

Scotiabank Centre

2025/26 Business Plan

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Message from the President & CEO

For nearly five decades, Scotiabank Centre has been the heartbeat of Atlantic Canada, recognized as the region's premier venue for major sporting and entertainment events. Nestled in the heart of downtown Halifax, our arena is more than just a place for events—it's where moments turn into memories.

Scotiabank Centre delivers an unmatched experience for fans, athletes and performers alike. The venue, and the downtown community that surrounds it, has earned a reputation as a destination of choice for concert promoters, sports franchises, national and international event organizers, and more. All thanks to the passion of fans, the vibrancy of Nova Scotia's hospitality industry, and the warmth and expertise of our staff.

Events at Scotiabank Centre support local businesses, bring people together, and create energy in downtown Halifax throughout the year. As we look ahead to 2025-26, there is much to feel excited about. We'll once again host a dynamic calendar of events. We'll make enhancements to the fan experience. We'll attract events for future years, and work with HRM and partners to envision the future of this iconic venue.

Our team is incredibly passionate about the work we do every day. We understand that Scotiabank Centre is more than an arena—it's a platform for community vibrancy, the celebration of sport, and the magic of live entertainment. The year ahead will see our organization stay focused on maintaining momentum and the unique value created by the events we host, while getting oriented to the possibilities that lie ahead.

Carrie Cussons
President & CEO

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 these Shareholders to manage our business in a responsible and transparent manner. We are an impact-focused organization known for attracting and hosting the best events in the region, generating economic impact, and driving community vibrancy.

Mandate

We were created in 2014 through the [Halifax Convention Centre Act](#) and in April 2017, our mandate was expanded 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.

Consistent with legislation, our Shareholder approved strategic plan will conclude on March 31, 2025, and we are in the process of finalizing a new five-year strategic plan that will set priorities to March 31, 2030.

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. As operators of Scotiabank Centre and Halifax Convention Centre, we are proud to be entering the 2025-26 year having recently achieved a significant milestone: a combined \$500 million in economic impact generated by hosting 1,600 events and 3.2 million guests in our two venues since 2018. Nearly 600 events were hosted at Scotiabank Centre in this timeframe, generating over \$226 million in economic impact and welcoming 2.8 million fans.

Scotiabank Centre is a community icon, operating as a platform for event excitement, community vibrancy, and economic impact for almost 50 years. It's time to define what's next for this signature asset to Halifax's downtown experience, and we will be working in collaboration with HRM to determine the long-term vision for Scotiabank Centre and chart the course for our future.

Over the next year, this visioning work will determine how we modernize the venue to reflect priorities of fan experience, accessibility, inclusion, and environmental sustainability. We will align with key partners and stakeholders, stay attuned to their long-term planning efforts, and align our strategies to ensure a vibrant downtown and bright future for the event industry.

Our overarching goal is to continue delivering an event mix and experience that meets the expectations of our community, fans, and partners for many years to come. As such, 2025-26 will be another exciting year for events, including concerts, family entertainment, the Royal Nova Scotia International Tattoo, and the Halifax Mooseheads and Halifax Thunderbirds regular seasons. The Canadian Curling Trials in November will see us host fans, athletes and coaches from across the country, and deliver nine days of world-class curling. In early 2026, we'll welcome the top U SPORTS Men's Hockey teams for the University Cup.

This year we will work with our Shareholders, board members and industry partners to finalize our next long-term strategic plan, which will define the growth opportunities ahead of us and formally initiate our path to 2030. We believe the road ahead holds significant potential for expanding our impact and driving community vibrancy through the events we host.

For 2025-26 and beyond, realizing this potential will require nurturing the relationships and credibility we have established with partners, event operators and fans, while ambitiously pursuing new opportunities. Our future will be built on a stable foundation of governance, accountability, excellence, and continuous improvement.

Strategic Priorities & Activities

Delivering Experiences

It will be a strong year of event activity. We will continue to focus on enhancing the experience for our customers, including significant technology upgrades and a new food and beverage model.

Key Initiatives

- **Event delivery** - Deliver another memorable event calendar, including the 2025 Canadian Curling Trials and the 2026 University Cup men's hockey championship, which will be signature moments for our venue.
- **Fan experience** - Continue to modernize and improve the fan experience with emphasis on food and beverage offerings, and premium seating.
- **Enhanced technology** - Complete and leverage technology upgrades, including a new public address system and digital ribbon and signage, to enhance the fan experience.
- **Fan insights** - Use insights from fan feedback collected in 2024-25 to identify priority areas of opportunity and develop a training approach for employees and partners that align with these focus areas.

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 opportunities and partnerships that allow us to have an even bigger impact while continuing to attract great events and create memories with fans.

