

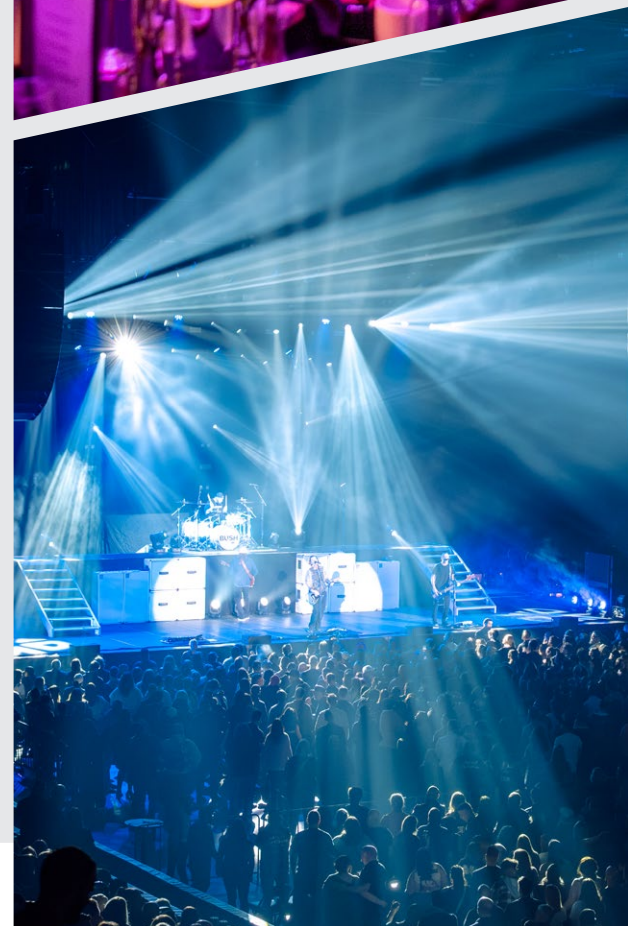


FIVE-YEAR
STRATEGIC PLAN
A ROADMAP TO 2030



TABLE OF CONTENTS

Acknowledgements	3
President & CEO Message	4
About Us	5
Our Foundation	7
Context & Considerations	8
Strategy at a Glance	10
Strategic Directions	11
Statement of Accountability	12
Goals, Priorities & Outcomes	13
Outcome & Impact Targets	14



ACKNOWLEDGEMENTS

LAND ACKNOWLEDGEMENT

Our business operates in Kijipuktuk ("che-book-took"), now known as Halifax, Nova Scotia, on the ancestral and unceded territory of the Mi'kmaq people. As we write this plan to guide our work in the years ahead, we recognize the importance of the Peace and Friendship Treaties signed in this Territory and acknowledge that we are all Treaty People. Events East is committed to fostering ongoing opportunities for Mi'kmaq people, tradition and culture to be welcome in our venues, shape the events we host, and enrich the experiences of those who work and visit with us.

COMMUNITY ACKNOWLEDGEMENT

We acknowledge the more than 50 African Nova Scotian communities who have been contributing to the cultural, artistic and economic landscape of this province for over 400 years. Despite facing significant challenges, anti-black racism, and systemic barriers, African Nova Scotians have enriched the fabric of our city as we know it, and continue to do so through their resilience, creativity, and leadership.

CONTRIBUTORS

We invited input from stakeholders and partners during the development of this strategic plan, and the community around us responded with enthusiasm. More than 80 representatives from the organizations we collaborate with shared their perspectives with us, and we hope many of you see your thinking reflected in this plan. Thank you, we appreciate your support and thoughtful contribution.

LOOKING BACK AS WE MOVE FORWARD



A MESSAGE FROM THE PRESIDENT & CEO

Attracting and hosting memorable events is part of what makes Halifax special, and Nova Scotia worthy of its international reputation.

Since 2018, Halifax Convention Centre and Scotiabank Centre have welcomed a combined 3.2 million visitors to 1,500 events, generating more than \$550 million in economic impact and immeasurable community vibrancy. Businesses big and small have contributed to delivering experiences that leave lasting memories, and ensure visitors and locals want to return again and again. Events East is proud to have a pivotal role in that collective success and momentum. With a proven ability to attract and host events that drive economic growth, we must stay focused on maintaining those outcomes, while pursuing new opportunities where possible.

