

B.C. Pavilion Corporation

2024/25
Annual Service Plan Report

August 2025



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Published by the B.C. Pavilion Corporation

Board Chair's Accountability Statement



The B.C. Pavilion Corporation 2024/25 Annual Service Plan Report compares the organization's actual results to the expected results identified in the 2024/25 – 2026/27 Service Plan published in 2024. The Board is accountable for those results as reported.

Signed on behalf of the Board by:

A handwritten signature in blue ink that reads "Gwendolyn Point".

Dr. Gwendolyn Point
Board Chair, B.C. Pavilion Corporation
August 12, 2025

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Letter from the Board Chair & CEO

On behalf of the Board of Directors and the employees of B.C. Pavilion Corporation (PavCo), we are pleased to present PavCo's Annual Service Plan Report for the 2024/25 fiscal year. As a Crown corporation, PavCo's primary mandate is to generate economic and community benefits for the people of British Columbia. PavCo delivered on this mandate during the 2024/25 fiscal period – a record-breaking year of hosting major, world-class events at BC Place and the Vancouver Convention Centre, which resulted in strong revenues, economic impact and Net Surplus position at each venue.

BC Place exceeded its budget and prior year results across several measures in fiscal year 2024/25, generating approximately \$74 million in event revenues from approximately 110 events and a positive Net Operating Surplus. More than one million people visited the stadium to watch musicians and sports stars from around the world. Highlights included sold-out concerts from Diljit Dosanjh and The Rolling Stones, the final three nights of Taylor Swift's The Eras Tour, which was the largest concert tour in history, the 111th Grey Cup Final, and welcoming 35,000 fans to watch the Whitecaps face Wrexham, who are co-owned by Vancouver's own Ryan Reynolds.

Fiscal 2024/25 was also the strongest revenue year on record for the Vancouver Convention Centre, with more than \$82 million in total revenues through hosting approximately 340 events, including conventions, banquets, consumer shows and meetings. Major events at the Vancouver Convention Centre included NeurIPS, the Million Dollar Round Table Annual Meeting, CIM Connect and TED.

As an event that crossed over both of PavCo's iconic venues, the Invictus Games Vancouver Whistler 2025 was a great example of how our two venues work together to bring large-scale events and attendees from around the world to British Columbia. The opening ceremony at BC Place was attended by a crowd of 33,000 people – a record-breaking attendance for an Invictus Games opening ceremony. Approximately 37,000 visitors attended the Vancouver Convention Centre, as the venue was transformed into the Invictus Games Nations' Home for the competitors and their families, hosting competitions including Indoor Rowing, Wheelchair Basketball and Wheelchair Rugby.

Overall, PavCo generated \$818 million in economic benefit for British Columbia from its 2024/25 fiscal year – a considerable increase from prior years. This incredible impact demonstrates what a pivotal role PavCo and its venues play in the provincial economy. Hosting world-class events, clients, fans and attendees in our venues brings millions of local and international guests to our market. These efforts further create revenue drivers, employment opportunities and engagement for our province's business, hospitality and tourism industries. It is important to note, however, that this past fiscal year was an exceptional one for the number of events hosted and revenue generated, and we expect our business to return to more normalized levels moving forward.

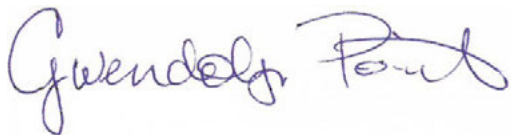
PavCo matched its economic contributions by also delivering on its mandate of generating community benefits for the people of British Columbia. PavCo and BC Place leveraged the final three shows of Taylor Swift's The Eras Tour to raise approximately \$2 million for charitable organizations and causes across the province through the donation of tickets and suites for fundraising purposes. Community benefit at the Vancouver Convention Centre included a continued collaboration with our food and beverage partner and one of Canada's largest food rescue organizations to ensure we minimized food waste and supported our local communities by donating meals at every opportunity.

PavCo also made progress on its reconciliation journey during this past fiscal year, as we acknowledged our location on the traditional Coast Salish territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətał (Tsleil-Waututh) peoples. We demonstrated our commitment to preserving and honouring First Nations artwork and culture at both of our venues and continued to create spaces to welcome Indigenous communities and youth.

The fiscal year ended with the reality of economic pressures and unrest from the U.S. tariffs and other global events. PavCo took a proactive approach to assessing the impacts of these events and closely followed the directives issued by the provincial government. Despite these challenges, PavCo is well-positioned to continue fulfilling its mandate of contributing to the overall success of the provincial economy and community.

Looking ahead, PavCo's priorities include continuing to prepare BC Place to host the FIFA World Cup 26 next summer. Renovations and upgrades are underway at the stadium to ensure we deliver on the contractual requirements from FIFA, but also to ensure BC Place remains an accessible, modern and competitive stadium for years to come.

PavCo will continue to work closely with the Ministry of Tourism, Arts, Culture and Sport and its many industry and community partners to deliver significant economic and community benefits for British Columbians while supporting the province's key priorities in the years ahead.



Dr. Gwendolyn Point
Board Chair
August 12, 2025



Ken Cretney
President and CEO
August 12, 2025

Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the [Budget Transparency and Accountability Act \(BTAA\)](#), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, a Minister Responsible for a government organization is required to make public a report on the actual results of that organization's performance related to the forecasted targets stated in the service plan for the reported year.

Strategic Direction

The strategic direction set by Government in 2020 and expanded upon in the Board Chair's [2023 Mandate Letter](#) from the Minister Responsible shaped the goals, objectives, performance measures and financial plan outlined in the [B.C. Pavilion Corporation 2024/25 – 2026/27 Service Plan](#) and the actual results reported on in this annual report.

Purpose of the Organization

B.C. Pavilion Corporation (PavCo) is a government-owned entity incorporated under the *Business Corporations Act* (British Columbia) and wholly owned by the Province of British Columbia. PavCo operates under the oversight of a board of directors appointed by the Minister Responsible, aiming to create significant economic and community benefits for the people of British Columbia. Its primary facilities are [BC Place](#) and the [Vancouver Convention Centre](#), both of which play pivotal roles in hosting a wide array of events in downtown Vancouver and generating economic and community benefits for the people of B.C.

BC Place is the largest multipurpose venue in Western Canada, located in the heart of downtown Vancouver. It is home to the BC Lions of the Canadian Football League (CFL), Vancouver Whitecaps FC of Major League Soccer (MLS), and the BC Sports Hall of Fame. BC Place welcomes more than one million guests annually for a diverse range of events, from sports and exhibitions to live entertainment and community events. Its multifaceted programming enriches the city's cultural fabric, fostering connections and shared experiences among residents and visitors alike.

The Vancouver Convention Centre, situated along Vancouver's picturesque waterfront, comprises the iconic East building within Canada Place and the contemporary West building established in 2009, and the world's first double LEED® Platinum certified convention facility. With its significant square footage and flexible function space, the Vancouver Convention Centre is equipped to host multiple concurrent events and gatherings of up to 15,000 delegates. Renowned for its modern amenities and scenic views, the Vancouver Convention Centre serves as a dynamic hub for connections and engagement within the global community.

PavCo venues, BC Place Stadium and the Vancouver Convention Centre, are situated on the traditional, ancestral and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh

(Squamish) and səliłwətał (Tsleil-Waututh) Nations. We gratefully acknowledge and appreciate the privilege to operate on these lands, and we recognize the enduring presence and stewardship of these peoples.

Operating Environment

Fiscal year 2024/25 stands out in PavCo's history as a demonstration of its ability to host multiple, large-scale, city-wide events, including Taylor Swift's The Eras Tour, the Invictus Games and several international conventions, which broke PavCo revenue records. While PavCo will continue to build on that success and momentum, it will likely be some time until a similar convergence of so many major city wide events will create a similar level of economic impact.

Several other external operating environment factors influenced PavCo's 2024/25 fiscal year. Inflation, interest rates, and the global supply chain continued to stabilize, providing more cost certainty in operating the venues. Procurement costs were also positively impacted as an increasing number of suppliers responded to opportunities with PavCo, resulting in lower costs for several operations and capital projects than in the preceding fiscal years. Despite improvements in this area, cost pressures for major construction projects in the region are being experienced. To mitigate, PavCo continued to demonstrate best practices in its procurement policies, ensuring suppliers were selected using open, transparent and market-based procurement practices that delivered on project requirements at the best value overall.

