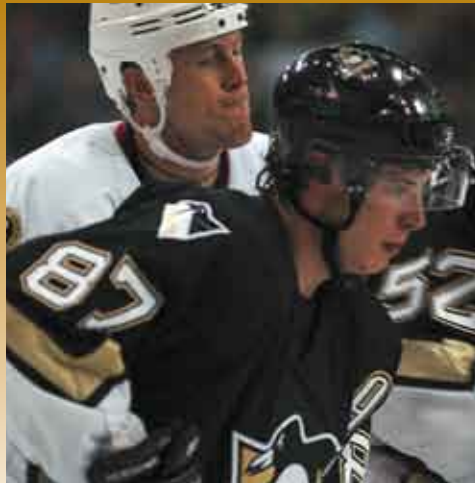


It gets even bigger...

Big Acts + Big Events = Over \$1 Billion for Nova Scotia!



Maritimers may know us best for the big name events we bring to the province – from The Rolling Stones to the Dixie Chicks and the NHL Pre-Season games – these are just a few of the hundreds of major events we bring to Nova Scotia each year.

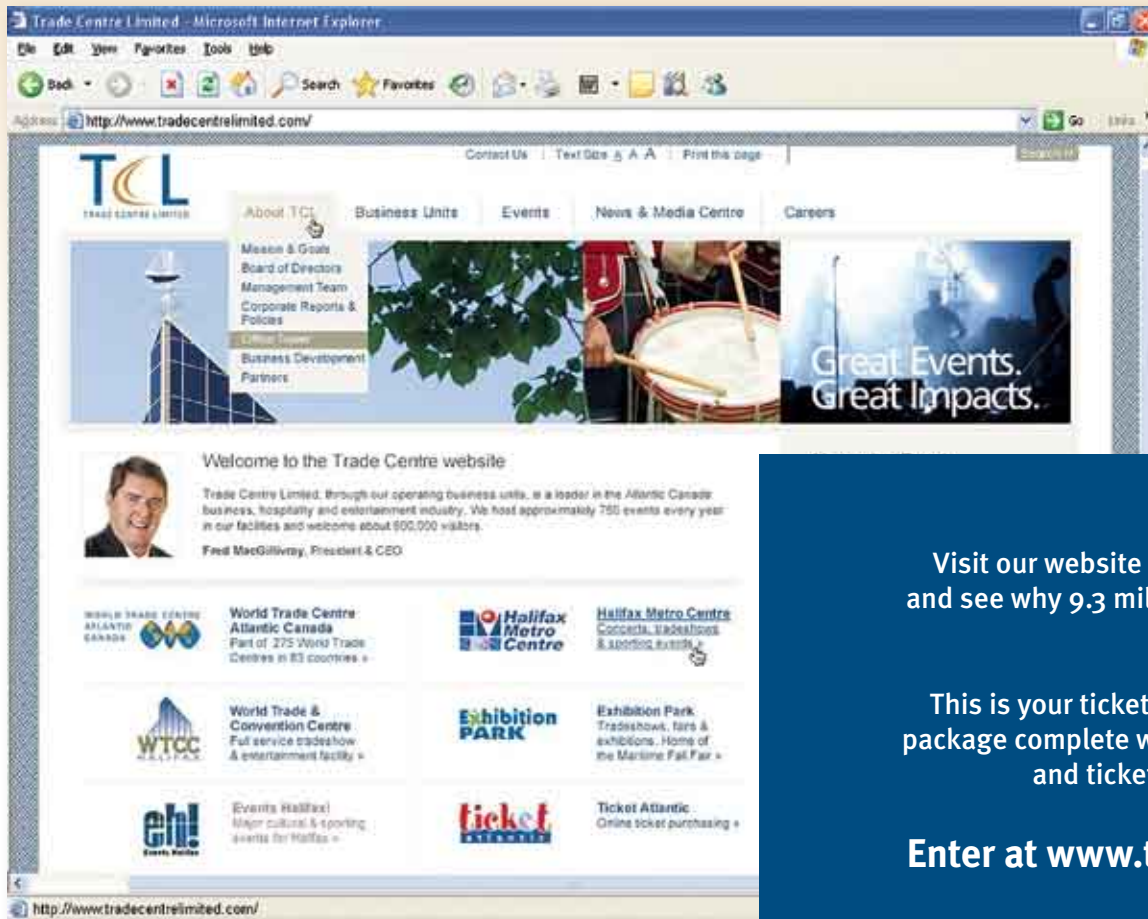
LOCALS KNOW US AS A COMMUNITY FACILITY – hosting the events we bring in to our World Trade and Convention Centre, Halifax Metro Centre and Exhibition Park. But to our international partners, we’re simply Trade Centre Limited – the originators of a unique, made-in-Nova Scotia events-hosting model. We’re comprised of six complementary business units, all working together to bring the world to Nova Scotia. What does all of this mean to our residents and local businesses?

