

Scotiabank Centre

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2026-27 Business Plan

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Acknowledgements

Land Acknowledgement

Our business operates in Kjiptuk (“che-book-took”), now known as Halifax, Nova Scotia, in the traditional 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.

About Us

Events East is a special purpose government agency that manages and operates the Halifax Convention Centre and Scotiabank Centre.

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. We are known for attracting and hosting premier events in the region, and operating signature event venues that drive community vibrancy, economic impact, and international recognition.

Purpose & Mandate

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

Message from the President & CEO

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.

As we begin the delivery of our new strategic plan, 2026-27 is an exciting year of transition for our organization. I am honoured to be leading this team and organization through its next chapter. As we look to the future, we see significant potential for continuing to leverage the power of live events hosted in this iconic venue. As we manage, operate and steward Scotiabank Centre on behalf of Halifax Regional Municipality, we have an opportunity to maximize the impact we have as an event host, community champion, and industry leader.

This year, we will focus on nurturing the foundation of trust and excellence that we have established over the last several years, as well as the strength of our reputation as a major and marquee event host. This will take deliberate collaboration with our partners and event organizers and an ongoing commitment to delivering memorable fan experiences. We will stay closely aligned with our Shareholder (HRM), maintaining our high standards of public accountability, and continuing to work in collaborative and integrated ways with community and industry partners.

The 2026-27 business plan reflects these priorities, a strong mix of event activity, as well as our commitment to the tenants and fans who call Scotiabank Centre home.

We're as excited as we've ever been about the thriving events ecosystem around us, and our place within it. We will stay laser-focused on the thing we do best: attracting and hosting exceptional sporting, cultural and entertainment events. Our team is ready for the next chapter, and the journey begins today.



Suzanne Fougere
President & CEO
Events East

Strategic Context

This business plan is presented for the management and operations of Scotiabank Centre, which is the largest multipurpose facility in Atlantic Canada.

The 2026-27 fiscal year marks the first year of our organization's new five-year strategic plan. A roadmap to 2030, the strategic plan centres on Events East's core purpose of promoting economic, tourism, and strategic industry growth for Halifax and Nova Scotia, through the facilities we manage and events we host. Having successfully delivered on the commitments in our last strategic plan, our outlook is confident and optimistic.

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

Our strategy for success will be to nurture the strong foundation of trust, collaboration and excellence we've established, and maximize the impact we can have as an event host, community champion, and industry leader.

We anticipate our continued efforts to perform at the highest level will lead to a new milestone of \$730 million in cumulative economic impact being achieved by the end of year five by our two venues.

Annual Planning Context

Scotiabank Centre is the region's premier venue for major sporting and entertainment events. It is home to the Halifax Mooseheads, Halifax Thunderbirds, and a wide variety of sports and entertainment events that attract fans from around the region.

Since 2018, Scotiabank Centre has hosted more than 700 events, welcomed more than three million fans, and generated more than \$370 million in economic impact. For 2026-27, Scotiabank Centre will deliver a diverse and exciting mix of year-round tenant and concert activity, and match the vibrancy, entertainment and community pride achieved in recent years. We anticipate hosting 105 events for approximately 500,000 fans, resulting in \$49 million in economic impact this year.

We are confident in our ability to continue to attract a compelling mix of events for years to come, and to leverage the momentum generated in recent years including the recent success of the Canadian Curling Trials and PWHL Takeover Tour. Long-term event attraction remains an important focus and will see us host notable first-time events this year including: the QMJHL Draft and the U Sports Men's and Women's Basketball Championships.

As we steward, manage and operate Scotiabank Centre on behalf of the Halifax Regional Municipality, we are committed to aligning with their strategic priorities, demonstrating high standards of fiscal responsibility, and generating impact and vibrancy through the events we host.

Capital spending for Scotiabank Centre in 2026-27 will mainly reflect completion of existing projects and key building systems. This aligns with our role as steward of this community asset, as well as the areas of focus in HRM's capital budget. We will continue to work closely with HRM to define what's next for Scotiabank Centre and determine an approach to long-term capital investment and venue revitalization over the next several years. In the meantime, we remain focused on evolving our service delivery model to meet fan expectations and staying focused on attracting and hosting events that generate pride and excitement.

Strategic Priorities

Aligned with our strategic plan, we will direct our effort towards five key areas.

ATTRACT

Attracting a diverse and year-round mix of events is critical to creating community vibrancy and economic impact through the events hosted at Scotiabank Centre. This involves a continued focus on relationship-building and working with partners to strategically position Halifax as an ideal choice for sports and culture events.

Priority Initiatives:

1. Maintain focus on our multi-year event attraction strategy, including pursuing major events and exploring new tenant opportunities.
2. Continue to nurture strong partnerships with our tenants - the Halifax Mooseheads and Halifax Thunderbirds, to ensure continued success.

DELIVER

Scotiabank Centre has a track record of delivering memorable fan experiences. Maintaining this momentum requires us to keep aligning to fan experience trends, evolving to meet expectations, and ensuring our venue is welcoming to all.