Having successfully delivered on the commitments in our last strategic plan, our outlook is confident and optimistic. The insights from our experiences over the last several years were key ingredients in the creation of the goals, priorities and outcomes we're committing to next. We see significant potential for continuing to grow our impact and contributions to community vibrancy. We believe in the team we have around the table, on the front lines, and behind the scenes. And we know from the conversations we've had with stakeholders and partners that we're not alone, and that trust in our organization is high.

We see the next five years as an opportunity to maximize the impact we can have as an event host, community champion, and industry leader.

This will require us to nurture our strong foundation of trust, accountability and excellence, and continue to work in collaborative and integrated ways with our many partners. The next five years will demand an increased investment in the signature event infrastructure we operate, and strong leadership by our organization to ensure those investments will generate meaningful returns for our community and shareholders. We're as excited as we've ever been about the thriving events ecosystem around us, and our place within it. This strategic plan will guide our organization through 2030, and the work is already underway.

Thank you for joining us!

Carrie Cussons
President & CEO

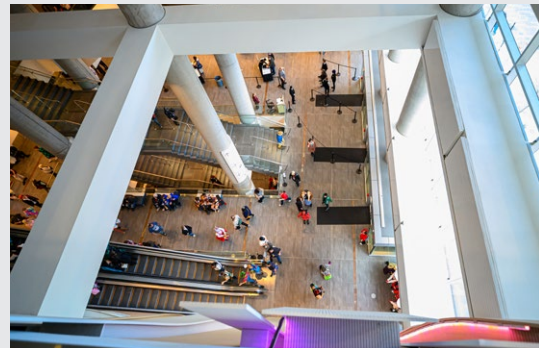
ABOUT EVENTS EAST

Events East is a purpose-led organization known for attracting and hosting premier events in the region, and operating signature event venues that drive community vibrancy and economic impact. We were created as part of a partnership between the Province of Nova Scotia and Halifax Regional Municipality, and we work in collaboration with them to manage our business in a transparent and responsible manner.

HALIFAX CONVENTION CENTRE

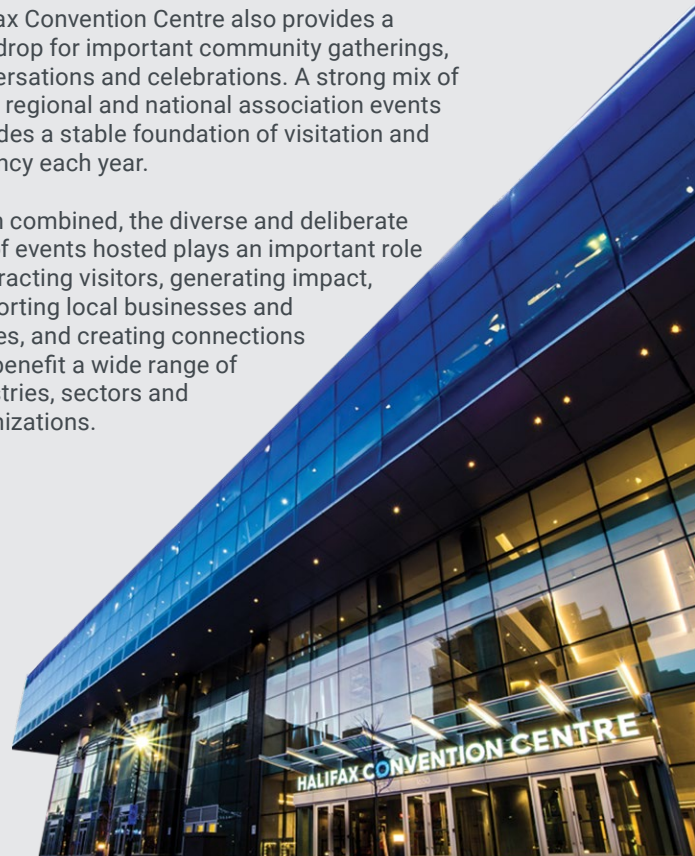
Halifax Convention Centre is the largest, most flexible event space in Atlantic Canada and is jointly owned by the Province of Nova Scotia and Halifax Regional Municipality and managed by Events East. To fulfill Events East's mandate, annual investment is required by the two Shareholders. Historically, the annual shareholder investment has been budgeted to not exceed the total building costs and property taxes required for the convention centre.