Over \$1 Billion for Nova Scotia!

This fiscal year generated \$169.8 million in direct spending. It was our biggest year in the history of TCL, bringing the value of direct spending by our attendees to over \$1 billion since 1995.

We invite you to learn more about our organization at our *“Virtual Open House.”*

Discover Who We Are



Visit our website www.tradecentrelimited.com and see why 9.3 million people have come through our doors.

This is your ticket to enter for a chance to win a package complete with overnight hotel stay, dinner and tickets to a game or show.

Enter at www.tradecentrelimited.com

(This is your ticket to our *Virtual Open House*)

President's Message

“Generating economic activity is our mandate, bringing people together in Nova Scotia is how we do it.”

DEAR STAKEHOLDERS

AS A PROVINCIAL CROWN CORPORATION, Trade Centre Limited has an important boss: the people of Nova Scotia. Everything we do is about maximizing the economic benefits for our stakeholders, by bringing new money into our province and creating new opportunities for everyone. And this year was TCL's busiest year yet.

Events Halifax brought the legendary Rolling Stones to the Halifax Commons. Halifax Metro Centre was in the national spotlight, hosting the Juno Awards. The Maritime Fall Fair brought families back to Exhibition Park for another season of education and entertainment. The World Trade and Convention Centre was booked solid during peak seasons welcoming people from around the world with events such as the Global Microcredit Summit. Our facilities hosted 20 concerts, 817 events, welcoming 787,631 people. That led to the highest direct spending in our history: \$169.7 million for this fiscal year. That spending translates into 3,465 person-years of employment, \$79.1 million in additions to household incomes and \$7.1 million in government tax revenue.

When we host a major international conference, we're bringing people from around the world to Nova Scotia and showcasing the best we have to offer. When the Halifax Mooseheads take to the ice for an exciting Quebec Major Junior hockey game, sports fans unite at Halifax Metro Centre. When World Trade Centre Atlantic Canada organizes a Canadian trade mission overseas, we're showcasing Nova Scotian products in international markets.

Recognizing that hosting international events is particularly valuable for our city and province, we've been working closely with partners like the Halifax International Airport Authority and Destination Halifax and many other local organizations to maximize our efforts. And the proof is there!

We operate in an intensely competitive business — it's in our best interest for all of us to continue working to achieve our common goal: a bright future for this province — our home.

Sincerely,



Frederick R. MacGillivray
President & CEO
Trade Centre Limited



Highlights 2006/07

We welcomed
787,631 people

More than **\$169.8** million
in direct spending

3,465 person years
of employment

Growing Together

Everything we do is about maximizing economic impacts, bringing investment to our province and creating new opportunities.



OVER THE LAST FEW YEARS, Trade Centre Limited has been focused on growth—growing our business today to give us the resources to power our province into a bright future. Every facet of our organization is dedicated to generating the best economic return for Nova Scotia. And to do that we understand the importance of building bridges—between the many stakeholders in our community, and between Halifax and the rest of the world.

