



Crown Corporation

B U S I N E S S P L A N S

FOR THE FISCAL YEAR 2009–2010

Trade Centre Limited
Business Plan 2009–2010

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Message from the CEO and Board Chair

We are pleased to present the 2009–10 business plan for Trade Centre Limited. This year we continue our focus on growth, partnerships and stakeholder relationships, workforce, and infrastructure. In the forefront is our leadership role in attracting major events to our region, further enhancing our role as a key economic driver. Performing a leadership role in the procurement process and planning for a new convention centre in downtown Halifax further demonstrates TCL's expert capabilities in attracting major events, ensuring that we remain competitive on a national and international scale. In light of the current economic downturn, there is a critical need to build for future economic growth in this city and this province.

Our human resources strategy is focused on continuing to attract and retain high-calibre employees in a very competitive labour market and to be recognized as an employer of choice. Our success is built on the ability of our employees to be leaders in the events and hospitality industry supported by our proactive solutions-focused approach to business and customer service. The organization is also undergoing its first leadership transition in 15 years. This shift offers us a renewed opportunity to build on a solid foundation of sound business practice and shape TCL's culture in a way that best supports the organization's future business direction for the benefit of the people of Nova Scotia.

Our mission of creating economic impacts by bringing people together in Halifax and Nova Scotia guides us as we continue to enhance our customer service, event management, bid development, stakeholder partnerships, and facility planning. We have created strong partnerships throughout the municipality, the province, and the country. In 2009–10 we will enhance our partnerships with our key stakeholders. We will also continue to reach outward to even more national and international event organizers and strengthen our event connections within the municipality and the province.

We are excited about our focus over the coming year and the many unprecedented opportunities it will present for TCL, the city of Halifax, and the Province of Nova Scotia. This plan will provide TCL with the guidance required to move forward with confidence.

Yours truly,

Scott Ferguson
Interim President & CEO

The Honourable Stewart McInnes
Chair, TCL Board of Directors

Mission

The mission is straightforward, compelling and states clearly the value Trade Centre Limited, a provincial Crown corporation, brings to the city and province: Trade Centre Limited creates economic and community benefits by bringing people together in Halifax and Nova Scotia.

Link to the Corporate Mandate

As a provincial Crown corporation, TCL plays an important role in supporting the goals and priorities of the Department of Economic and Rural Development and the Province of Nova Scotia. We support the vision of a thriving Nova Scotia that is the best place in Canada to live, work, do business, and raise families. We do this by bringing people together to create extraordinary experiences and contribute to a thriving economy.

BUILDING A GLOBAL PRESENCE

Globally Competitive Business Climate

As a leader in the hospitality and events sector and as a member of the international

World Trade Centre organization, TCL is accustomed to operating in a globally competitive business climate.

One of TCL's corporate priorities is to work with government and other stakeholders to ensure that adequate infrastructure is in place to host major national and international events. A new, expanded convention centre would most certainly enhance the status of our city and province as an international major event destination. The expression of interest process with the Province of Nova Scotia and the Halifax Regional Municipality concluded near the end of the last fiscal year, and the next phase of the procurement process began in the spring of 2009, bringing us closer to the realization of this new facility.

Globally Competitive Workforce

As an employer that reaches many generations of Nova Scotians through employing people both fulltime and parttime, we have a responsibility to ensure our workforce understands the importance of our role: that we are an economic driver and cultural change agent for the communities we serve. This requires commitment to learning, skill development, recognition, and providing safety and security at work, as well as attracting and hiring the best and brightest. We also need to engage all generations and communities of Nova Scotians in our workplace. Being part of something greater than ourselves,



celebrating our successes and being leaders in our field, is a proven formula for creating the workforce we need to be competitive.

Globally Competitive Connections

World Trade Centre Atlantic Canada (WTCAC) “makes trade happen” by introducing its members to new customers through a powerful network of 300 world trade centres in nearly 100 countries. Over 750,000 companies worldwide belong to the largest not-for-profit organization in the world dedicated to creating trade opportunities—the World Trade Centres Association.

