

October 20th 2025

Annual General Meeting Report

It's a privilege to stand before you tonight and share the story of the Central Nova Scotia Civic Centre Society. Our organization is guided with a simple but powerful mission: to deliver exceptional experiences that build memories, and healthy, vibrant communities.

Over the past year, we have strived to deliver that mission every single day through the Rath Eastlink Community Centre, the Nova Scotia Provincial Exhibition Grounds, and our new signature annual event, the Nova Scotia Stampede. Each of these pillars is more than just a facility or an event—they are places where community spirit comes alive.

What makes this work meaningful are the values that guide us:

- Building healthy communities through sport, recreation, and entertainment.
- Being proud hosts who welcome guests with genuine Maritime hospitality.
- Celebrating our culture and the traditions that make Nova Scotia unique.
- Finding ways to adapt and evolve in a changing world.
- And staying true to our commitment to sustainability, so what we build today lasts for generations.

This year also included the continued alignment and progress of our operational business case guided by the Board Approved **2024-2027 Strategic Plan**. This plan sets out our four strategic goals and actions:

Goal #1: Build strong communities.

Action: Expanded sport, agriculture, live entertainment and programs to the NSPEC

Over 100,000+ patrons attended events and programs hosted at the NSPEC last year – this includes the Nova Scotia Stampede, Harness Racing, Barrel Racing, Provincial Exhibition, Firefit Games, Stihl Timbersports, Monster Trucks, Physician Recruitment Receptions, Corporate Holiday parties, Lacrosse, Rugby, and a wide variety of other key agriculture shows and conferences.

Action: Enhanced connections in the community.

We are proud of the new connections we have made with the Agricultural community, but it is important that I also share the ongoing developments within our health and wellness sector. Through a small grant provided by the Province our staff team has launched the “Futures in Fitness” program, which allowed the development of our local fitness leader workforce to further

support partnerships that include our general programming but also new specialty programs such as, Exercise rehabilitation programming for cancer patients, offsite exercise programming provided at Wallace Retirement locations. Furthermore, our incredible team has continued to support the important free gateway programs to our facility, such as Walk and Roll, Barbells & Babies and Wellness Walks in partnership with NS Health.

Goal #2: Elevate event attraction and hosting.

Action: Established an annual authentic Nova Scotia Signature Event, known as the NS Stampede.

The Nova Scotia Stampede has continued to become recognized as the hottest new major event in the Province. In 2024 Sport Tourism Canada's economic impact report indicated that the event project generated \$4.5m economic impact for the community, 20,000+ plus attendees, 100+ competitors, and 180+ volunteers. In its inaugural year the NS Stampede was designed break even and to build its foundation. I am pleased to share that this year's 2025 early results indicated approximately 30% growth, and a resounding financial surplus for the society. This society developed event project has become a pillar for our organization and we are excited to apply any operational surpluses derived from these events back into our day to day operation to support overall financial sustainability.

Action: Significantly grown and expanded quality event hosting opportunities.

While the NS Stampede has become our society's flagship event – I am pleased to share that our organization is a mere week away from welcoming the world back to the RECC. The World Under 17 Challenge represents Hockey Canada's largest international event being hosted within the Country – once again, we are excited to welcome future NHL stars to our community, fill our local hotels from Oct 30th to Nov 8th and generate a projected \$4m+ economic impact local business. Through hosting and delivering this event, our society expects these important operational surpluses will support the community – but also yield critical operational surpluses for our society so we may reinvest them back into our day to day programs, services, and maintenance of the facility.

Goal #3: Enable us to perform at our best.

Action: We have advised well-planned strategic investments for infrastructure upgrades for the RECC

Our staff team looks forward to supporting the Municipal Building owners to enable timely delivery and efficient installation of their core projects to ensure we minimize service disruption to our users. These recommended replacement projects and major maintenance upgrades include the primary heating/cooling system for the RECC, known as the Multi-stak, as well as the application of future advisories to strengthen the aquatic centres dehumidification unit, and further inspection of the overall roof envelope to address the troubling and ongoing leaks. These proposed lifecycle recommendations will continue to be provided to the Municipal building owners on an annual basis.

Action: Commitment to work with the Board to strengthen governance approaches and understanding to sustain operations.