It opened in 2018 for the purpose of attracting and hosting meetings, conferences and conventions that create economic and community benefit. Since then, the venue has hosted nearly 1,000 events, generated \$325 million in local economic impact and welcomed half a million guests. Event attraction is focused on national and international events that align with sectors of strategic importance and help to grow Nova Scotia's economy. There are currently 45-50 national and international events hosted annually, with bookings into 2030. This number has increased significantly over the last five years, due to a deliberate focus on attracting events that align with Nova Scotia's strengths, and the priorities of government partners.



Halifax Convention Centre also provides a backdrop for important community gatherings, conversations and celebrations. A strong mix of local, regional and national association events provides a stable foundation of visitation and vibrancy each year.

When combined, the diverse and deliberate mix of events hosted plays an important role in attracting visitors, generating impact, supporting local businesses and causes, and creating connections that benefit a wide range of industries, sectors and organizations.

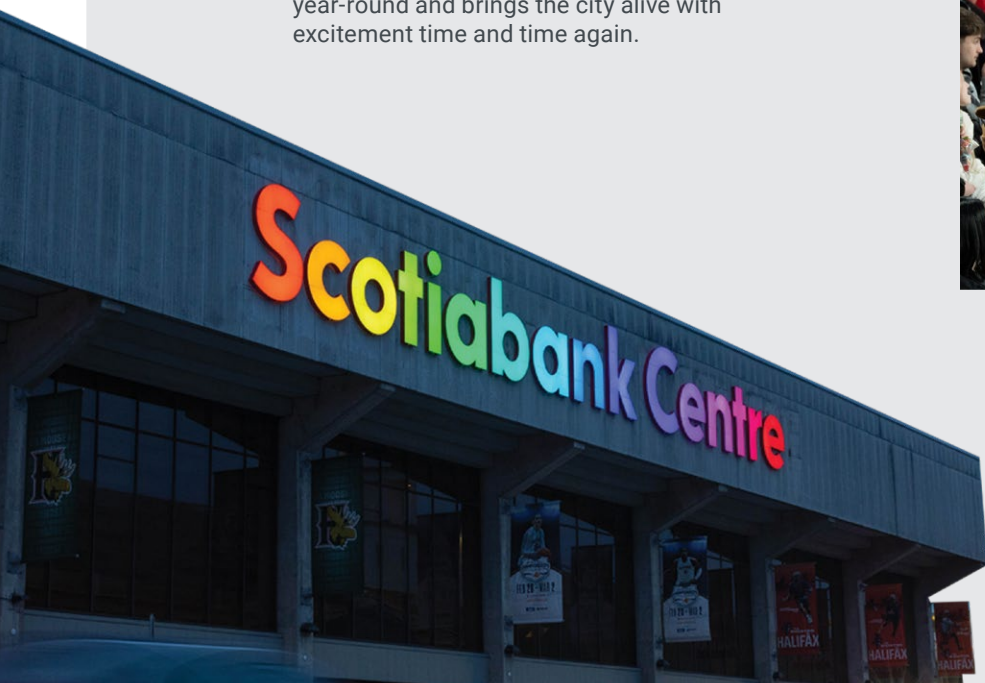


Scotiabank Centre

Scotiabank Centre is the largest multipurpose facility in Atlantic Canada and is widely recognized as the region's premier venue for major sporting and entertainment events. It is owned by Halifax Regional Municipality and managed by Events East. All operating income or losses generated accrue to HRM, and all capital improvements are funded by the municipality.

For nearly five decades, Scotiabank Centre has been a platform for community vibrancy, local pride, the celebration of sport, and the magic of live events. This legacy is the source of countless memories made by fans within our community and beyond. Since 2018, Scotiabank Centre has hosted 600 events, welcomed 2.8 million fans, and generated more than \$320 million in economic impact.

It is home to the Halifax Mooseheads (Quebec Major Junior Hockey League) and the Halifax Thunderbirds (National Lacrosse League), who host a combined 40+ games each year. Both teams have among the largest and most consistent fan bases in their leagues and make significant contributions to community vibrancy. Concerts and entertainment events attract fans from around the region, and the variety and diversity of events hosted each year is an important driver of fan satisfaction. Strategically located in the heart of downtown Halifax, Scotiabank Centre supports local businesses year-round and brings the city alive with excitement time and time again.



OUR FOUNDATION



Purpose

We promote economic, tourism, and strategic industry growth for Halifax and Nova Scotia, through the facilities we manage and events we host.



Vision

We leverage the power of live events to create impact and vibrancy worth celebrating, and set a standard of possibility for our province and industry.