Locally, the WTCAC benefits Nova Scotia companies by supporting its members through trade education, video conferencing services, and market research and networking opportunities. These services help Atlantic Canada’s businesses thrive in the emerging global economy.

TCL is also a member of the AIPC, the International Association of Congress Centres and the industry association for professional convention and exhibition centre managers worldwide. It is a true international organization, with representation from over 53 countries around the world. Membership in AIPC offers TCL and the province greater opportunities to place the world’s focus on, and attract more business to, our facilities and our region. In keeping with our commitment to grow globally, TCL is an active member of MPI

(Meeting Professionals International), holding a VP position with the Atlantic Canadian Chapter, as well as a member of ICCA (International Congress and Convention Association).

SEIZING NEW OPPORTUNITIES

Leader in Information Technology

TCL has adopted a leadership role for our industry in providing the best technology experience for event attendees and convention delegates.

New software installation for TCL TV has provided us with a more-robust and reliable system for better in-game effects, transitions, and animation, creating a more enjoyable experience for our guests.

Ticket Atlantic uses the latest web technology to deliver the most current information about live sports, concerts, and many other events. Our online booking capabilities allow anyone with Internet access the ability to easily and conveniently book their tickets online

Leader in R&D and Innovation

As we continue to secure relationships with our local universities and conference planners in the scientific and medical communities, we increase opportunities for valuable knowledge exchange by promoting our facilities and expertise in this area.

Leader in Clean and Green Economy

As meeting and event hosts we ensure we're doing all we can to take care of the environment. TCL has implemented an array of eco-friendly programs to minimize our impact on the environment while providing the best meetings, conferences, trade shows and events on Canada's east coast.

CONTRIBUTING TO A HEALTHY AND VIBRANT PROVINCE

Healthy, Active Nova Scotians

Events, sports, and recreational activities taking place in TCL's facilities are major contributors to the health and well-being of our citizens. These activities engage Nova Scotians in the social and business aspects of the community and province, thereby contributing to healthy bodies and healthy minds.

Nearly one million individuals attend our events annually, and many more take advantage of the recreational opportunities offered within our facilities.

Accessible Services

TCL events cater to many different audiences at different price points and in a variety of venues, providing opportunities for all Nova Scotians to access events that meet their interests and economic situations.

With respect to our venues and services, we always strive to improve accessibility for the benefit of all who come through our doors.

Safe Communities

As a major entertainment destination located in the heart of the urban Halifax downtown core, we are aware of our role in promoting an enjoyable experience for everyone within our facilities. TCL plays a key role in supporting a bustling, vibrant, and inviting downtown experience where people feel welcome and safe. A redeveloped centre and the expanded level of activity would serve to animate an active, bustling downtown with activities that promote a safer urban environment.

Vibrant Communities

Our entertainment and sporting events, conferences, meetings, conventions, and trade and consumer shows add significantly to the cultural dynamics of the city and province and make an important contribution to the overall quality of life in Nova Scotia. TCL has a unique, diversified business model, featuring six business units; however, the organization aligns itself around one driving focus: growing Nova Scotia's communities by bringing people together for major events.

Planning Context

The event and hospitality sector operates in a highly competitive global environment, even in the face of an economic downturn. Competition for conferences, trade and consumer shows, concerts, and sporting and



entertainment events remains fierce. As competitive venues nationwide continue to upgrade their facilities and build new ones, promoters, event planners, and patrons have an ever-increasing choice of venues. Competition in the local and regional markets has also increased, with other Atlantic Canadian cities positioning themselves to compete in the industry. Event cancellations and/or reductions in numbers of attendees are common in the industry and have a direct negative impact on our profitability. The mix of events in any given year also has a direct and significant impact on the profitability of our operations. We do have a challenge with our region's seasonal appeal, limiting our ability to attract conventions from January through March.