International travel to Canada remained strong throughout most of the 2024/25 fiscal year. Conference and event attendees at the Vancouver Convention Centre continued to demonstrate a preference for in-person gatherings despite the reality of declining corporate travel and a more cautious overall approach to spending, especially given the global economic unrest experienced towards the end of the fiscal year, including tariff pressures from the United States in particular. Constrained hotel supply in the Vancouver and regional hotel sector continued to create rate compression, limited availability and fewer choices for visitors, resulting in higher costs of attendance for delegates and higher operating costs for clients.

From an internal perspective, PavCo's effective hiring practices and skilled workforce positioned it well to not only secure and execute on new business for fiscal year 2024/25 but is also expected to support continued business growth and success in the years to come. Workforce and succession development remain key priorities for PavCo, as expectations in attracting and retaining top talent have grown.

Strategic investments in systems, processes, and resources have enabled PavCo to enhance data analytics, risk management, and client service functions. This has resulted in improved optimization and data-informed decision-making to grow sales and margins. This approach has also helped PavCo to strategically address the reality that, as its business grows, event scheduling has become more challenging as calendar availability at both venues has become more compressed. As both BC Place and the Vancouver Convention Centre approach event capacity, the need has increased to be more selective about what events to hold, with a priority on those that bring the most economic and community benefits for British Columbians.

Report on Performance: Goals, Objectives and Results

The following goals, objectives and performance measures have been restated from the 2024/25 – 2026/27 service plan. For forward-looking planning information, including current and future performance targets, please see the [latest service plan](#).

Goal 1: Generate economic and community benefits while building towards profitability

Objective 1.1: Create economic and community benefit for the people of B.C. through activities in our venues

Key results

- PavCo grew its top-line revenues to record-breaking levels, increasing to more than \$157 million for the first time in its history, a 26% increase over the prior fiscal year.
- Through hosting a diversified portfolio of more than 400 events strategically positioned across the venues, PavCo was able to achieve profitability and a positive Net Surplus of \$3.86 million, a considerable improvement over budget and the prior fiscal year.
- In addition to supporting thousands of industry jobs, PavCo purchased approximately \$115 million in operational goods and services, much of which was procured by local firms, including B.C. farmers, wine growers and service providers.
- PavCo generated \$818 million in overall economic impact, a 38% increase over the prior fiscal year.
- PavCo provided support to an increasing number of charitable organizations, non-profit community groups and Indigenous partners, including donating tickets and suites to each night of the Taylor Swift concerts, which raised approximately \$2 million for charities across the province.

Summary of progress made in 2024/25

PavCo was able to deliver on a variety of measures on its dual goal of delivering economic and community benefits to the people of British Columbia. PavCo continued to make informed and strategic investments in its venues to maintain its iconic assets at a world-class level, and to take advantage of new business opportunities and leverage them for future growth. Across the organization, PavCo realized increases in convention and spectator attendance, economic impact, top-line sales revenues, higher event gross margins and improved bottom-line performance. In addition, PavCo's community impact was substantial, benefiting multiple charities, non-profit organizations and Indigenous partners. A summary of key performance measures is provided below.

Performance measure(s) and related discussion

Performance Measures, in millions (M) ¹	2019/20 Baseline	2023/24 Actual	2024/25 Target	2024/25 Actual
[1.1a] Economic Impact ²				
Vancouver Convention Centre				
Visitor Spending from outside Metro Vancouver	\$346 M	\$371 M	\$414.4 M	\$442 M
Visitor Spending from outside British Columbia	\$272 M	\$317 M	\$352.1 M	\$372 M
BC Place				
All visitor spending	\$148 M	\$220 M	\$216.4 M	\$376 M
Visitor Spending from outside British Columbia	\$29 M	\$51 M	\$53.6 M	\$184 M
[1.1b] Delegate Days and Attendance)³				
Vancouver Convention Centre				
Delegate days from outside Metro Vancouver	0.620 M	0.484 M	0.537 M	0.560 M
Delegate days from outside British Columbia	0.421 M	0.371 M	0.408 M	0.420 M
BC Place				
Total attendance	1.019 M	1.031 M	0.957 M	1.194 M
[1.1c] Financial Performance ⁴				
Operating deficit target, before government sustaining contributions	\$8.817 M	\$11.319 M	\$22.786 M	\$5.930M

Data sources:

¹Performance measure targets for 2024/25 were stated in the [2024/25 – 2026/27 service plan](#). For forward-looking planning information, including current targets for 2025/26 – 2027/28, please see the latest service plan on the [BC Budget website](#).

²Economic impact is calculated using the BC Stats Input/Output model and is based on estimated expenditures by organizers and visitors at events in the facilities, subsequent spending in the province following the event and the multiplier effect through the economy of such spending. Metro Vancouver is a region within B.C. that encompasses Vancouver and surrounding communities.

³Delegate days for attendees at Vancouver Convention Centre for fiscal 2024/25 were actual days recorded in PavCo's event management system. Attendance at BC Place is the total of announced attendance by clients for attendance at their events.

⁴The corporate operating deficit before government contributions is from PavCo's audited financial statements and is the sum of: sales revenues, other revenues and deferred contributions, less total expenses. Operating Deficit / (Surplus) before interest, amortization, sustaining, and deferred contributions are: 2019/20 \$4.960 million, 2023/24 \$0.711 million and 2024/25 (\$4.714 million).

PavCo's performance for the fiscal year ending 2024/25, across its three key financial metrics of economic impact, attendance and financial performance, continued its upward trend of improving year-over-year performance.

There was a substantial improvement in the budgeted operating deficit target of \$22.78 million to an actual deficit of \$5.93 million, reflective of PavCo's operating sales growth strategies, effective cost management and continued commitment to delivering exceptional events at PavCo's world-class venues. Net operating results improved to a \$4.71 million surplus from the prior year's deficit of \$0.711 million. The resulting economic impact that was generated for the local and regional economy was significant, including creating thousands of employment hours, sustaining thousands of jobs and supporting industry across a multitude of sectors, including events, hospitality, film, sports and entertainment, and construction industries.

Vancouver Convention Centre

The economic impact created by the Vancouver Convention Centre in fiscal year 2024/25 continued to be substantial, at \$442 million. The convention and consumer shows' business segments were among the highest performing sectors in the business as event attendance from all areas improved over the prior year, with venue rentals, service recoveries and food and beverage sales all growing from previous levels. Strategic sales and marketing efforts continued to be a focus to attract business and fill calendar gaps during the fiscal year, while business development efforts supported securing future business within the venue.

The Vancouver Convention Centre also delivered significant benefits for the people of British Columbia through hosting a diverse range of partners and communities. This included welcoming a significant number of fundraising charitable galas throughout the year, thousands of worshippers for the Eid al-Adha prayers, and playing host to the Cause We Care Foundation that supported the assembly of more than 1,200 holiday care packages to support single mothers and their families.

The Vancouver Convention Centre also continued its journey towards reconciliation, which included working with the Museum of Vancouver to arrange for the restoration of the three totem poles located in the centre's East Building. The convention centre has worked to introduce several new, authentic Indigenous menu offerings at client events and to increase the number of Indigenous gatherings and events it hosts, which included welcoming back the Indigenous Partnerships Success Showcase for a second year.

BC Place Stadium

BC Place also saw a substantial improvement over the prior year, building on its strong performance from 2023/24 as economic impact and visitor spending grew to more than \$376 million. Positive results were realized across the entire range of event types, including live sporting events, concerts, consumer shows and special events. Securing high-profile concert tours was a major contributor to the stadium's success, demonstrating the confidence that

clients, tour operators and event organizers have in BC Place being able to deliver exceptional events on a global stage.

This past year saw significant progress made on major renovations at BC Place to help the stadium prepare to host seven matches at the FIFA World Cup 26. The upgrades underway include improvements in the areas of accessibility, player facilities and stadium technology.

BC Place's community impact during the past fiscal year was highlighted by leveraging its ticket assets for the final three shows of Taylor Swift's The Eras Tour to raise approximately \$2 million for charitable organizations across the province through the BC Place Community Benefit Program. BC Place also continued to be a welcoming and inclusive venue for Indigenous communities, including ongoing partnerships with Chef Andrew George and the Hope and Health Society. For the second consecutive year, the stadium played host to the Vancouver Pride Parade Pit Stop and hosted several youth related community events and partnerships including the Canuck Autism Network Sports Day and Kids Up Front Movie Night.