Values

We strive to wow. We go beyond the ordinary. We strive to wow our clients, guests, partners, and employees. We are willing to go all-hands-on-deck to make memorable experiences happen.

We take care of people. We take care of the people we work with, and the guests we host. We prioritize their safety, value their input, and celebrate their success. We do our best to create environments where everyone feels like they belong.

We work together. We believe success is a team sport. We bring people and partners together in meaningful ways, and we take the time to build relationships and trust.

We celebrate community. We support, showcase and partner with local people, businesses, and causes. We create vibrancy and impact wherever we can, and community is at the heart of everything we do.

We take accountability. We bring thoughtful intention to everything we do. We lead with integrity and can be counted on to do what we say. We consistently follow through.

CONTEXT & CONSIDERATIONS

As we envision our path to 2030 and the impact that can be generated along the way, we do so with an unwavering commitment to our business model and the responsibilities and advantages that come with it. We give thoughtful attention to the tangible and intangible benefits that are made possible by the events we host and the venues we operate.

We exist to serve and benefit Nova Scotia first, and that creates unique opportunities to align with and champion local people, partners and priorities.

As an input of this strategic plan, we assessed the current performance and future opportunities for both Scotiabank Centre and Halifax Convention Centre. What we learned is that both venues are performing above industry average in terms of the number of days they are in-use, the diversity of events hosted, and the number of guests or fans in attendance.

Our analysis also puts this success in context by comparing our venues to others that are similar across North America. Our venues meet or exceed their impact targets year after year; however, there are limits on what is possible for a province of our size and geographic location. That means we have the strategic advantage of being able to take a precise and focused approach to pursuing additional growth and impact over the next several years.



One of the biggest opportunities we have is to continue to attract events year-round, in a way that enables our whole ecosystem and tourism industry to benefit.

Getting there will require ongoing collaboration and cooperation, and we're ready. We take pride in being great partners, and the feedback we have received is that our leadership, collaboration, care and passion for the community is valued by those around us.

Since opening the Halifax Convention Centre in 2018, our expertise as operators of signature event infrastructure has grown and evolved. Effectively managing year-round, permanent venues that are purpose-built for hosting premier events and driving local economic impact calls for specific capabilities, commitments and knowledge. Over the last several years, we've been strengthening the core competencies that make it possible for us to consistently: operate responsibly and sustainably; create welcoming environments;



demonstrate our commitment to equity, diversity, inclusion, and accessibility; showcase Nova Scotia; and put impact first. Maintaining momentum, nurturing our proven formula for success, and not allowing our position of strength to erode will be as important as new achievements and expanded impact.

We are ready for the next chapter.



STRATEGY AT A GLANCE

Our strategy for success over the next five years is to **nurture** our strong foundation of trust, collaboration and excellence, and **maximize** our impact as an event, industry, and community champion. Implementing this strategy will require intentional focus and effort in the five key areas described below.

ATTRACT

Maximize economic impact with diversified event pipelines

DELIVER

Create exceptional and memorable event experiences



THRIVE

Cultivate an engaging, safe, and inclusive workforce

LEAD

Be a champion of our community and industry

BUILD

Revitalize and expand infrastructure to meet evolving expectations and opportunities

STRATEGIC DIRECTIONS



ATTRACT

Attracting a diverse, year-round mix of events is critical to creating economic impact. This involves working with local partners to market Halifax and Nova Scotia's distinct characteristics, cultivating relationships with planners and promoters, and strategically pursuing opportunities for major, national, and international events to choose our venues.



LEAD

The events we host create unique opportunities to support industry success and community vibrancy. By integrating social and environmental impact into our operations, we can ensure that our events are positively benefitting the people and place around us. Through collaboration, knowledge-sharing and leadership, we can champion the local events and tourism ecosystem.



DELIVER

Delivering events to a high standard of excellence makes continued, future success possible. We have a track record of successful delivery and maintaining this momentum requires us to keep aligning to trends, pursuing innovative opportunities, creating welcoming spaces, and continuing to raise the bar on service excellence.



THRIVE

Our business requires the combined talents and contributions of many people. We believe that having an engaged and hospitality-focused workforce is a big part of what makes how we host special – and that doesn't happen without deliberate care and attention.



BUILD

All venues, cities and organizations require investment and caretaking to be sustainable. That's why part of our focus is on identifying, planning, securing, and managing the investments that signature event infrastructure needs to be maintained, and positioned for long-term success and growth.