The economy continues to be steady in Halifax when compared with economic downturns nationally and internationally. While Canada has seen a substantial decline in tourism in recent years, the meetings and conventions industry remains strong overall. However, the U.S. will prove to be a challenge for Halifax and, indeed, Canada in the upcoming years. Many things contribute to this, including the new passport requirement in 2008, a sudden and deep recession, the ongoing war against terrorism, and stifled spending by many U.S. corporations.

One area of major opportunity available to us is the relatively untapped and lucrative international congress market. Increased

air access into major international hubs means access to international customers will improve. Our location in the northeast of North America provides us with an immense opportunity to position ourselves as an attractive conference location.

TCL's office tower and Exhibition Park both lack modernization and all the extras that today's customers expect and demand. Additionally, as fuel and utility costs continue to rise, they increasingly have a negative effect on operating budgets.

Changing labour market conditions, including competitive market forces and a resulting decreasing labour supply, create pressures on our ability to attract and retain qualified professional staff and part-time employees. TCL is fortunate to have many long term employees who provide consistent service and are highly appreciated by our customers. A low turnover of staff means that they have intimate knowledge of our product and physical plant. Our employees take pride in what they do, and our customers tell us regularly that they appreciate the high-quality service they receive in all of our venues.

Impending retirements could create a knowledge and experience drain on TCL and, with more than 50 per cent of our employees eligible for retirement by 2016, the organization must put in place an aggressive succession plan. Meeting the specific needs of various generations in the workplace places significant demands on

management. Furthermore, constraints on wage increases and market positioning deter TCL from offering competitive compensation packages compared to the private sector, placing further pressures on the organization's ability to continue to deliver high-quality customer service.

TCL has a proud history of generating significant economic activity in the Halifax Regional Municipality (HRM) and the Province of Nova Scotia and will continue to do so in the coming year. We will continue to work with our partners to focus on attracting high-profile sporting and cultural events, conferences, and trade and consumer shows and to identify new opportunities by targeting new markets. The events industry is a competitive industry and by setting aggressive targets, there will be a risk to the bottom line. Ongoing investment is imperative to allow us to invest in our people, operations, and facilities, which in turn will allow us to take full advantage of growth opportunities. These opportunities will support both achievement of our long-term sustainability and continued contribution to the economic well-being of the province in a very significant way.

We are encouraged by the progress made in 2008–2009 with the procurement process for a potential new convention centre. Having redeveloped facilities in the downtown core offering meeting space that meets the demands of today's conference planners and delegates will allow us to answer demand from many customers who have told us they

want to meet in Halifax. With the top 10 convention centres in Canada averaging at least three times the size of WTCC, and many of them upgrading beyond that size, it is imperative that our facilities keep pace. Keeping Nova Scotia in the running for major events and conferences is key to securing the future prosperity of our municipality and our province.

With proper investment, the future looks bright. As a key contributor to the provincial economy, TCL looks forward to 2009–2010 with much enthusiasm and anticipation.

Strategic Goals and Corporate Priorities

As part of the TCL five-year strategic plan, the organization set out four directives that serve as a guide for annual business planning. These four strategic goals are as follows:

1. **Growth:** Create greater economic impacts by growing current business and developing new markets.
2. **Community Partnerships:** Build committed partnerships within the community, government, and business.
3. **Workforce:** Through innovative management approaches, attract and engage a committed and motivated workforce to support future growth of the business.



4. Infrastructure: In partnership with government and other stakeholders, lead the planning and development of the infrastructure necessary to host major national and international events.

Within these four strategic goals, TCL has established a number of corporate priorities for the 2009–2010 fiscal year.

Core Business Areas

World Trade and Convention Centre: The WTCC consists of approximately 50,000 square feet of convention and exhibition space and is also home to Windows at the World Trade Centre, a full-service restaurant and event venue. The convention centre hosts more than 600 events annually, which attract more than 120,000 people from around the province and around the world. Renovations carried out over the past three years have upgraded the facility to provide a more inviting and comfortable environment for our customers, allowing WTCC to remain as competitive as possible with other medium-market Canadian convention centres. Despite this facility's ongoing limitations, it has served us well until now; we eagerly anticipate a potential new convention centre within the next few years, helping us meet the demand of meeting and convention planners worldwide.