Priority Initiatives:

1. Continue to deliver an exceptional in-venue event experience and monitor fan feedback trends to inform specific areas of focus.
2. Successfully host events worthy of national and international attention, including the QMJHL 2026 Draft and U Sports Men's and Women's Basketball Championships.
3. Explore additional ways to leverage event technology to enhance fan and partner experiences.

BUILD

All venues, cities and organizations require investment and caretaking to be sustainable. That's why part of our focus is on planning and managing the capital investments Scotiabank Centre needs to maintain its position as a community icon, and a leading venue in the region for major and marquee events.

Priority Initiatives:

1. Working with HRM, complete capital maintenance required to maintain critical building systems.
2. Continue working with HRM to assess the long-term approach to revitalization of Scotiabank Centre. This includes finalizing a multi-year capital plan that ensures continued investment in fan experience, accessibility, and building infrastructure.

LEAD

The events we host create unique opportunities to drive community and cultural vibrancy. By integrating community engagement and sustainable approaches into our operations, we can ensure that our events are positively benefitting the people and place around us.

Priority Initiatives:

1. Enrich community vibrancy and meaningfully connect fans and community members to event activity at Scotiabank Centre.
2. Implement a food sustainability approach with our food and beverage partner.

THRIVE

Our business requires the combined talents and contributions of many people. We believe that having an engaged and guest-focused team is a big part of what makes events at Scotiabank Centre special – and that doesn't happen without deliberate care and attention.

Priority Initiatives:

1. Continue nurturing workplace safety by building upon areas of strength and maintaining our high standard of emergency, crisis and risk preparedness and mitigation.
2. Continue implementing our employee engagement strategy, including maintaining the success of our recognition and training programs, and reinforcing the strength of our service culture.
3. Leverage technology to support efficient operations, including modernizing our approach to human resources administration.

Outcome & Impact Targets

Strategic Alignment	Measure	2026-27 Target
Impact & Accountability	Economic impact generated by the events hosted at Scotiabank Centre	\$49 million direct expenditures*
	Shareholder approved budget targets	Meet approved budget targets
ATTRACT	Number of events and attendees hosted at Scotiabank Centre	105 events 500,000 attendees
DELIVER	Fan satisfaction rating	85% average satisfaction score maintained
BUILD	Long-term capital approach	Approach confirmed with HRM
	Capital maintenance program	Complete approved capital maintenance projects
LEAD	Improved access for youth and marginalized communities	At least 1,000 tickets donated to 10 community organizations
	Food sustainability approach	Approved and implemented
THRIVE	Employee engagement score	80% average employee engagement score maintained

**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 2026 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.*

Economic Impact & Budget Context

Scotiabank Centre is the region's premier venue for major sporting and entertainment events and serves as a platform for driving impact. Our success is reflected in the economic impact generated by the events we host, as well as the community vibrancy resulting from a diverse, year-round event mix.

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. In 2026-27, we are budgeting for a comparable level of activity to recent years. We expect approximately 105 events and total attendance of 500,000 with projected economic impact estimated at \$49 million, consistent with long-term targets. While there is no major event in the year, there is a diverse mix of events, including several marquee events that provide a positive outlook.

Our 2026-27 budget is break-even. This aligns with Shareholder (HRM) expectations, as well as recent trends in the venue's financial performance and our commitment to attracting and delivering a strategic event mix. Revenues are budgeted at \$11.5 million, compared to the 2025-26 year-end forecast of \$12 million. Revenue fluctuates year-to-year based on the event mix and spending by event organizations. Budgeted revenues reflect assumptions around the number of events, attendees and associated revenue.

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. Capital spending for Scotiabank Centre in 2026-27 will align with HRM's areas of focus and mainly reflect completion of existing projects and key building systems. This work will occur during normal operations with no extended interruption to event activity required.

Economic Impact Summary

	Target 2026-27	Forecast 2025-26	Target 2025-26
Total Events	105	114	105
Total Attendees	500,000	553,000	480,000
Total Direct Expenditures*	\$49M	\$56M	\$47M

** 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 2026 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.*

Operating Budget Summary

(For the year ended March 31)

	Budget 2026-27	Forecast 2025-26 Note 1	Budget 2025-26
Total Revenue	11,455,000	12,040,000	9,770,000
Event Expenses	5,657,000	6,325,000	4,710,000
Contribution	5,798,000	5,715,000	5,060,000
Indirect Expenses	3,125,000	3,104,000	3,041,000
Operating Income Before Building Costs	2,673,000	2,611,000	2,019,000
Building Costs			
Net Shared Services & Facilities (Note 2)	60,000	595,000	574,000
SBC Property Services	1,588,000	1,263,000	1,100,000
Energy	900,000	761,000	705,000
Shared Spaces Fees	125,000	113,000	140,000
Net Expense to Scotiabank Centre	2,673,000	2,732,000	2,519,000
Operating Loss (Note 3)	-	(121,000)	(500,000)

Note 1: Figures reflect the latest approved forecast which was completed in February 2026.

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. Until this past year, this agreement included the shared operation of a heating system between SBC and the Office Tower operated by Armco. During 2025-26 work was completed to decouple this system and certain costs previously recovered through this agreement are now fully reflected in SBC's budget.

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.