Goal 2: PavCo venues deliver service excellence

Objective 2.1: Foster an exceptional service culture

Key results

- PavCo has created a business environment which is deeply ingrained in the organization's values and practices, prioritizing positive client and guest experiences. This contributed to securing and successfully executing a series of major conventions, concerts and sporting events that had city-wide reach and are expected to build customer loyalty into the future. Each of PavCo's major service performance measures improved over the prior fiscal year, including the highest-ever Client Loyalty Index at the Vancouver Convention Centre.
- Approximately 535 staff across both venues participated in service excellence training, ensuring a continued focus on providing world-class experiences for clients and guests.
- Hearing loop systems were introduced at Guest Services kiosks at both venues to assist communications with people who are hearing impaired, and a permanent pet relief station was introduced at the Vancouver Convention Centre to accommodate service dogs of clients who visit us.

Summary of progress made in 2024/25

Providing exceptional client and guest experiences at PavCo events continued to be a top priority for fiscal year 2024/25. This past year saw more than 2.6 million guests visit PavCo's venues, BC Place and Vancouver Convention Centre. PavCo has placed a focus on several people-centric initiatives to help deliver on its goal of outstanding service. This included the introduction of an accessibility component in its service excellence training. Programs like this help ensure PavCo's facilities continue to be positioned as a market leader, both in the

community and industry, by offering outstanding experiences that support the diverse needs of people from around the world who visit BC Place and the Vancouver Convention Centre.

Performance measure(s) and related discussion

Performance Measures	2023/24 Actual	2024/25 Target	2024/25 Actual
[2a] Service Quality, VCC ^{1,2}	9.2/10	9.1/10	9.8/10
[2b] Client Satisfaction, BC Place ^{3,4}	4.5/5	4.4/5	4.6/5
[2c] Guest Satisfaction, BC Place ^{5,6}	4.1/5	4.4/5	4.3/5

Data sources:

¹ Client survey sent to all Vancouver Convention Centre (VCC) clients, conducted by Sentis Market Research. Client Loyalty Index is used to measure service quality for VCC. This combines overall satisfaction with the client's likelihood to rebook and recommend the facility. The survey also includes questions on true value for price, event planning process and event execution. Results are combined to determine an overall Loyalty Index that is measured as a score out of 10.

² PM [2a] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 9.1/10 and 9.2/10, respectively.

³ Comprehensive online client satisfaction survey. Developed in 2013, this survey is sent to all major clients who hold events at BC Place. Data from the survey measures client experience from the time of booking up to the preparation of the final billing for the event. Scores are measured as a total out of 5.

⁴ PM [2b] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 4.5/5 and 4.5/5, respectively.

⁵ Guest satisfaction survey, originally initiated at BC Place in 2012/13. Guest satisfaction results are collected via touch-screen stations distributed throughout the Stadium. Scores are measured as a total out of 5.

⁶ PM [2c] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 4.5/5 and 4.5/5, respectively.

PavCo is dedicated to providing outstanding guest service and innovative leadership in spectacular world-class facilities. To ensure this, surveys are conducted with clients and event attendees after events at BC Place and the Vancouver Convention Centre. The feedback and insights gathered from these surveys are reviewed across various departments for both successes and areas for improvement.

The Service Quality – Loyalty Index at the Vancouver Convention Centre for fiscal year 2024/25 is the highest-ever score achieved since working with Sentis Market Research. Understanding client objectives at the beginning of the event journey has provided the basis for delivering a supportive and tailored event experience for both clients and guests. Ongoing collaboration between different departments, partners and stakeholders continues to be important in delivering industry-leading, seamless client and guest experiences. In being open and responsive to feedback, improvements to training, processes and procedures are continuously made. Maintaining this exceptional score will remain one of PavCo's key priorities moving forward.

BC Place delivered a Client Satisfaction score of 4.6 out of 5 and a Guest Satisfaction score of 4.3 out of 5, both reflecting increases from the prior fiscal year and exceeding or close to target. The scores reflect responses to a diverse set of events across a range of markets, including responses from guests who had never been to BC Place before. A continued focus on elevated service, efficient and simplified event delivery strategies and amplified pre-event communication has helped achieve these increased scores.

PavCo continues to commit resources and efforts to providing exceptional service for guests and clients, recognizing staff members who go above and beyond, and further committing to using feedback generated from these surveys to enhance the service experience to create memorable and positive impressions for visitors.

Goal 3: A high-performing and values-driven team culture

Objective 3.1: Positive employee experience

Key results

- PavCo's employee engagement scores for 2024/25 were down overall from the prior fiscal year. While this was in line with industry trends overall, PavCo is committed to taking actions to address this, as discussed in the performance measures below.
- Efforts to improve employee experience continued throughout the year, with a focus on prioritizing several key initiatives, including learning and career development, mental health and wellness, employee attraction and retention, and maintaining a flexible work approach.
- PavCo expanded its learning and development and career growth resources, as more educational and training courses were offered via the organization's Learning Management System, including various wellness-related sessions.
- PavCo demonstrated its unwavering commitment to diversity, equity and inclusion in several ways, including accessibility training for people leaders to front-line team members, gender-based analysis plus training, 2SLGBTQIA+ inclusivity training, and continuing to partner with a variety of community organizations to ensure a diverse talent pool.
- PavCo provided several ways for its employees to live the corporation's community benefit mandate and commitment to diversity, equity and inclusion by participating and volunteering in events, including National Day for Truth and Reconciliation, Orange Shirt Day, the Vancouver Pride Parade, Destination Vancouver's Annual Downtown Cleanup, the Salvation Army's Community Meals Program, and Cause We Care's Holiday Care Package Drive.

Summary of progress made in 2024/25

Consistent with PavCo's strategic objective of delivering a meaningful employee experience, our aim is to enhance the workplace culture by attracting, developing and retaining industry-leading talent, while implementing development and engagement opportunities that foster a more fulfilling and productive environment.

Performance measure(s) and related discussion

Performance Measures ¹	2023/24 Actual	2024/25 Target ²	2024/25 Actual
[3a] Employee Engagement – Score on Employee Surveys, PavCo Overall ^{3,4}	70%	68%	60%
[3b] Employee Engagement – Score on Employee Surveys, BC Place ^{5,6}	59%	57%	57%
[3c] Employee Engagement – Score on Employee Surveys, VCC ^{7,8}	67%	67%	61%

Data sources:

¹ For the 2023/24 actuals, annual employee engagement surveys were developed and administered by the previous third-party independent engagement survey vendor. Employee Engagement Survey Scores for PavCo, BC Place and Vancouver Convention Centre are based on the Trust Index model which is a measure developed by the engagement provider.

² In fiscal year 2024/25, PavCo amended its survey approach by moving to a different vendor. The new engagement survey measures engagement levels across the organization and included full-time and part-time employees working within each venue and in shared services functions. All targets for 2024/25 were stated in the 2024/25 service plan.

³ Refers to all full-time and part-time PavCo employees at BC Place, the Vancouver Convention Centre and PavCo Head Office.

⁴ PM [3a] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 69% and 70%, respectively.

⁵ Refers to all full-time PavCo employees at BC Place.

⁶ PM [3b] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 58% and 59%, respectively.

⁷ Refers to all full-time and part-time PavCo employees at the Vancouver Convention Centre.

⁸ PM [3c] targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 68% and 69%, respectively.

PavCo introduced a new employee engagement survey tool in 2024/25, which uses a modern approach to measuring engagement, provides flexibility in design and prioritizes meaningful actions based on the survey results through statistical analysis. Using this new survey model, the overall engagement scores for both PavCo and the Vancouver Convention Centre were lower than both the target and prior year, while the engagement score for BC Place met targeted expectations. Though not reported as a primary measure in these results, event staff engagement scores remained high, with more than 70% of participants providing a positive engagement response.

With the post-pandemic push of North American companies returning to business as usual, there has been a marked decline in employee engagement scores across North America in the past few years, with top factors including employees feeling a lack of care, less focus on career development, less acknowledgement of employee wellbeing and insufficient staffing levels. Although PavCo's scores fit within the moderate range and align with the public sector average across Canada (at 59%), there were several factors that contributed to two measures not meeting target. These considerations included the identified need for more focus on career development and pathing, improved performance rewards and recognition, and clearly defining and communicating the corporation's strategy for all employees. As the average age of PavCo's workforce is also declining areas such as ongoing feedback are of increasing importance to that younger demographic.