Halifax Metro Centre is how most people best know Trade Centre Limited and, in many ways, best reflects what we do. It's the region's biggest and busiest events venue. And when fans get the thrill of seeing their musical and sports heroes live in their hometown, it perfectly illustrates how TCL enhances Halifax's quality of life.

The last year was one of the busiest for concerts in the venue's history. We hosted 20 concerts, including world-class acts like Hilary Duff, Guns N' Roses, the Dixie Chicks and Willie Nelson. A solid partnership with Gillett Entertainment Group continues to drive concert business. Gillett offers some of the music world's biggest names, while Halifax Metro Centre offers

guaranteed results—promoters know they can count on strong ticket sales and lots of buzz when they come to Halifax.

Halifax Metro Centre also hosts many special events that raise the profile of the city and enhance Halifax's position on the world stage. A speaking engagement by former U.S. President, Bill Clinton, and nationally televised events like the East Coast Music Awards and the Juno Awards were ideal showcases for TCL and our city last year.

There's every reason to expect Halifax Metro Centre to remain busy too, so TCL has been engaged in ongoing refurbishment to keep the venue fresh, functional and comfortable for fans. Highlights from the last year include mezzanine renovations, new rink boards and glass, upgrades to the seating as well as the entrances on the north and south promenade, a monitoring system for the steel structure and more.

Exhibition Park another of our major venues for trade shows remains a busy events venue as well, hosting key returning clients like the Maritime Fall Fair, the Ideal Home Show and the We Love Our Children Family Expo.



Our Customers

“We recognize that when people save up their money to take in a show, it’s important that our team can answer any question they have – from the opening act to where to get souvenirs. Our people make it a priority to ensure our guests have the best service.”

—SCOTT FERGUSON,
EXECUTIVE VP, TRADE CENTRE LIMITED

EVENTS HALIFAX AND HALIFAX METRO CENTRE are close partners on many high profile shows – bringing exciting events the world over for locals and visitors alike to enjoy. Part of that success is also thanks to Ticket Atlantic. The new online box office has been a tremendous success, garnering more than a million hits a month and allowing consumers to quickly and easily buy tickets for the Halifax Metro Centre and other venues at a time and place that is most convenient for them.

Halifax Metro Centre also continues to host world-class sporting events. It is the home ice for the Quebec Major Junior Hockey League’s Halifax Mooseheads, cheered on by some of the League’s largest crowds. In 2006/07, we welcomed back some old friends, as Skate Canada returned to Halifax for its national championships and Cole Harbour’s Sidney Crosby came home with the Pittsburgh Penguins, in one of the three NHL pre-season games. That was the result of our strong and ongoing relationship with Power Promotions.

Our People

“I see us as a liaison group between the employees and those who take upon the challenge of directing TCL’s future.”

—CHEF PIERRE GAUDET,
EXECUTIVE SOUS CHEF, WORLD TRADE AND CONVENTION CENTRE

WE KNOW THAT IT IS OUR PEOPLE who are the corporation’s greatest strength—TCL is fortunate to enjoy an employee turnover rate of 2.5 per cent, much lower than the industry average. We credit that to our employee programs that empower our people to remain in Nova Scotia and invest their expertise in the organization.

One such program is the Internal Management Advisory Group (IMAG). IMAG representatives are chosen based on their business knowledge in their departments. These natural champions of the people and the organization bring valuable insights to TCL.

IMAG was brought together in December 2002 to help TCL respond to business needs. Since its inception, IMAG has worked on interesting and important projects for the Human Resources department and management. Their recommendations have been right on the mark; we’ve implemented all of their suggestions.

TCL has an ongoing commitment to being an employer that attracts and retains the best talent in our industry—a goal we meet by embracing and championing best practices. In our unique environment, we have experienced employees working alongside the “Net Generation,” so we’re developing systems to allow them to communicate smoothly in ways that everyone is comfortable with, sharing and protecting our institutional knowledge. It’s important that every member of our team feels valued and has the means to share their ideas with management.