Halifax Metro Centre: Located in the heart of downtown, HMC is the premier venue for

every major entertainment and sports events to visit the region. As the largest multi-purpose facility in Atlantic Canada, it is specifically designated and geared for versatility and can practically accommodate some of the biggest and most spectacular events on a global scale. Owned by the Halifax Regional Municipality and operated by TCL, it is an integrated part of the World Trade and Convention Centre complex and can play a valuable part in any type of convention, meeting, or exposition, functioning as an exhibit floor and auditorium for major conference events.

Working in collaboration with other TCL business units, strategic partners in the community, and municipal and provincial governments, our **Major Events** division continues to attract new major events for the province. This success is a testament to the abilities of the core staff to bring the necessary partners together and work with event organizers at every step of the process. As a result, there have been stronger alliances formed within the community and incremental increases in the hosting capacity of our communities. This results in further positive economic impacts, which translate into further growth of the industry, and of the city and province in general. Under a new, province-wide major events initiative, our Major Events division will continue its mandate to bring major events to Halifax and help build this capacity in other communities to further their economic goals.

Through the services of **Ticket Atlantic**, we provide opportunities for Nova Scotians to have access to a wide variety of events, from world-renowned acts to international sporting events.

The World Trade Centre Atlantic Canada (WTCAC) is a not-for-profit international trade association that is a direct link to over 750,000 worldwide companies looking to do business. It provides Nova Scotians with vital access to major international markets through trade training, international trade search services, and business introductions.

Exhibition Park: This facility, located on the outskirts of metropolitan Halifax, is an integral part of the community with a focus on trade and consumer shows. It continues to grow in popularity as a venue for social gatherings such as weddings and private dinners. While the physical structure is aging, our attention to customer service continues to motivate our clients to choose this facility over others in the region. It attracts more than 150,000 attendees at more than 100 events each year. The Maritime Fall Fair, a long-established event in Nova Scotia held at Exhibition Park, continues to offer a wonderful family entertainment opportunity, while showcasing the tremendous importance of Nova Scotia agriculture within an urban setting.

Our three major facilities, in concert with our Major Events division, are major economic generators for the province and the municipality. For the fiscal period ended

March 31, 2008, the economic contribution was \$102.8 million in direct expenditures and \$72.4 million in incremental expenditures. With attendance exceeding 750,000 and economic impacts that included 1,664 person years of employment and \$41 million in additions to household income, TCL continues to drive growth and prosperity for our region.

Growth

Fulfill our mandate as a community economic driver

In 2009–2010, we will target to achieve a direct economic impact in excess of \$100 million from our events. TCL measures direct economic impacts each year, and this target is based on last year's success.

Our events, conferences, and trade shows draw significant attendance from within the province but also from across the country and around the globe. Many attendees who come from outside the province come early or stay after the event. The economic spinoff from our events is substantial and is felt around the province.

Inherent in our business is a parallel relationship between attracting major events and the financial and operational challenges associated with them. These decisions are never taken lightly, and we carefully consider all aspects before pursuing an event. In our experience, the resulting economic impact for the province often justifies a well thought-out, calculated investment.



Maximize revenue and operational efficiencies

Our financial goal in the next fiscal year is to maximize revenue potential and operational efficiencies in all our business units.

Our total revenue projections for 2009–10 are \$22.2 million. (TCL, \$14.7 million; HMC, \$7.5 million). This will result in an operating loss before depreciation of \$269,400 for Trade Centre Limited and operating income before capital improvements of \$1.3 million for Halifax Metro Centre. Projected economic impacts for this coming year are expected to be in excess of \$100 million in direct expenditures and approaching \$75 million in incremental expenditures.

All our revenue generating business units are expected to achieve a positive contribution in 2009–2010 except for Exhibition Park and Convention Centre. Accessing new markets and customers will continue to be our priority and will be enhanced through development of a number of key partnerships.