PavCo is committed to listening to the feedback from its employee engagement survey and is working on several actions to address areas for improvement, intending to see improved scores next year.

Financial Report

For the auditor's report and audited financial statements, see [Appendix C](#). These documents can also be found on the B.C. Pavilion Corporation website.

Discussion of Results

PavCo's financial results for fiscal year 2024/25 continued the ongoing, positive upward trend experienced over the past several years. Bottom-line results were again well ahead of budget and last year's results at both venues. The Net Surplus of \$3.86 million exceeded the budgeted Net Deficit of \$14.65 million and last fiscal year's Net Deficit of \$3.51 million. These record-breaking financial results reflected strong revenues, growing event margins and effective management of operating costs throughout the year at both venues.

Total operating revenues of \$157.60 million were well ahead of the \$113.38 million budget, reflecting exceptionally strong event revenues from a busy event calendar, a healthy mix of event types, targeted sales efforts and improving ancillary revenues, such as sponsorship and partnership sales. Concerts, conventions, consumer shows, live sports and special events were again the highest performing segments. Total operating expenses, including interest and amortization of \$200.91 million, were \$27.77 million higher than budget, resulting from additional costs to support the higher-than-budgeted events.

Gross Margin for event revenues reached \$66.62 million in fiscal year 2024/25, demonstrating both event margin growth and additional revenue generation for ancillary-based business activities. For non-event-related operations, total expenditures of \$61.90 million were \$1.38 million lower than budget, with the majority of savings to budget related to staffing, business development and fees. Within this total, staffing costs of \$33.45 million were slightly better than budget, by \$0.76 million, which was increased in fiscal year 2023/24 to support the growing event business and related staffing needs across several departments within the venues.

Revenues at the Vancouver Convention Centre represent slightly more than half of PavCo's overall sales, and total operating revenues of \$82.95 million easily exceeded the budget of \$66.02 million. Revenues were generated across several business segments and client mix, supporting both the economic and community benefit mandate. Total Gross Margin was \$39.44 million, a \$9.52 million improvement to budget, while total operating expenses of \$81.55 million were higher than the \$72.45 million budget, reflecting the higher cost of sales required to deliver higher event revenues. Overall results for the Vancouver Convention Centre resulted in a Net Surplus of \$3.39 million, well ahead of the budgeted Net Deficit of \$2.98 million and a strong improvement to last year's Net Surplus of \$0.809 million.

BC Place also had an exceptional year, with operating revenues totalling \$74.64 million against a budget of \$47.35 million. Revenue generation occurred across its major lines of business, including live sporting events, concerts and entertainment, consumer shows and sponsorships, delivering further annual revenues to PavCo and agreements which will deliver benefits for PavCo well into the future. After Cost of Sales, the resulting Gross Margin of

\$27.18 million was substantially ahead of budget and last year's results. Total operating expenses of \$71.33 million were \$18.21 million higher than budget, reflecting the higher cost of sales required to support the higher revenues from hosted events. Overall Net Surplus of \$0.47 million was a considerable improvement over the budgeted Net Deficit of \$11.66 million, reflecting a robust performance at the stadium that exceeded both historical financial results and current-year expectations.

Under the terms of the loan agreement with the Province of British Columbia, PavCo incurred interest charges of \$3.97 million in fiscal year 2024/25 compared to \$4.08 million in fiscal year 2023/24. Reflecting prior significant capital investment in PavCo's facilities, amortization of capital assets accounted for \$44.04 million, slightly higher than the budget of \$43.59 million. Net Capital Expenditures amounted to \$48.38 million, invested across a broad range of items including major and routine capital asset upgrades, client and guest experience improvements, BC Place construction in preparation for the FIFA World Cup 26 and end-of-life asset replacement.

Overall Net Surplus for the Corporation was \$3.86 million, an improvement on both the budgeted Net Deficit of \$14.65 million and the \$3.51 million Net Deficit experienced in the prior fiscal year.

Financial Summary

(\$000s) ¹	2023/24 Actual	2024/25 Budget	2024/25 Actual	2024/25 Variance
Revenues				
Sales	121,320	109,890	153,002	43,112
Other Revenues	3,914	3,488	4,600	1,112
Revenue from Operations	125,234	113,378	157,602	44,224
Sustaining Contributions	7,805	8,136	9,791	1,655
Deferred Contributions	36,217	36,977	37,379	402
Total Revenue	169,256	158,491	204,772	46,281
Expenses				
Cost of Sales	70,599	62,291	90,981	28,690
Staff	29,599	34,220	33,456	(764)
Operations and Maintenance	17,520	17,627	18,599	972
General and Administration	5,234	6,217	6,282	60
Business Development	714	1,485	771	(714)
Fees	2,278	3,732	2,801	(931)
Loan Interest	4,086	3,977	3,977	0
Amortization	42,740	43,592	44,045	453
Total Expenses²	172,770	173,141	200,912	27,772
Surplus / (Deficit)	(3,514)	(14,650)	3,860	18,510
Total Debt	122,647	119,326	119,326	0
Capital Expenditures³	14,293	10,000	48,388	38,388
Accumulated Surplus (Deficit)	41,162	23,509	45,022	21,513

¹ The above financial information was prepared based on current Generally Accepted Accounting Principles.

² FY2024/25 budget includes minor rounding differences to audited financial statements

³ Includes capital construction costs for BC Place stadium, budget for which was adopted post-preparation of the 2024/25 Annual Service Plan

Variance and Trend Analysis

Financial results for fiscal year 2024/25 reflected an exceptional convergence of several large-scale events and conventions at both BC Place and the Vancouver Convention Centre that were particularly unique to this fiscal year. While PavCo and the provincial economy benefited from major events, including Taylor Swift's The Eras Tour, the Grey Cup Festival and Final, and the Invictus Games, those events typically occur in a multi-year cycle compared to more anticipated, recurring annual events. Results for this fiscal year are therefore extraordinary in PavCo's overall business cycle – while total revenues and net income from operations represented substantial year-over-year improvement, these financial metrics are expected to return to more normalized levels moving forward, as outlined in PavCo's 2025/26 – 2027/28 Service Plan.

Outside of the large-scale concerts, sporting events and conventions, demand continued to be strong in other business segments, including business meetings, consumer and trade shows, banquets and special events. This was reflected in an extremely busy event calendar at both venues, limited only by capacity constraints throughout the year. Inbound travel for events continued to remain strong from both domestic and international markets, though the ongoing trend of reduced corporate travel continued to be noticeable.

Risks and Uncertainties

PavCo is exposed to various risks related to its financial and business operations, several of which are described below:

- **Financial instrument risk:** PavCo's risk management objective when it invests in financial instruments is to ensure that any investments are in quality securities, to safely guard the assets of the shareholder and enable the Corporation to continue operations as a going concern.
- **Market risk:** Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect PavCo's income or the value of its financial instruments. PavCo's exposure to currency risk is related only to the value of foreign exchange transactions in the normal course of business, and the corporation manages this risk by minimizing the number of its transactions in foreign funds.
- **Interest rate risk:** PavCo is not subject to interest rate risk on its long-term debt as a fixed rate is provided for its loan agreement with the Province of British Columbia, which eliminates fluctuations in the value of this financial instrument during the repayment period.
- **Liquidity risk:** Liquidity risk is the risk that PavCo will have difficulty in meeting its financial obligations when they come due. PavCo manages liquidity risk by continually monitoring cash flows and through the receipt of grants and borrowed funds from its shareholder.
- **Credit risk:** Credit risk is the risk of financial loss to PavCo if a customer or counterparty to a financial instrument fails to meet its contractual obligations. PavCo's

exposure to credit risk is related only to the value of accounts receivable in its normal course of business, and the Corporation manages this risk by minimizing the amount of transactions that require recovery. The Corporation continually monitors and manages the collection of receivables from customers.

- **Tariff risk:** Along with many businesses in the Canadian market, PavCo is exposed to the effects of developing protectionist economic and trade policies from the United States. These risks include supply chain access, additional costs and potential travel reductions from US visitors. The effects of these risks continued to be closely monitored with active planning adjustments in the business to minimize the impact.