Fourth Row (L–R): Paul Griffiths, Mechanical Services Supervisor, Property Services, TCL; Pierre Gaudet, Executive Sous Chef, WTCC; Richard Hanley, Manager, Windows at the World Trade Centre. **Third Row (L–R):** Kelly Saunders, Senior Ice Technician, HMC; Paulette Boudreau, Sales Manager (Local Market), TCL; Dan Watters, Head Usher, HMC. **Second Row (L–R):** Peggy Dooley, Manager, Ticket Atlantic; Darren Watt, Event Coordinator, HMC; Paula Brown, Executive Assistant, TCL. **First Row (L–R):** Michael Young, International Trade Consultant, WTCAC; Patricia Myatt, Purchasing Analyst, Finance, TCL; Randy Johnston, Event Operations Manager, Exhibition Park. **Missing:** Melissa Bowes, Human Resources; Greg Smith, WTCC; Colin Kiley, Property Services.

Trends indicate that many industries, including our own, will experience a demographic crunch in the coming years. That’s why our Human Resources department is already working to enhance the diversity of our workforce, to retain our talent and develop succession and leadership-development plans that address the varying needs of our multigenerational workforce. We have ongoing employee surveys and are encouraging supervisors to talk with their teams and find out what they need so they can grow in their jobs.

The hospitable nature of our local culture and sense of empowerment our staff feels in their work permits Trade Centre Limited to ensure we reach the most important part of a visitor’s experience: making them feel welcome.

The top priority of an attendee at any of our events is to be made to feel welcome. And that is what our front line team delivers consistently. But long before we get to serve our guests, our Sales team is working behind the scenes welcoming event and convention organizers who bring major revenue and excitement to Halifax and the province of Nova Scotia.

Meet Our Sales Team



Back Row (L–R): Robert Logan, Business Development Manager; Paul Cody, Senior Sales Manager, Canadian Associations; Peter Thornhill, Sales Manager, Exhibition Park; Elizabeth Thompson, Sales Manager, Regional Market; Sonia Corra, Administrative Assistant. **Front Row (L–R):** Nicole Grimm, Sales Manager, Canadian Corporate; Nina Kressler, Vice-President, Sales and Marketing; Paulette Boudreau, Sales Manager, Local Market; Dawn Baldwin, Senior Sales Manager, US and Canadian Corporate; Beverly Sichky, Inside Sales Manager. **Missing:** Jeff Brown, Telemarketing.

WHILE HALIFAX METRO CENTRE builds bridges between Nova Scotians and their heroes, the World Trade and Convention Centre (WTCC) brings the wider world to Halifax, hosting special events, meetings and conferences that draw attendees from around the globe. Sales are the big story at WTCC, as our Sales team continues to excel at retaining business from existing clients and attracting new ones, especially in lucrative national and international markets. We've identified international business as especially impactful, so WTCC is taking advantage of a unique TCL asset, World Trade Centre Atlantic Canada. The team there is working on an ongoing basis to help WTCC tap new

international markets and grow business with the many partners within the vast World Trade Centers Association network.

Last year, the Global Microcredit Summit brought 2,200 delegates from 115 countries to Halifax—an invaluable showcase for Nova Scotia. Other highlights included the Skills Canada Competition with 2,000 attendees and major meetings for Toyota Canada (600 people) and Shoppers Drug Mart (500 people). Across Canada, WTCC is known for its outstanding food service with award winning chefs and white glove service.

Bringing Big Economic Impacts

“There are many selling points for Halifax. Working with partners like the Department of Tourism, Culture & Heritage, Destination Halifax and the Halifax International Airport Authority to name a few allows us to offer a ‘Team Halifax’ approach.”

—NINA KRESSLER, VP, SALES AND MARKETING
TRADE CENTRE LIMITED



By the Numbers

Here's what a convention delegate visiting Halifax spends on a typical day.