At the same time, the Convention Centre remains the largest economic generator of all our facilities. The value proposition of convention centres across the country is that they are typically not considered profit centres; but rather, their real value is in the positive economic impact generated for their communities and provinces.

Partnerships

Creating economic and community benefits by bringing people together is enabled by the strong partnerships TCL has built throughout the province and the world. Continuing development of partnerships is imperative to TCL's future success. Key long-term goals include creating a better understanding of TCL's business model and its ability to support diverse partnerships and to continue to build strong partnerships that promote collaboration on mutual interests for mutual benefit.

Create stronger links nationally and internationally

Our plans for 2009–2010 include a solid development strategy for national and international markets. A new strategy will target the international congress business in particular and further leverage our relationships worldwide for trade and investment opportunities.

Major events strategy

With our focus on growing Nova Scotia's economy by bringing people together for major events, we will lead the strategic alignment of major event partners. Our aim is to develop a major events network that includes a broad range of industry partners. By collaborating and communicating with these groups, we envision a much more strategic approach to event acquisition for this province.

Trade partnerships and development

As the worldwide economy shrinks, we will reach out and support Nova Scotia businesses and TCL's goals by securing global and local partnerships, finalizing a multi-year trade development program.

Major tenant relations

The importance of mutually beneficial agreements with our major tenants, the Halifax Mooseheads, Halifax Rainmen, and major concert and event promoters, has become more evident than ever. Our goal is to sign contracts that will ensure profitable and advantageous relationships between TCL and these crucial customers.

Stakeholder support for major initiatives

Generating strong stakeholder commitment for a long-term TCL major initiatives strategy is critical to our success. We will work hard to build this support, creating strong results that will ultimately benefit all stakeholders and TCL.

Understanding impacts

The importance of TCL to the local and provincial economy is best understood by analysing economic impact. We will track, measure, and communicate impacts of TCL's business model in a timely, verifiable, and relevant manner. Through this, key stakeholders will have a clear understanding of the effect our business has on Nova Scotia's bottom line.

People**Aligning resources with TCL goals and objectives**

Ensuring that our human resources are aligned with our organization's ability to reach its goals has become increasingly important. We will continue to look at our organization's human resource structure and ensure support for our initiatives. As we seek to build on what we do well in defining our culture, this will serve as a pillar of strength during a time of change and new business opportunities. We will develop standards, orientation programs, and protocols that support this cultural definition.

Accountability and development

TCL underwent significant organizational changes in 2008, creating a more efficient structure. We will focus on learning opportunities for our workforce, role clarification, communication, and support for our supervisors and managers creating more accountability and enabling greater employee effectiveness and job satisfaction.

Infrastructure**Launch convention centre redevelopment project**

The expression of interest process for a potential new convention centre has concluded, and the next phase of the process is under way by the Province of Nova Scotia and the Halifax Regional Municipality. Trade Centre Limited is a key partner in this process and is a leader in the



plan development with the know-how and resources in place to pull it all together.

Carry out renovations and upgrades

While the Halifax Metro Centre is a facility owned by Halifax Regional Municipality, it is operated by Trade Centre Limited under a management agreement. As such, any necessary renovations and upgrades that are approved by HRM will enhance our organization's ability to deliver the best entertainment experience possible for its audiences.

Human Resources Strategy

Human Resources and Payroll at Trade Centre Limited is in the process of change from all perspectives—function, organization needs, and employee needs. In order to better support the organization, we will create and sustain the desired culture and continued development of our competitive advantages through quality innovation, service, and brand image as an economic driver for Halifax and Nova Scotia. We will focus on further refining and defining a TCL culture that supports the direction and vision of the organization as it addresses new challenges and opportunities.

HR's role is to provide the proper architecture and support internally to enable managers, supervisors, and

employees to create success for our stakeholders across a broad spectrum of industries threaded together via economic generation and events. It is both an exciting and a challenging time for human resources in any organization that really cares about their employees and their customers. Trade Centre Limited must engage in workplace practices that will help us become an "employer of choice"—and this has become even more important as we prepare for potential expansion, increased competition across most business units, and a highly competitive labour market with four generations and their values merging in the workplace.