Appendix A: Progress on Mandate Letter Priorities

The following is a summary of progress made on priorities as stated in the 2023 Mandate Letter from the Minister Responsible.

2021/22 Mandate Letter Priority	Status as of March 31, 2025
Continue to manage client relationships and explore options to replace lost revenue at PavCo's public facilities and increase operational efficiencies to manage cost impacts of COVID-19.	PavCo continuously evaluates opportunities for improved efficiencies and new business. Its efforts and success at fully rebounding from the cost impacts of COVID-19 are evident in its record-breaking performance this fiscal year.
Work with Government and health officials and the events and conventions sector to collaborate on strategies to support the safe resumption and recovery of the sector.	Both BC Place and the Vancouver Convention Centre are GBAC STAR venues, recognizing PavCo's rigorous protocols in response to bio-risk. Both venues reopened after the COVID-19 pandemic in strict compliance with the provincial health regulations and industry best practices and continue to monitor and evolve operations in response to risk.

2023 Mandate Letter Priority	Status as of March 31, 2025
<p>Ensure PavCo's programs and investments are aligned with the Strategic Framework for Tourism in B.C., and other Government priorities, including support for sport, music, and arts event hosting and pandemic response and recovery.</p>	<p>PavCo's programs are aligned with the pillars of the Strategic Framework for Tourism and other government priorities, including:</p> <ul style="list-style-type: none"> • Driving bookings in B.C.'s business events and conferences industry, contributing to significant economic impact and recovery for the province. • Working with Indigenous community partners to ensure PavCo is continuing its reconciliation journey through several actions, including respectful collaboration and meaningful engagement and education. • Championing leading human resources practices and promoting a variety of learning, development and career opportunities. • Ensuring PavCo venues are inclusive and welcoming destinations. <p>PavCo works to support jobs both internally and by supporting the province's tourism value chain.</p> <p>In PavCo's hosting of sports, music and arts events, significant contributions have been made to the economy of the province, including a record year for economic impact.</p> <p>Environmental sustainability is key to PavCo's strategy, and continued efforts are being undertaken to ensure all opportunities for clean growth are being harnessed.</p>

2023 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to demonstrate innovation and the value achieved by delivering economic, social, environmental and culturally focused initiatives and programs through a blended approach of seeking high revenue generation, providing benefits to communities, and supporting B.C. goods and services consistent with provincial trade commitments.</p>	<p>PavCo continues to show its commitment to a mix of clients that provide both economic and community benefits. PavCo and its venues have also shifted their strategic focus to a growing portion of provincial and Canadian events in consideration of the global economic environment. PavCo's approach is to maximize its booking calendar for profitability while continuously evaluating opportunities for community engagement.</p>
<p>Broaden the community engagement of PavCo's facilities with a wider range of community stakeholders through the continued development and execution of PavCo's community engagement strategy.</p>	<p>PavCo expanded its engagement with community stakeholders across its venues, with several ongoing and new partnerships, including:</p> <ul style="list-style-type: none"> • Community-related events, such as the Canucks Autism Network Sports Day, Kids Up Front Movie Night, Vancouver Pride Parade Pit Stop, Cause We Care Foundation Holiday Drive and Hope and Health Society soccer clinics. • Staff engagement and volunteer opportunities, including with the Salvation Army, Pink Shirt Day, Red Shirt Day, Destination Vancouver's Clean-Up Party and the Cause We Care Foundation Holiday Drive. • Community fundraising, including approximately \$2 million raised through the BC Place Community Benefit Program. • Ensuring that PavCo's venues are accessible and inclusive to all community members. Actions over the past year included accessibility and inclusivity training from senior leaders to frontline staff, new

2023 Mandate Letter Priority	Status as of March 31, 2025
	<p>service animal relief stations, hearing loop installations and new gender-neutral and accessible washroom upgrades at both BC Place and the Vancouver Convention Centre.</p>
<p>Building on the success of the Vancouver Convention Centre, continue to act as a global sustainability leader, and explore cost-efficient opportunities for environmental improvement in all facilities.</p>	<p>PavCo has been working to elevate its efforts to continue acting as a global environmental and sustainability leader throughout the past year.</p> <p>At BC Place, efforts are currently focused on obtaining LEED certification for the stadium to demonstrate its commitment to sustainable practices and environmental stewardship. The Vancouver Convention Centre is the world's first double LEED Platinum-certified convention centre.</p> <p>This past fiscal year also saw PavCo kick-start its journey to zero waste at BC Place and the Vancouver Convention Centre. This includes training for staff and partners to align PavCo's practices with its goal of achieving TRUE certification for zero waste by the end of 2026.</p>

2023 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to explore options for additional revenue streams that align with PavCo's mandate and Government's priorities, while working collaboratively with Indigenous and community partners.</p>	<p>PavCo has expanded the range of events hosted at BC Place and the Vancouver Convention Centre beyond their traditional programming, welcoming a significant number of new event types that reflect a more diverse use of space and create broader benefits for British Columbians.</p> <p>At BC Place, this has included hosting corporate dinners, ticketed events with food and beverage experiences directly on the field, and new ways to activate areas beyond the stadium walls. At the Vancouver Convention Centre, the past year has seen it act as a corporate hub and host for major events, most notably during the Invictus Games Vancouver Whistler 2025, and as a central community gathering space during the successful week-long Grey Cup Festival. These efforts not only enhance revenue generation but also position PavCo's venues as flexible, multi-purpose community assets for British Columbians.</p> <p>Engagements with Indigenous community partners continued to be a strong priority for PavCo and its venues. Last year's highlights included a loan extension from the Museum of Vancouver for the totem poles displayed in the Vancouver Convention Centre and overseeing their full restoration; continued partnerships with Indigenous organizations including the Hope and Health Society and Chef Andrew George; new partnerships with organizations including the Orange Shirt Society; and event ticket donations to several Indigenous groups including the Indian Residential Schools Survivors Society and Urban Native Youth Association.</p>

2023 Mandate Letter Priority	Status as of March 31, 2025
<p>Work with the Ministry of Tourism, Arts, Culture and Sport and events and convention partners to collaborate on strategies to support a vibrant meetings, events and sports sector with special focus on working with B.C. host cities and organizers of upcoming marquee events including the Grey Cup in 2024, Invictus Games in 2025, FIFA World Cup in 2026 and various international conferences to ensure they provide positive benefits for businesses, communities, and the tourism sector while also focusing on supporting strategies related to mitigating hotel occupancy challenges impacting the Vancouver Convention Centre.</p>	<p>Through the marquee events hosted at its venues and in collaboration with government, PavCo continues to work closely with organizers and other partners, such as the City of Vancouver and Destination Vancouver, to help plan, promote and amplify the impact of these global-sized events.</p> <p>Some strategies included the involvement of PavCo staff on event steering committees, engagement with various industry stakeholders, including the tourism and hotel sector, and working with the local Board of Trade to amplify tourism and economic development efforts for marquee events.</p>

Appendix B: Subsidiaries and Operating Segments

Operating Segments

Vancouver Convention Centre

Financial Summary

(\$000s)	2023/24 Actual	2024/25 Budget	2024/25 Actual	2024/25 Variance
Revenues				
Sales	74,975	66,022	82,633	16,611
Other Revenues	226	-	324	324
Revenue from Operations	75,201	66,022	82,957	16,935
Sustaining Contributions	-	3,744	2,205	(1,539)
Deferred Contributions	20,599	21,261	21,715	454
Total Revenues	95,800	91,027	106,877	15,850
Expenses				
Cost of Sales	39,153	34,004	43,520	9,516
Staff	17,211	19,482	18,665	(817)
Operations and Maintenance	13,265	12,800	14,222	1,422
General and Administration	3,197	3,656	3,368	(288)
Business Development	452	831	508	(323)
Fees	957	1,679	1,269	(409)
Capital Asset Amortization	20,757	21,564	21,940	376
Total Expenses	94,992	94,016	103,492	9,476
Surplus / (Deficit)	808	(2,989)	3,385	6,375

Discussion of Variance

See discussion 'Financial Report, Discussion of Results' on pages 17-21.