Accommodations	\$98.34
Restaurants	\$58.41
Bars, Pubs, Taverns	\$12.46
Retail Shopping	\$30.23
Entertainment	\$12.75
Local Transportation	\$10.64
Automobile Rentals	\$6.36
Sports and Recreation	\$1.14
Parking	\$6.53
Other	\$2.58
Total	\$239.44

OUR RECORD-BREAKING economic impacts are the direct result of our commitment to a long-term sales strategy. By committing to a plan and following it through, the Sales team is generating new business in the national and international markets. That business has a large economic impact, bringing in new dollars for everything from accommodations and restaurants to retail shopping and car rentals.



World-Class Cuisine



OUR EXECUTIVE CHEF, Christophe Luzeux, is a Culinary Olympic gold medalist, leading his team in four-star creations that showcase local products and flavours far exceeding standard convention dining fare. This dining experience has built our reputation as a high level convention experience that draws people the world over.

These convention and event attendees then explore Nova Scotia and take advantage of our legendary Maritime hospitality, spreading economic spin-offs around the province—from whale-watching tours on Briar Island to relaxing at a bed and breakfast in Louisburg.

There's fierce global competition for convention business and we have to stay on top of our game to keep getting our fair share. Property Services has been busy with ongoing modernizing upgrades to keep WTCC competitive. We installed new escalators and a new freight elevator, upgraded our sound and lighting systems, renovated the third floor lounge and more.

But ultimately, this highlights the need for new and expanded facilities to ensure WTCC continues hosting major events and generating the economic spin-offs that benefit all Nova Scotians.

Global Opportunities

“Our mandate is to grow trade and export opportunities for Nova Scotia businesses through our network of 750,000 Global businesses”

—BILL AASVANGEN, MANAGER,
WORLD TRADE CENTRE ATLANTIC CANADA

WORLD TRADE CENTRE ATLANTIC CANADA (WTCAC) is a valuable tool for connecting Nova Scotia to international markets. Working with government partners such as the Atlantic Canada Opportunities Agency and Nova Scotia Business Inc., it helps its 90-member organization explore and grow their global business through access to the international World Trade Centers network, market research, trade missions and programs like FITTskills and Trade Mentoring.

WTCAC is also pursuing opportunities to leverage major upcoming events like the 2008 IIHF World Hockey Championship to bring business people from participating countries here at the same time, building on the natural interest in Nova Scotia that will spring from hosting such an event.

Also at our Argyle Street location, the Office Tower remains one of downtown Halifax's most prestigious business addresses, hosting key clients like Nova Scotia Business Inc. TCL also revamped and modernized its offices, presenting a modern look for our organization.



Building Community

When seeking inspiration, we need look no further than the people we work beside every day. Here is where the TCL staff members invest their spare time volunteering to help build the community of Nova Scotia.



Preparing dinners for the homeless



Downtown Halifax Business Commission's 13th Annual Clean Sweep

Organizations supported by TCL and our team

Abilities Foundation of Nova Scotia • Aids Coalition of Nova Scotia • Amateur Sport Nova Scotia • Atlantic University Sport • Beavers, Boy Scouts and Girl Guides • Bide Awhile Animal Shelter • Big Brothers Big Sisters • Brain Injury Association of Nova Scotia • Bryony House • Canadian Breast Cancer Foundation • Canadian Cancer Society • Canadian Diabetes Association • Chebucto Minor Hockey • Child Care Foundation • Children's Wish Foundation • Cole Harbour Minor Hockey Association • CP Allen High School Football Program • East Coast Music Association • Family Council for Northwood Manor • Family Services Association of HRM • Feed Nova Scotia • Habitat for Humanity • Halifax Community Learning Network • Halifax Stanfield International Airport • Volunteer Greet Program • Halifax Volunteer Group • Harrietsfield Elementary School • Hope Cottage • IWK Health Centre • IWK Women's Health Centre • Jazz East Rising Association • Lake City Gentlemen's Hockey League • Lake Pleasant Campground • Learning Disabilities Association of Nova Scotia • Michael Wallace Playground Committee • MISA (Metropolitan Immigrant Settlement Association) • Mulgrave Park Tenants Association • Northwood Care Centre • Novaknowledge • Nova Scotia Burn Support Group • Nova Scotia Firefighters Burn Treatment Society • Nova Scotia International Air Show • Nova Scotia Liver Foundation • Nova Scotia Salmon Association • Optimist Club • Ostomy Association – Halifax Chapter • Phoenix House • Prostate Cancer Research Foundation of Canada • QEII Health Sciences Centre • RCMP Veteran's Association • Royal Canadian Legion • Salvation Army • Special Olympics • St. John Ambulance • St. Michael's Church • St. Paul's United Church • St. Vincent's Guest House • Tim Horton Children's Foundation • United Way • Ward 5 Neighbourhood Centre • YWCA