As with most organizations facing limited resources and high expectations, TCL must constantly assess the focus of HR. Our priority is building the right culture and aligning resources with goals and objectives, enabling TCL to become an employer of choice, capable of delivering major events and continuing to drive economic impact for our city and province.

Priority will also be placed on improving employee accountability and effectiveness through orientation programs, learning, role clarification, communication, and support for our managers and supervisors.

For this year, Human Resources priorities will continue to focus on the areas identified in the strategic vision for TCL. Developing the road map to become an employer of choice must be quickly defined

and put in place for TCL to reach the status of employer of choice. A continued focus and investment in recruitment, with the realignment of roles and the introduction of recruitment manager role within Trade Centre, will assist us in managing one of our greatest challenges, which is recruiting and retaining professional and part-time workers in an increasingly competitive labour market.

Budget Context

TCL faces unique challenges from a budget context, in that our facilities were created as economic generators for the province and HRM and not as profit centres. For a period of time, TCL was successful in achieving surpluses; however, they were not sufficient to support all annual needs. In the past several years, we have experienced deficits, and our forecasts indicate a continuation of this trend, although the magnitude of loss is diminishing. The majority of this loss results from the operation of our largest economic generator, the convention centre, and being hampered by an aging facility at Exhibition Park.

To remain competitive, TCL must invest in the business for the long term. This means that investments in marketing, human resources, facilities, new infrastructure, and enhanced and new service offerings are critical. These investments must be both

tactical and strategic in nature. Without these investments, TCL will quickly lose market share, which will negatively impact our contribution to the economic well-being of the province. TCL strives to manage its resources responsibly and achieve the maximum return on each of its investments.

TCL operates six vertically integrated event-driven business units that depend on the number of attendees and the level of spending per attendee, which in turn drives the organization's revenues and expenses. The business units generate economic benefits for the Halifax Regional Municipality and the province by bringing people together from within the region and around the world. Attracting attendees from outside Nova Scotia generates economic benefits for the province through pre- and post-delegate travel expenditures. TCL's level of economic return to the province far exceeds the revenue shortfall and the need for support from the province.

Actual results for current fiscal year (2008–09) were improved from budget, with an operating loss before depreciation of \$109,969 for TCL and an operating income before capital expenditures of \$1.38 million for HMC. In 2009–10, we expect to generate combined revenues of \$22.2 million, resulting in an operating loss before depreciation of \$269,400 with respect to Trade Centre Limited and operating income before capital improvements of \$1.3 million for Halifax Metro Centre.



Operations Budget Summaries 2009–2010

for the year ended March 31

	2008–09 Estimate (\$)	2008–09 Actual (\$)	2009–10 Estimate (\$)
Revenues	14,706,608	15,160,904	14,652,000
Expenses			
Event operations	6,353,597	6,353,984	6,804,500
Salaries and benefits	3,841,374	3,859,555	3,437,300
General operations	3,737,760	4,085,285	3,652,100
Taxes and insurance	1,027,250	972,049	1,027,500
	<u>14,959,981</u>	<u>15,270,873</u>	<u>14,921,400</u>
Income (loss) before depreciation	(253,373)	(109,969)	(269,400)
Depreciation	1,650,000	1,509,800	1,633,600
Income (loss) for the year	(1,903,373)	(1,619,769)	(1,903,000)

Note 1: Revenues and expenses for the Halifax Metro Centre are not reflected in this budget. Halifax Metro Centre is a facility owned by the Halifax Regional Municipality and operated by Trade Centre Limited under a management agreement. All operating income accrues to the municipality, and all capital improvements are funded by the municipality.

Note 2: Actual for 2008–2009 is as disclosed in TCL's audited financial statements.

