strategic Investments** – To ensure we can successfully deliver events for years to come, we will replace key components and systems within the building that are nearing end-of-life, including HVAC, the ice plant, and the public address system.
- **Key Partnerships** – We will continue to prioritize and secure key business partnerships that will enable ongoing investment in our venue and the fan experience.
- **Future Vision** - In collaboration with HRM and our partners, we will shape the future vision for the venue including the infrastructure, services, and experiences we aspire to create for our community.

Core Outcomes & Measures

In 2024-25, we will monitor and measure our performance in the following areas, aligned with the [Events East 5-year strategic plan](#):

PRIORITY	MEASURE	2024-25 TARGET
Business Growth	Economic impact	Generate a minimum of \$35M in direct expenditures through the events we host.
Business Growth	Number of events hosted at Scotiabank Centre	Successfully host 85 events with 450,000 total attendees.
Fan Experience	Fan feedback	Feedback program implemented.
Accountability and Sustained Performance	Building systems replacement projects	Ice plant, HVAC and public address system projects successfully completed in collaboration with HRM.
Community Connection	Increased access to events	Implement enhanced community relations program.
Accountability and Sustained Performance	Financial performance	Meet approved budget targets, including revenue target of \$8.1M and shareholder investment of no more than \$540,000.

** Direct expenditures measure the estimated impact of the events we host, using a methodology and calculation developed through analysis of historical and average attendee and event organizer spending. 27 per cent of Scotiabank Centre direct expenditures are incremental. Incremental expenditures are those that would not have taken place in the absence of Events East facilities and activities.*

Economic Impact & Budget Context

Scotiabank Centre is focused on attracting a mix of sporting, concert, and entertainment events to create community and economic impact. As such, our business and success are 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 the events we host. Estimated total direct expenditures for the upcoming year is \$35M, which is consistent with prior years.

Scotiabank Centre is expected to generate \$8.1M in revenues in the upcoming year, consistent with historical average. Budgeted revenues include assumptions around the number of events and attendees and associated revenue.

To fulfill our mandate, including the generation of significant economic and community impacts through event hosting, annual investment may be required by HRM. The 2024-25 budget reflects a shareholder investment of \$540K from HRM as compared to the 2023-24 budget of \$595K and 2023-24 actual contribution of \$835K. All significant capital expenditures are procured and funded by HRM directly and reflected in their capital budget; as such these expenditures are not accounted for in this budget.

Economic Impact Summary

	Target 2024-25	Actual 2023-24	Target 2023-24
Total Events	85	106	100+
Total Attendees	450,000	573,000	500,000
Total Direct Expenditures	\$35M	\$53M	\$40M

Operating Budget Summary

(For the year ended March 31)

	Budget 2024-25	Actual 2023-24 Note 1	Budget 2023-24
Total Revenue	8,064,000	12,067,000	8,046,000
Event Expenses	3,480,000	5,835,000	3,809,000
Contribution	4,584,000	6,232,000	4,237,000
Indirect Expenses	2,980,000	3,033,000	2,844,000
Operating Income Before Building Costs	1,604,000	3,199,000	1,393,000
Building Costs			
Net Shared Services & Facilities (Note 2)	486,000	420,000	475,000
SBC Property Services	831,000	1,099,000	733,000
Energy	692,000	718,000	650,000
Shared Spaces Fees	135,000	127,000	130,000
Net Expense to Scotiabank Centre	2,144,000	2,364,000	1,988,000
Operating Loss	(540,000)	835,000	(595,000)

Note 1: As at June 30, 2024, fiscal 2023-24 audited actual results are pending final approval by HRM.

Note 2: The Shared Services and Facilities Agreement between HRM and Armco Capital, which guides operations and the allocation of costs relating to the shared plant and facilities between Scotiabank Centre and the Office Tower.

Note 3: Scotiabank Centre is owned by HRM and operated by Events East under an operating agreement. All operating income or losses generated accrue to HRM, and all capital improvements are funded by the municipality.