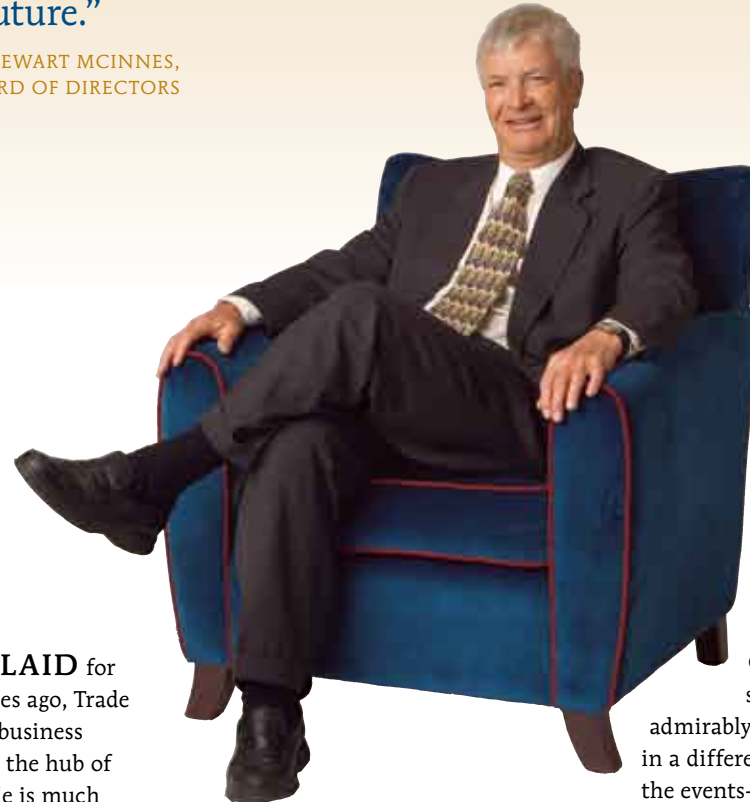
Financial Summary

Year	2006/07	2005/06	2004/05	2003/04	2002/03	5 Year Totals
Attendance						
World Trade and Convention Centre	123,795	107,395	96,950	106,763	173,085	607,988
Halifax Metro Centre	521,393	635,636	511,460	538,586	709,351	2,916,426
Exhibition Park	142,443	131,168	178,208	154,231	288,532	894,582
Total Attendance	787,631	874,199	786,618	799,580	1,170,968	4,418,996
Direct Expenditures (millions)						
World Trade and Convention Centre	115.4	39.9	24.5	60.0	41.5	\$ 281
Halifax Metro Centre	32.8	38.9	28.8	30.1	39.1	\$ 170
Exhibition Park	21.6	21.5	22.0	9.7	19.0	\$ 94
Total User Expenditures	169.8	100.3	75.3	99.8	99.6	\$ 545
Incremental Expenditures (millions)						
World Trade and Convention Centre	115.4	39.9	24.5	59.9	41.4	\$ 281
Halifax Metro Centre	10.7	11.9	9.2	9.4	11.8	\$ 53
Exhibition Park	11.5	13.8	11.2	3.3	7.0	\$ 47
Total Value of Spin-Off Expenditures	137.6	65.6	44.9	72.6	60.2	\$ 381
Total Economic Impacts						
Employment (PY's)	3,465	1,692	984	1,644	1,361	9,146
Additions to Household Income (millions)	79.1	38.4	22.0	37.6	30.8	\$ 208
Government Revenue (millions)	7.1	3.9	2.2	4.3	3.4	\$ 21

Chairman's Message

“TCL is a catalyst for economic growth and now it's time to lead Nova Scotia to a stronger future.”