BC Place

Financial Summary

(\$000s)	2023/24 Actual	2024/25 Budget	2024/25 Actual	2024/25 Variance
Revenues				
Sales	46,345	43,868	70,369	26,501
Other Revenues	3,688	3,488	4,276	788
Revenue from Operations	50,033	47,356	74,645	27,285
Sustaining Contributions	7,805	4,392	7,586	3,194
Deferred Contributions	15,618	15,716	15,664	(52)
Total Revenues	73,456	67,464	97,895	30,431
Expenses				
Cost of Sales	31,446	28,287	47,461	19,174
Staff	12,388	14,738	14,791	53
Operations and Maintenance	4,255	4,827	4,377	(450)
General and Administration	2,037	2,561	2,914	353
Business Development	262	654	263	(391)
Fees	1,321	2,054	1,532	(522)
Loan Interest	4,086	3,977	3,977	-
Capital Asset Amortization	21,983	22,027	22,105	78
Total Expenses	77,778	79,125	97,420	18,295
Surplus / (Deficit)	(4,322)	(11,661)	475	12,136

Discussion of Variance

See discussion 'Financial Report, Discussion of Results' on pages 17-21.

Appendix C: Auditor's Report and Audited Financial Statements

B.C. Pavilion Corporation

Financial Statements

Fiscal Year Ended March 31, 2025

Audited Financial Statements

March 31, 2025

B.C. Pavilion Corporation

Statement of Management Responsibility

The financial statements of the B.C. Pavilion Corporation have been prepared by management in accordance with the financial reporting framework disclosed in note 2 to these financial statements, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with information contained in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Systems of internal control are developed and maintained by management to provide reasonable assurance that reliable information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and financial records are properly maintained to provide a reliable basis for preparation of the financial statements.

The B.C. Pavilion Corporation Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board and its Audit and Governance Committee. The Board reviews internal financial statements at each meeting and external audited financial statements annually. Significant financial reporting or internal control matters are discussed by the Board and its Audit and Governance Committee prior to their approval of the Corporation's financial statements.

PricewaterhouseCoopers LLP conducts an independent examination, in accordance with Canadian auditing standards, and expresses their opinion on the B.C. Pavilion Corporation financial statements. The auditors have full and free access to all financial management records of B.C. Pavilion Corporation and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements for B.C. Pavilion Corporation.



Gwendolyn Point
Chair – Board of Directors



Curt Walker, FCPA, FCMA
Chief Financial Officer

Vancouver, British Columbia
June 12, 2025



Independent auditor's report

To the Board of Directors of B.C. Pavilion Corporation and the Minister of Tourism, Arts, Culture and Sport, Province of British Columbia

Our opinion

In our opinion, the accompanying financial statements of B.C. Pavilion Corporation (the Corporation) as at March 31, 2025 and for the year then ended are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

What we have audited

The Corporation's financial statements comprise:

- the statement of financial position as at March 31, 2025;
- the statement of operations and change in accumulated surplus for the year then ended;
- the statement of change in net debt for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Emphasis of matter – basis of accounting

We draw attention to note 2 to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting

PricewaterhouseCoopers LLP

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PwC refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



standards. Note 19 to the financial statements discloses the impact of these differences. Our opinion is not modified in respect of this matter.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation of the financial statements in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
June 13, 2025

B.C. Pavilion Corporation
Statement of Financial Position
(in \$000s)

	Note	March 31 2025	March 31 2024
Financial Assets			
Cash	4	36,840	38,784
Investments	4	313	354
Accounts receivable	5	12,665	13,998
Due from governments	6	12,779	8,589
		<u>62,597</u>	<u>61,725</u>
Liabilities			
Accounts payable and accrued liabilities	7	25,623	17,809
Due to governments	6	10,876	9,547
Employee leave liability		1,706	1,643
Deferred revenue	8	34,179	50,022
Deferred capital contributions – government	9	746,685	736,225
Deferred capital contributions – other	10	3,813	4,478
Long-term debt	11	119,326	122,647
		<u>942,208</u>	<u>942,371</u>
Net debt		<u>(879,611)</u>	<u>(880,646)</u>
Non-financial assets			
Tangible capital assets	12	923,983	919,639
Inventories held for use		86	100
Prepaid expenses		564	2,069
		<u>924,633</u>	<u>921,808</u>
Accumulated surplus		<u>45,022</u>	<u>41,162</u>
Contingencies and contractual obligations	13		

Approved on behalf of the board:

Gwendolyn Point.
Chair – Board of Directors

Flavia Coughlan
Chair – Audit & Governance Committee

The accompanying notes are an integral part of these financial statements.

B.C. Pavilion Corporation
Statement of Operations and Change in Accumulated Surplus
(in \$000s)

		31-March-25		31-March-24
	Note	Budget	Actual	Actual
		<i>(Note 17)</i>		
Revenues	20			
Event revenues		101,463	145,076	112,650
Lease revenues		7,131	6,325	7,183
Miscellaneous revenues		3,488	4,600	3,913
Operating contributions - government		8,136	9,791	7,805
Deferred capital contributions -government		36,312	36,713	35,386
Deferred capital contributions - other		665	666	832
Interest revenue		1,296	1,601	1,487
		<u>158,491</u>	<u>204,772</u>	<u>169,256</u>
Expenses	14,20			
BC Place Stadium		79,054	97,420	77,778
Vancouver Convention Centre		94,083	103,492	94,992
		<u>173,137</u>	<u>200,912</u>	<u>172,770</u>
Annual operating surplus / (deficit)		<u>(14,646)</u>	<u>3,860</u>	<u>(3,514)</u>
Accumulated surplus, beginning of year		<u>41,162</u>	<u>41,162</u>	<u>44,676</u>
Accumulated surplus, end of year		<u>26,516</u>	<u>45,022</u>	<u>41,162</u>

The accompanying notes are an integral part of these financial statements.

B.C. Pavilion Corporation
Statement of Change in Net Debt
(in \$000s)

	<u>31-March-25</u>		<u>31-March-24</u>
	<u>Budget</u>	<u>Actual</u>	<u>Actual</u>
	<i>(Note 17)</i>		
Annual operating (deficit)	(14,646)	3,860	(3,514)
Acquisition of tangible capital assets	(48,300)	(48,389)	(14,293)
Amortization of tangible capital assets	43,591	44,045	42,740
	<u>19,355</u>	<u>(484)</u>	<u>24,933</u>
Acquisition of prepaid expense		(6,502)	(7,647)
Use of prepaid expense		8,007	6,531
		<u>1,505</u>	<u>(1,116)</u>
Acquisition of inventory for use		(423)	(209)
Use of inventory		437	204
		<u>14</u>	<u>(5)</u>
Decrease in net debt	<u>19,355</u>	<u>1,035</u>	<u>23,812</u>
Net debt – beginning of year		<u>(880,646)</u>	<u>(904,458)</u>
Net debt – end of year		<u>(879,611)</u>	<u>(880,646)</u>

The accompanying notes are an integral part of these financial statements.

B.C. Pavilion Corporation
Statement of Cash Flows
(in \$000s)

	March 31 2025	March 31 2024
Surplus (Deficit) for the year	3,860	(3,514)
Changes in Non-cash Items Included in (Deficit):		
Amortization of tangible capital assets	44,045	42,740
Amortization of deferred capital contributions – government	(36,713)	(35,386)
Amortization of deferred capital contributions – other	(666)	(832)
Changes in Non-Cash Working Capital Items:		
Accounts receivable	1,333	433
Due from governments	(4,190)	(1,367)
Due to governments	1,329	24
Accounts payable and accrued liabilities	7,814	(934)
Employee leave liability	64	153
Deferred revenue	(15,843)	15,394
Inventories held for use	14	(5)
Prepaid expenses	1,505	(1,116)
<i>Cash provided by operating transactions</i>	2,552	15,590
Purchase of tangible capital assets	(48,389)	(14,293)
<i>Cash used in capital transactions</i>	(48,389)	(14,293)
Investing Transactions		
Investment	41	37
<i>Cash provided by investing transactions</i>	41	37
Financing Transactions		
Deferred capital contributions – government	47,173	13,104
Repayment of long-term debt	(3,321)	(3,214)
<i>Cash provided by financing transactions</i>	43,852	9,890
(Decrease) Increase in cash	(1,944)	11,224
Cash - beginning of year	38,784	27,560
Cash - end of year	36,840	38,784

B.C. Pavilion Corporation
Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

1. Authority and Nature of Operations

B.C. Pavilion Corporation (PavCo or the Corporation) was formed on April 1, 2008 under the *British Columbia Business Corporations Act*, following the amalgamation of the former B.C. Pavilion Corporation and Vancouver Convention Centre Expansion Project Ltd. (VCCEP). PavCo is wholly owned by the Province of British Columbia, and reports to the Legislative Assembly through the Minister of Tourism, Arts, Culture and Sport. As a provincial Crown agency, PavCo is subject to legislative regulations in government reporting Acts which include the *Budget Transparency and Accountability Act* and the *Financial Administration Act*.