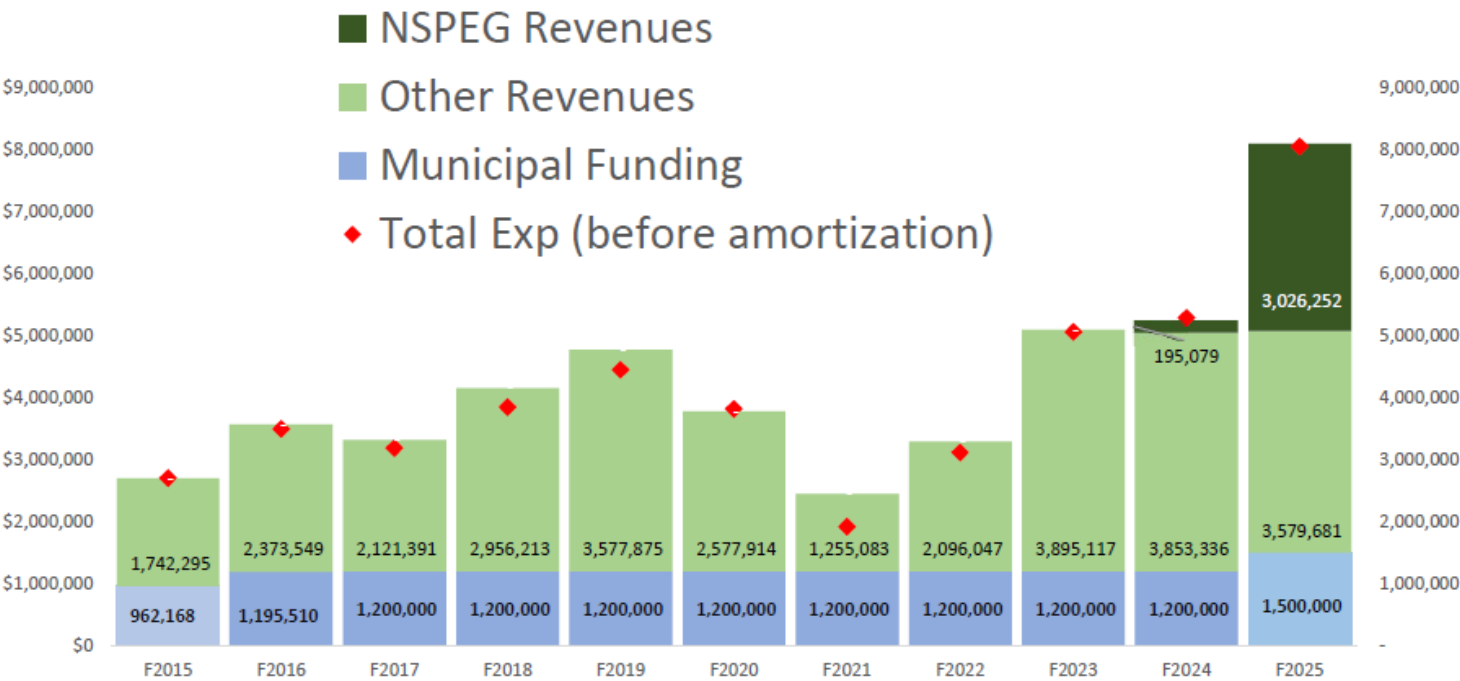
With new interim Board members, newly appointed Councilors, combined with the society’s extraordinary growth, then layered with unavoidable operational challenges facing our society such as aging infrastructure, rising operational costs (power, minimum wages, maintenance services, etc.), the time is now to reflect, evolve and collaborate with our core partners to find common ground and solutions to these challenges.

Goal #4: Cultivate a great place to work and volunteer.

Action: Focus on building capacity to appropriately and sustainably support existing operations and growth.

From 2017 to 2024 our society is extremely proud of our capabilities to sustain impactful operations of the organization through an annual \$1.2m Municipal operating grant over this 8-year period. With the support of our members, sponsors, partners and volunteers, our staff has weathered unprecedented challenges derived from a 3 year pandemic where our revenues were flat lined and operating reserves depleted, combined with compounding inflation rates accumulating to a 30% overall increase, and the CRA’s view of our independent non-profit operational structure and its eligibility of the Canadian Emergency Wage Subsidy - which is still under formal evaluation. Today, we are proud that the Municipal operating grant represents only 17% of the overall revenue streams being generated by the society (see graph below). When I arrived to the Society in 2015 the Municipal Operating Grant represented 50% of the society’s overall revenue and I am so proud of the staff team and the support being provided by our community to enable our organization to move forward to deliver this growth as defined in this Strategic Plan. This growth in programs, services, and special events is reflected in a projected \$8m revenue stream for this fiscal – And we must identify this revenue growth as a key performance indicator that demonstrates your community usage and support!

2015 to 2025 Trends



Action: Build an inclusive, team oriented environment where all staff is part of one team.

At the heart of the Central Nova Scotia Civic Centre Society is a belief that we are strongest when we work together. Across departments, across venues, and with our users, local partners and funders. The outcomes delivered in 2024 could not have been achieved without an inclusive, team-oriented environment where staff and volunteers are valued and connected to one shared purpose. No matter their role, our people are part of one team—working side by side to support one another and our community. This spirit of collaboration allows us to manage the events, programming, partnerships and services at the Rath Eastlink Community Centre, the Nova Scotia Provincial Exhibition Complex, including the Nova Scotia Stampede with efficiency, creativity, and transparency. By bringing together the talents and passion of our staff, we are not only ensuring the sustainable operation of these cherished community assets, but also creating spaces and experiences that strengthen the fabric of our region. Together, we are building something lasting—an organization that reflects the energy, pride, and resilience of the community it serves.

In Summary

These aren't just objectives on paper. They are a roadmap to action, and we've already seen them come to life through the events we've hosted, the partnerships we've built, our commitment to health and the moments of celebration that we've all created together.

At the heart of all of this is community pride—the kind that can't be manufactured, only earned. I see it in the faces of our staff, whose resilience and dedication make the impossible possible. Together, we have overcome significant obstacles and I cannot thank you all enough for your ongoing commitment and resilience. I also see this pride through the countless hours given by our hundreds of volunteers, who never hesitate to roll up their sleeves and put the community ahead of themselves. And I see it in the belief in our collaborative business plan and by our partners and supporters, knowing that we're building something bigger than ourselves. We are building a collaborative community. Our non-profit society is proud to be accountable and transparent, to lead with innovation, and to collaborate widely. But what truly sets us apart is that we do it together—with and for the community we serve.

To our government supporters - thank you. Your trust and confidence in us fuels our work and allows us to deliver measurable impacts that strengthen our region. Like all other third party non-profit organizations tasked to manage the operation of government owned event facilities we will continue to need your support to navigate our challenges, and seize new opportunities. As we look to the year ahead, we do so with optimism and determination. Together, with our staff, volunteers, partners, and community members, we will continue to create experiences that matter, moments that last, and communities that thrive.

To our community - thank you for believing in us and supporting this journey. The best is yet to come.

Matt Moore

Chief Executive Officer

Central Nova Scotia Civic Centre Society Ltd