Outcomes and Performance Measures

Growth/Financial

Create greater economic impacts by growing current business and developing new markets

Outcome	Measure	Data	Yearly Target	Planned/ Ultimate Target	Strategies to Achieve Target
Achieve combined revenues of \$22.2 million: TCL: \$14.7 million HMC: \$7.5 million	Year-end audited financial statements	Actual 2007-08: TCL: \$12.2 million HMC: \$7.3 million	<ul style="list-style-type: none"> Revenue growth over 2007-08 Consistent revenue performance with 2008-09 actual for TCL (\$15.3 million) 	Growth of combined revenue to \$26 million by 2012	<ul style="list-style-type: none"> Continue to make sales and marketing investment Develop new programs and services including Major Events Initiative Develop and lever new partners and markets
Achieve combined income before depreciation and capital improvements of \$1.0 million: TCL: \$(269,400) HMC: \$1.28 million	Year-end audited financial statements	Actual 2008-09 of TCL: \$(109,969) HMC: \$1.4 million	<ul style="list-style-type: none"> Loss before depreciation for TCL consistent with 2008-09 forecast 	Approaching breakeven position for TCL: HMC income before capital improvements of \$1.0 million	<ul style="list-style-type: none"> Carry out revenue growth tactics per above Continue with operational efficiency items

Partnerships/Stakeholders

Build committed partnerships within the community, government, and business

Outcome	Measure	Data	Yearly Target	Planned/ Ultimate Target	Strategies to Achieve Target
Stronger business partnerships on the international and national levels	Increase in non-residential delegates and higher daily delegate spend	ICCA database and Convention Centres of Canada inputs	<ul style="list-style-type: none"> International market business plan developed 5 joint initiatives with DH /CTC executed 	Implementation of international and national business plans growing % of events coming from these important markets	<ul style="list-style-type: none"> Leverage national and international associations Communicate successes with partners
Strategic alignment of Major Events Initiative	Stakeholder feedback	Major Events Initiative business plan	<ul style="list-style-type: none"> Funding agreements in place Launch of Major Events Initiative 	<ul style="list-style-type: none"> More coordinated and strategic approach to major events Province-wide competency development 	<ul style="list-style-type: none"> Implement year 1 of business plan including resourcing and governance Develop communication plan
Finalized multi-year Trade Development program led by WTCAC	Potential partner feedback	Review of stakeholder objectives and priorities/programs	<ul style="list-style-type: none"> Business and communication plans developed Preliminary support from partners for plans 	Strategic alignment of Trade Development program with key stakeholders' objectives and priorities	Develop business and communication plans
Alignment with government, business, and community partners through improved understanding of TCL impacts and benefits	Stakeholder/partner feedback	Current economic impact data	Relevant impacts tracked, measured, and communicated on a timely basis	Improved understanding of TCL business model and benefits	<ul style="list-style-type: none"> Implement communications program Carry out targeted partner and stakeholder engagements with decision makers

Infrastructure

In partnership with government and other stakeholders, lead the planning and development of the infrastructure necessary to host major events

Outcome	Measure	Data	Yearly Target	Planned/ Ultimate Target	Strategies to Achieve Target
Convention centre redevelopment	RFP awarded for facility development	Expression of interest process completed	<ul style="list-style-type: none"> Business case, governance, and financing plans in place RFP process for redevelopment project completed 	Construction of convention centre redevelopment facilities commenced	<ul style="list-style-type: none"> Communications and formal submissions to HRM and province Communications awareness with partners and stakeholders

People

Through innovative management approaches, attract and engage a committed workforce to support future growth of the business

Outcome	Measure	Data	Yearly Target	Planned/ Ultimate Target	Strategies to Achieve Target
Align resources with TCL goals and objectives	Attain business goals and objectives	<ul style="list-style-type: none"> Business and five-year plans Employee survey 	<ul style="list-style-type: none"> Appropriate CEO transition Develop standards and protocols to support culture definition 	Become employer of choice to enhance workforce stability, the preservation of TCL knowledge base, and continual growth of customer and employee satisfaction	<ul style="list-style-type: none"> Support BOD in CEO search process Redefine TCL culture
Enhance accountability and professional development	Employee feedback	Business unit leader input	Clarify role expectations and enhance competency development		<ul style="list-style-type: none"> Review role definition Carry out training and workshops