PavCo's mandate is to generate economic and community benefit for the people of British Columbia through the prudent management of public facilities. PavCo achieves this by developing, marketing and operating iconic world class public convention, sports and entertainment facilities. The Corporation owns and operates BC Place Stadium and the Vancouver Convention Centre's west facility. The Corporation operates the Vancouver Convention Centre's east facility under a separate agreement with Canada Place Corporation.

PavCo is exempt from income taxes under the Income Tax Act.

2. Significant Accounting Policies

These financial statements have been prepared by management in accordance with the accounting requirements of Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia which requires that financial statements be prepared in accordance with Canadian public sector accounting standards except in regard to accounting for government transfers as set out in Note 19. Significant accounting policies used in the preparation of these financial statements are:

Financial assets

Cash includes cash held at Canadian financial institutions.

Accounts receivable are recorded at cost less the amount of any valuation allowance (bad debt allowance). Valuation allowances are made when collection is in doubt. Changes in valuation allowances are recognized as expenses in the period when the valuation change is made. Interest is only accrued on receivables when collection is reasonably assured.

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Asset costs (excluding land), less any residual value, are amortized over their estimated useful lives to PavCo as follows:

Buildings and improvements	5 to 50 years, straight-line
Leasehold improvements	Over the shorter of the estimated useful life of the improvement or the term of the lease, straight-line
Equipment and other capital assets	1 to 10 years, straight-line
Furniture and fixtures	3 to 20 years, straight-line
Vehicles	30% per annum, declining balance
Computer hardware and software	3 to 5 years, straight-line

B.C. Pavilion Corporation
Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

2. Significant Accounting Policies (cont.)

Assets under construction are recorded at cost and include direct costs during development and construction, indirect costs that are directly attributable to the construction or development activity and other carrying costs. When construction is substantially complete or the asset is ready for use, it is subsequently amortized over its estimated useful life.

In the year of asset acquisition, amortization will be recorded at 50% of the normal annual rate, calculated for the asset as per above. In the final year or the year of disposition, amortization will be charged at 50% of the annual rate.

Contributed tangible capital assets are recorded at fair value as of the date of contribution. When fair value of a contributed asset cannot be determined by market or appraisal estimates, the asset is recorded at nominal value.

PavCo reviews the value of its tangible capital assets that are in active service for impairment based on their service potential. Assets are written down when conditions indicate that they no longer contribute to PavCo's ability to provide goods and services.

PavCo does not report the cost of its artwork and theming program in the statement of financial position as artwork is not recognized under PSAS. All costs associated with developing, constructing, acquiring, installing and securing these assets are expensed when incurred.

Inventories

Inventories consist of minor consumable supplies held for use in the course of operations at PavCo's facilities and are recognized at historical cost.

Prepaid expenses

Prepaid expenses include cash disbursements for facility insurance and future event and operational costs, which will be charged to expense over the periods expected to benefit from them.

Revenue recognition

Revenues from events held at PavCo's facilities are recognized over time throughout the course of the events. Amounts received in advance of event completion are recorded as deferred revenue. Non-event related revenues are recognized on an accrual basis and in the period in which the transactions or events that gave rise to the revenues occurred. Food and beverage revenues are recognized on a gross revenue basis and included within event revenues, while related expenses are included as an event direct cost.

Revenues received in advance from lease and business alliance agreements, and expenses incurred to generate them, are deferred and amortized on a straight-line basis over the term specified in the agreements.

Revenue resulting from contra-transactions, such as the exchange of goods or services for advertising, is recognized at fair market value. Unearned revenue is deferred and amortized over the term of the services contract.

Operating contributions are recognized as income in the period for which they are contributed. Contributions restricted for specific purposes are recorded as deferred contributions and recognized in revenue in the period in which the stipulation or restriction on the contributions have been met.

B.C. Pavilion Corporation
Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

2. Significant Accounting Policies (cont.)

Capital contributions

The value of contributed depreciable tangible capital assets or funding received from government or other external sources for the purpose of acquiring or developing tangible capital assets for use in providing services, is treated as deferred capital contributions. These contributions are amortized to revenue in the period during which the assets are used to provide services, at the same amortization rate as the related tangible capital assets. If the net book value of a depreciable tangible capital asset funded by a deferred capital contribution is reduced for any reason other than amortization, the proportionate share of the deferred contribution is recognized to revenue during the same period.

This accounting treatment is not consistent with the requirements of Canadian PSAS which require that government transfers or externally restricted contributions be recognized as revenue when approved by the transferor and eligibility criteria have been met unless the transfer or externally restricted contribution contains a stipulation that creates a liability, in which case the transfer is recognized as revenue over the period that the liability is extinguished.

Funding received for the acquisition of land or a transfer in the form of land, is recognized as revenue in the same period that the asset is acquired.

Expenses

The cost of all goods consumed and services received during the fiscal year, not related to assets, is expensed. Expenses are reported on an accrual basis. Direct costs from events held at the facilities are recognized upon completion of the events. Amounts incurred in advance of event completion are recorded as prepaid expenses. Environmental costs are recorded when a determination of liability is made and the related costs can be reasonably estimated.

Financial Instruments - recognition and measurement

PavCo's financial instruments consist of cash and cash equivalents, accounts receivable, due from governments, accounts payable and accrued liabilities, due to governments and long-term debt. All financial instruments are carried at cost or amortized cost in the financial statements. All financial assets are assessed annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations.

Employee pension plan

PavCo and its employees contribute to the Public Service Pension Plan in accordance with the Public Sector Pension Plans Act. Defined contribution plan accounting is applied because sufficient information is not available to apply defined benefit accounting. Contributions are expensed as they become payable (note 15).

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Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

3. Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosed amounts of contingent assets and liabilities at the reporting date as well as the reported amounts of revenues and expenses during the reporting period. Uncertainty in the determination of these amounts is known as measurement uncertainty.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Actual results could differ from these estimates. Estimates included in these financial statements are accrued liabilities, collectability of accounts receivable and estimated useful life of tangible capital assets.

4. Cash and Investments

	March 31 2025	March 31 2024
Unrestricted cash	36,840	38,784
Investments	313	354

Investments represent PavCo's proportionate interest in the Convention Development Fund, which is a joint initiative with Tourism Vancouver and the Vancouver Hotel Destination Association.

5. Accounts Receivable

	March 31 2025	March 31 2024
Trade	12,883	14,640
Other receivables	232	728
Subtotal	13,115	15,368
Less: provision for doubtful accounts	(450)	(1,370)
	12,665	13,998

6. Due to and from Governments

	March 31 2025	March 31 2024
Due from federal government	-	65
Due from provincial government	12,779	8,524
Total due from governments	12,779	8,589
Due to federal government	419	-
Due to provincial government	10,457	9,547
Total due to government	10,876	9,547

Due from provincial government represents contributions for tangible capital assets purchased this fiscal year. Included in due from provincial government are contributions from the Province of BC for the acquisition of FIFA capital assets and operating expenses.

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Notes to the Financial Statements
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7. Accounts Payable and Accrued Liabilities

	March 31 2025	March 31 2024
Trade accounts payable and accrued liabilities	21,459	15,530
Accrued interest on long-term debt	1,965	2,020
Builder's lien and other holdbacks	2,199	259
	<u>25,623</u>	<u>17,809</u>

8. Deferred Revenue

	March 31 2025	March 31 2024
Unearned lease revenues	18,208	18,435
Unearned event revenue and deposits	15,971	31,587
	<u>34,179</u>	<u>50,022</u>

Unearned lease revenue represents funds received in advance from lease and business alliance agreements and is recognized in accordance with the terms specified in those agreements. The terms of the business alliance agreements range from 10 years to 50 years. Event revenues and deposits are receipts in advance of scheduled event dates and are deferred until completion of the event.