STATEMENT OF ACCOUNTABILITY

We are accountable to our Shareholders (the Province of Nova Scotia and Halifax Regional Municipality) first and foremost.

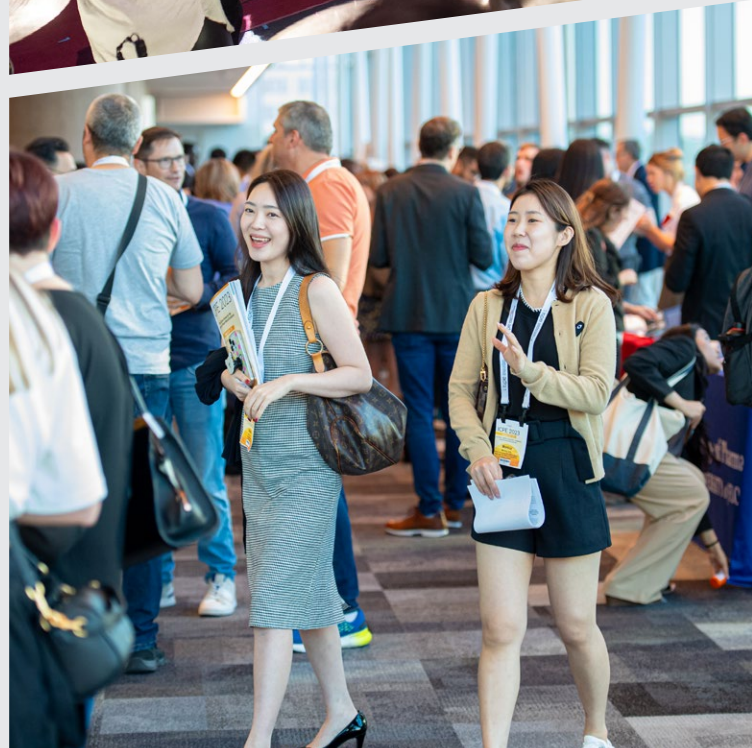
In our role as a steward, manager and operator of signature event venues on their behalf, we commit to:

- Fulfill our mandate for the benefit of all Nova Scotians.
- Align with the objectives of our Shareholders and key stakeholders.
- Maintain our Joint Shareholder Framework accountabilities.
- Adhere to operating agreements and meet Legislated requirements.
- Demonstrate high standards of fiscal responsibility.
- Ensure our venues and events are inclusive, accessible and welcoming to all.






We know that Nova Scotians are relying on us to maximize the impact of our business.

The way we run our organization demonstrates our commitment to this purpose and to a high standard of governance. Each year, we will:

- Submit annual business plans for Shareholder approval.
- Meet approved budget targets.
- Report on year-end performance in an open and transparent manner.
- Disclose audited year-end financial statements.




GOALS, PRIORITIES & OUTCOMES

DIRECTION	GOAL	ALIGNED PRIORITIES	MEASURABLE OUTCOMES
 ATTRACT	Maximize economic impact with diversified event pipelines.	<ol style="list-style-type: none"> 1. Implement multi-year sales and event attraction strategies that grow the number of strategic events we attract and host. 2. Develop targeted approaches that help make Halifax and Nova Scotia a year-round events destination. 3. Optimize strategic partnerships to support ongoing growth and impact. 	<ul style="list-style-type: none"> • Annual economic impact generated by events we host (venues combined) • Annual number of events hosted (venues combined) • Annual number of event attendees (venues combined)
 DELIVER	Create exceptional and memorable event experiences.	<ol style="list-style-type: none"> 1. Maintain a standard of service excellence that exceeds industry standards and is informed by feedback, trends research, and continuous improvement. 2. Continue to evolve how we welcome and delight guests, and ensure their experience is seamless from start to finish. 3. Nurture the success and satisfaction of clients, event organizers and key partners. 	<ul style="list-style-type: none"> • Client satisfaction with event experience (HCC) • Fan satisfaction with event experience (SBC)
 BUILD	Revitalize and expand infrastructure to meet evolving expectations and opportunities.	<ol style="list-style-type: none"> 1. In partnership with HRM, develop and implement multi-year plan for Scotiabank Centre revitalization. 2. In partnership with the Province and HRM, establish and begin to implement a multi-year capital reinvestment program for the Halifax Convention Centre. 3. Explore venue and event infrastructure opportunities in collaboration with HRM and the Province. 4. Develop and implement a technology framework that supports efficient operations and enhances guest experience. 	<ul style="list-style-type: none"> • Shareholder commitment to investing in venue revitalization (SBC) • Shareholder commitment to investing in capital and experience upgrades (HCC)
 LEAD	Be a champion of our community and industry.	<ol style="list-style-type: none"> 1. Strengthen our brand and reinforce our reputation as premier venue operators and experts. 2. Demonstrate our leadership by meaningfully connecting and convening our industry. 3. Define and fulfill multi-year sustainability commitments that include climate action, and positive social and environmental impacts. 	<ul style="list-style-type: none"> • Stakeholder confidence • Social impact scorecard reporting on community & environmental measures
 THRIVE	Cultivate an engaging, safe, and inclusive workplace.	<ol style="list-style-type: none"> 1. Continue to nurture and develop an engaged and diverse workforce. 2. Inspire a shared commitment to guest-focused hospitality across the organization. 3. Develop and implement a comprehensive human resources strategy that reflects best practices and enables us to continue to attract, retain, and grow top talent. 	<ul style="list-style-type: none"> • Employee engagement