—STEWART MCINNES,
CHAIR, TCL BOARD OF DIRECTORS



EVER SINCE THE FIRST BRICKS WERE LAID for the World Trade and Convention Centre some two decades ago, Trade Centre Limited has been an anchor of the Nova Scotian business community. Located in the core of downtown Halifax, TCL is at the hub of business activity for Halifax and the whole province. But our role is much bigger than that. TCL's activities have spin-offs that benefit all Nova Scotians.

When the World Trade and Convention Centre hosts an international convention bringing hundreds of delegates from around the world to our city, businesses small and large see an impact on their bottom lines—from taxis to restaurants to tour companies. And that impact isn't limited to Halifax. When people come to Halifax for an event, they stay here longer to take in our famed Maritime hospitality and travel around the province. They go kayaking in Prospect, visit wineries in Gaspereau, hike in Inverness and much more. What benefits one part of Nova Scotia benefits us all.

Our facilities have served our needs admirably but they were built in a different era. The growth in the events-hosting business has exceeded our capacity. During peak periods, the World Trade and Convention Centre operates at full capacity and clients who want to have their events here are forced to look elsewhere. It is time for expansion of our facilities to accommodate the growing demand for Halifax as a destination.

In the last year, we've enjoyed a string of successes—including events such as the Global Microcredit Summit and the Skills Canada Competition, each attracting more than 2,000 delegates. We have the momentum. We have a dedicated and skilled team. We're ready to take Nova Scotia and Trade Centre Limited to the next level.

Our Board of Directors



Our Vision

Delivering the world to Halifax and Nova Scotia by providing unforgettable experiences and opportunities to millions of customers

Back row (L-R): Stephen Adams, Councillor, Halifax Regional Municipality; Paul Gurr, Principal, Gurr & Associates Management Consulting; Wayne Crawley, Vice-President, Corporate Strategy and Development, Emera; Frederick R. MacGillivray, President & CEO; Gordon D. Gillis, Barrister & Solicitor; Honourable Stewart McInnes, P.C.Q.C., Chair; Christopher T. Conohan, Khattar & Khattar.
Front Row (L-R): George Moody, Co-owner, Bargain Harleys, President/Owner, Berwick Heights Golf Course; Kelliann Dean, Deputy Minister, Nova Scotia Department of Tourism, Culture & Heritage; Frank Anderson, CEO, Southwest Shore Development Authority; Reg Rankin, Councillor, Halifax Regional Municipality.
Missing: His Worship, Peter Kelly, Mayor, Halifax Regional Municipality; Linda Mosher, Councillor, Halifax Regional Municipality; Carole-Ann Miller, President & CEO, Maple Trade Finance Inc.

Hosting the world... Delivering exciting events...
Making a difference in our community... Growing Together



www.tradecentrelimited.com

Working with our many partners

Atlantic Canada Opportunities Agency • Destination Halifax • Downtown Halifax Business Commission • Greater Halifax Partnership • Halifax Chamber of Commerce • Halifax Port Authority • Halifax Regional Municipality • Hotel Association of Nova Scotia • Industry Canada • InNOVAcorp • Metro Transit • Nova Scotia Business Inc. • Nova Scotia Film Development Corporation • NS Dept. of Economic Development • NS Dept. of Tourism, Culture & Heritage • NS Dept. of Health Promotion & Protection • NS Dept. of Agriculture • Restaurant Association of Nova Scotia • Spring Garden Road Business Association • Tourism Industry Association of Nova Scotia • Waterfront Development Corporation