Key Initiatives

- **Event attraction** - Maintain focus on our multi-year attraction strategy, including pursuing major events and exploring new tenant opportunities.
- **Community access** - Continue to create more inclusive access and experiences at our venue through partnerships with community organizations, exploring opportunities with event organizers, and leveraging major events for continued community engagement.

Looking Ahead

We are committed to maintaining Scotiabank Centre's prominence as an iconic community asset and home for memorable event experiences. This year we will replace essential building components, while laying groundwork for a successful future.

Key Initiatives

- **Modernization** - In collaboration with HRM, finalize an approach for modernization that envisions structural, experiential, and accessibility improvements.
- **Infrastructure** - Complete replacement of building systems that have reached end-of-life, including HVAC, and other back-of-house improvements.
- **Sustainability** - Work with our food and beverage supplier to develop an approach to food rescue.

Core Outcomes & Measures

In 2025-26, we will monitor and measure our performance in the following priority areas, in keeping with our practice of the last several years. Our approach to measurement may evolve as we finalize our next five-year strategic plan, and any changes will be implemented in 2026-27.

| PRIORITY | MEASURE | 2025-26 TARGET |
|--|--|--|
| Business Growth | Economic impact | Generate a minimum of \$46M in direct expenditures through the events we host. |
| | Number of events hosted at Scotiabank Centre | Successfully host 105 events with 480,000 total attendees. |
| Fan Experience | Fan satisfaction | Establish a benchmark for fan satisfaction. |
| | | Ensure a successful transition to new concessions provider. |
| Community Connection | Community access & engagement | Support 10 non-profits with at least 1,000 event ticket donations. |
| | | Establish a community partnership guideline. |
| Accountability and Sustained Performance | Capital projects | HVAC, public address system projects, and digital signage projects successfully completed in collaboration with HRM. |
| | Long-term planning | Approach to modernization is confirmed. |

** 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. The calculation used to estimate direct expenditures was updated in March 2025 to reflect inflationary factors following an analysis conducted by HLT Advisory, which included a review of regional market data and Statistics Canada Consumer Price Index data. As such, this updated calculation has been applied to the economic impact target and performance analyses.*

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 in the economic impact generated by the events we host, as well as the diversity and vibrancy of our event mix, and the number of people who attend them. Economic impact measures the benefit of new money being spent in the Nova Scotia economy, as a result of the events we host and the number of people attracted to spend time in downtown Halifax or Nova Scotia. The projected economic impact for 2025-26 is \$46M, increased from the prior year target of \$38M as event activity is expected to increase.

Scotiabank Centre is expected to generate \$9.7M in revenues in the upcoming year, compared to the 2024-25 budget of \$8.1M and the 2024-25 year-end forecast of \$9.7M. Budgeted revenues include assumptions around the number of events, number of attendees, and associated revenue.

To fulfill our mandate, including the generation of significant economic and community impacts through event attraction and delivery, annual investment may be required by HRM. The 2025-26 budget reflects a Shareholder investment of \$500K from HRM, as compared to the 2024-25 budgeted investment of \$540K and 2024-25 year-end forecasted investment of \$540K. As the owner of the facility, 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 the Scotiabank Centre budget.

Economic Impact Summary

| | Target 2025-26 | Forecast 2024-25 | Target 2024-25 |
|----------------------------|----------------|------------------|----------------|
| Total Events | 105 | 82 | 85 |
| Total Attendees | 480,000 | 430,000 | 450,000 |
| Total Direct Expenditures* | \$46M | \$41M | \$38M |

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Operating Budget Summary

(For the year ended March 31)

| | Budget 2025-26 | Forecast 2024-25 Note 1 | Budget 2024-25 |
|---|-------------------|-------------------------------|-------------------|
| Total Revenue | 9,770,000 | 9,668,000 | 8,064,000 |
| Event Expenses | 4,710,000 | 5,173,000 | 3,748,000 |
| Contribution | 5,060,000 | 4,495,000 | 4,584,000 |
| Indirect Expenses | 3,041,000 | 2,768,000 | 2,712,000 |
| Operating Income Before Building Costs | 2,019,000 | 1,727,000 | 1,604,000 |
| Building Costs | | | |
| Net Shared Services & Facilities (Note 2) | 574,000 | 517,000 | 486,000 |
| SBC Property Services | 1,100,000 | 940,000 | 831,000 |
| Energy | 705,000 | 675,000 | 692,000 |
| Shared Spaces Fees | 140,000 | 135,000 | 135,000 |
| Net Expense to Scotiabank Centre | 2,519,000 | 2,267,000 | 2,144,000 |
| Operating Loss | (500,000) | (540,000) | (540,000) |

Note 1: Figures reflect the latest approved forecast which was completed in January 2025.

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.