OUTCOME & IMPACT TARGETS

We anticipate implementation of this strategy and our continued efforts to perform at the highest level will lead to new milestones of cumulative impact being achieved by the end of year five: **Host more than 1,400 events and 3.4 million attendees at Halifax Convention Centre and Scotiabank Centre, generating a combined \$730 million in economic impact.**

GOAL	OUTCOME	BASELINE	TARGET	MEASURABLE APPROACH
 ATTRACT: Maximize economic impact with diversified event pipelines.	Economic impact generated by events we host	\$108 million average/year over previous 5-year period.*	\$145 million average/year over 5-year period.	Calculated annually as part of fiscal year-end performance reporting.
		\$538 million cumulative total over previous 5-year period.*	\$730 million cumulative total over 5-year period.	Calculated at the end of the 5-year period.
	Number of events hosted	260 event average/year over previous 5-year period.*	285 event average/year over 5-year period.	Calculated annually as part of fiscal year-end performance reporting.
		1,320 cumulative total over previous 5-year period.*	1,440 cumulative total of events over 5-year period.	Calculated at the end of the 5-year period.
	Number of event attendees	612,500 attendee average/year over previous 5-year period.*	675,000 attendee average/year over 5-year period.	Calculated annually as part of fiscal year-end performance reporting.
		3 million cumulative total of attendees over previous 5-year period.*	3.4 million cumulative total of attendees over 5 year period.	Calculated at the end of the 5-year period.

 DELIVER: Create exceptional and memorable event experiences.	Client satisfaction with event experience	96% average client satisfaction rating.	Annual average client satisfaction rating of 95% maintained.	Defined by percentage of post-event survey respondents who report overall satisfaction with their experience as 8 or higher (out of 10). Annual average calculated as part of fiscal year-end performance reporting.
	Fan satisfaction with event experience	80% average fan satisfaction rating.	Annual average fan satisfaction rating of 85% achieved.	Defined by percentage of post-event survey respondents who report overall satisfaction with their experience as 8 or higher (out of 10). Annual average calculated as part of fiscal year-end performance reporting.
 BUILD: Revitalize and expand infrastructure to meet evolving expectations and opportunities.	Investment in venue revitalization	N/A	Approach to SBC revitalization program approved.	Activity measure. Implementation ongoing by or before year five.
	Investment in capital and experience upgrades	N/A	Joint shareholder approach for capital investment defined.	Activity measure. Approved by or before year five.
 LEAD: Be a champion of our community and industry.	Stakeholder confidence	94% average satisfaction level.	Average satisfaction level of at least 94% maintained.	Combines annual stakeholder survey questions that assess satisfaction with performance and impact of Events East, Halifax Convention Centre, and Scotiabank Centre.
	Social impact scorecard	N/A	Scorecard is developed and measures are set and reported annually.	Reported annually through the five-year period.
 THRIVE: Cultivate an engaging, safe, and inclusive workplace.	Employee engagement	80% employee engagement score.	Employee engagement score of at least 80% maintained.	Combines employee survey questions that assess passion, motivation, sense of pride, enjoyment, and willingness to recommend. Survey to be conducted every 2-3 years.

**Baseline for economic impact, attendance and number of events based on normalized operations, excluding pandemic impacted years of 2020-21 and 2021-22.*



Scotiabank
Centre

HALIFAX
CONVENTION
CENTRE

FIVE-YEAR STRATEGIC PLAN