9. Deferred Capital Contributions – Government

Government contributions are funding transfers that contain eligibility criteria and legislative or contractual stipulations with respect to their use. PavCo has received funding for asset acquisition and capital construction projects at PavCo's facilities as follows:

	Balance April 1 2024	Contributions during year	Amortized to revenue	Balance March 31 2025
Government of Canada	156,287	-	(4,556)	151,731
Province of British Columbia	579,938	47,173	(32,157)	594,954
	<u>736,225</u>	<u>47,173</u>	<u>(36,713)</u>	<u>746,685</u>

	Balance April 1 2023	Contributions during year	Amortized to revenue	Balance March 31 2024
Government of Canada	160,843	-	(4,556)	156,287
Province of British Columbia	597,664	13,104	(30,830)	579,938
	<u>758,507</u>	<u>13,104</u>	<u>(35,386)</u>	<u>736,225</u>

Contributions from the Government of Canada comprise federal funding for the construction of the Vancouver Convention Centre's west facility and the connector between the east and west facility. The

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For the year ended March 31, 2025 (tabular amounts in \$000s)

funding for the Vancouver Convention Centre's west facility includes the construction of the waste water treatment facility. Contributions from the Province of British Columbia are for tangible capital assets.

9. Deferred Capital Contributions – Government (cont)

Government contributions for capital are amortized to revenue in the period during which the assets are used to provide those services, at a rate corresponding with the amortization rate for the related tangible capital assets. Other government contributions are recognized when their legislative or contractual stipulations are met.

10. Deferred Capital Contributions – Other

	Balance April 1 2024	Receipts during year	Amortized to revenue	Balance March 31 2025
Other contributions	4,478		(665)	3,813

	Balance April 1 2023	Receipts during year	Amortized to revenue	Balance March 31 2024
Other contributions	5,309		(832)	4,478

Other deferred contributions include contributions, defined by their contractual stipulations, from non-related parties to fund major improvements to or for the acquisition of capital assets. Included in other deferred contributions are value-in-kind contributions of tangible capital assets.

11. Long-term Debt

	March 31 2025	March 31 2024
Province of British Columbia	119,326	122,647

In fiscal 2010, PavCo entered into a long-term loan agreement with the Province of British Columbia to provide financing for the revitalization at BC Place Stadium. PavCo received the balance of the loan in fiscal 2011. The loan is secured by the assets of BC Place Stadium and the Vancouver Convention Centre.

Under the terms of the loan agreement, the repayable loan was non-interest bearing during the construction and start-up period. Commencing April 2, 2013, PavCo began repaying the loan by providing semi-annual blended payments of principal and interest. For fiscal year 2025, \$3.32 million was repaid on the loan with \$4.01 million paid in interest.

The debt bears an interest rate of 3.29%. The current repayment schedule reflects loan payments by PavCo of \$7.33 million for fiscal years 2025 through 2048 and \$3.7 million for fiscal year 2049 (debt maturity).

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For the year ended March 31, 2025 (tabular amounts in \$000s)

12. Tangible Capital Assets

	BC Place	Vancouver Convention Centre⁽¹⁾	March 31 2025	March 31 2024
Land and improvements	32,466	41,442	73,908	73,908
Buildings and improvements	330,102	480,554	810,656	807,928
Leasehold improvements	-	18,172	18,172	19,931
Equipment	7,907	3,351	11,258	8,552
Furniture and fixtures	5,741	969	6,710	7,762
Computer hardware/software	2,419	860	3,279	1,558
Total	378,635	545,348	923,983	919,639

(1) Includes Shared Services office assets

Included above as at March 31, 2025 is work-in-progress in the below tangible capital asset categories.

	BC Place	Vancouver Convention Centre	March 31 2025	March 31 2024
Buildings and improvements	41,565	1,101	42,666	7,319
Leasehold improvements	-	4,580	4,580	4,241
Equipment	3,834	873	4,707	3,879
Furniture and fixtures	10	357	367	920
Computer hardware/software	2,005	367	2,372	463
Total Work-in-Progress	47,414	7,278	54,692	16,822

Artwork

PavCo holds a variety of art pieces at its facilities; however, it does not recognize the cost or value of artwork in its financial statements. All costs of developing, constructing, acquiring, installing and securing the pieces have been expensed. The Corporation has title to most pieces in the program, and is responsible for the preservation and protection of all pieces.

The Vancouver Convention Centre's comprehensive art program, which was produced as part of the west facility expansion, includes various paintings, sculptures, First Nations pieces, and other items. The historical cost of these art pieces at March 31, 2025 is \$6.2 million (\$6.2 million at March 31, 2024).

The Corporation uses the historical cost value of the art pieces for insurance purposes unless appraisal values are available.

B.C. Pavilion Corporation
Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

12. Tangible Capital Assets (cont.)

	Land and Improvements	Buildings and Improvements	Leasehold Improvements	Equipment	Furniture and Fixtures	Vehicles	Computer Hardware and Software	2025
Cost:								
Opening balance	73,908	1,320,489	52,717	78,343	36,857	25	7,377	1,569,716
Additions	-	39,674	1,860	4,400	69	-	2,385	48,388
Disposals and adjustments	-	11	(3)	(7,926)	(262)	-	(165)	(8,345)
Closing balance	73,908	1,360,174	54,574	74,817	36,664	25	9,597	1,609,759
Accumulated amortization:								
Opening balance	-	(512,561)	(32,786)	(69,791)	(29,095)	(25)	(5,819)	(650,077)
Amortization expense	-	(36,957)	(3,616)	(1,695)	(1,123)	-	(654)	(44,045)
Effect of disposals and adjustments	-	-	-	7,927	264	-	155	8,346
Closing balance	-	(549,518)	(36,402)	(63,559)	(29,954)	(25)	(6,318)	(685,776)
Net book value	73,908	810,656	18,172	11,258	6,710	-	3,279	923,983

B.C. Pavilion Corporation
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12. Tangible Capital Assets (cont.)

	Land and Improvements	Buildings and Improvements	Leasehold improvements	Equipment	Furniture and Fixtures	Vehicles	Computer Hardware and Software	2024
Cost:								
Opening balance	72,734	1,313,613	52,384	75,275	35,925	25	7,130	1,557,086
Additions	1,174	6,898	298	3,807	1,171	-	945	14,293
Disposals and adjustments	-	(22)	35	(739)	(239)	-	(698)	(1,663)
Closing balance	73,908	1,320,489	52,717	78,343	36,857	25	7,377	1,569,716
Accumulated amortization:								
Opening balance	-	(476,035)	(30,169)	(68,952)	(28,153)	(25)	(5,666)	(609,000)
Amortization expense	-	(36,527)	(2,617)	(1,574)	(1,186)	-	(836)	(42,740)
Effect of disposals and adjustments	-	1	-	735	244	-	683	1,663
Closing balance	-	(512,561)	(32,786)	(69,791)	(29,095)	(25)	(5,819)	(650,077)
Net book value	73,908	807,928	19,931	8,552	7,762	0	1,558	919,639

B.C. Pavilion Corporation
Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

13. Contingencies and Contractual Obligations

a) *Contingent liabilities*

- i) Environmental - PavCo remains liable for environmental and reclamation obligations for known hazards that may exist at its facilities and has recognized soil remediation costs in the financial statements. As at March 31, 2025, management is not aware of any additional existing environmental problems related to its facilities that may result in material liability to the Corporation.
- ii) Legal - the Corporation is named in various legal actions resulting from operations at PavCo's facilities. No determination can be made on the eventual outcome or disposition of the legal actions. PavCo does not expect the outcome of any proceedings, individually or in the aggregate, to have a material impact on the Corporation's financial position.

b) *Contractual obligations*

- i) Operating leases and maintenance - the Corporation is committed to payments under several operating leases and maintenance agreements, the longest of which extends to 2030. These represent total commitments as follows:

Fiscal 2026	6,712
Fiscal 2027	3,746
Fiscal 2028	2,560
Fiscal 2029	2,601
Fiscal 2030 and beyond	7,643

- ii) Capital projects - at March 31, 2025, the Corporation has committed to future expenditures of under contracts currently entered into with respect to remaining capital obligations as follows:

Fiscal 2026	11,791
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14. Expenses by Object

The following summarizes expenses by object:

	2025	2025	2024
	Budget	Actual	Actual
Event direct costs	62,291	90,981	70,599
Salaries, wages and benefits	34,220	33,456	29,599
Operating expenses	17,627	18,599	17,520
General and administration	6,218	6,282	5,234
Business development	1,481	771	714
Professional consulting fees	3,732	2,801	2,278
Interest on long-term debt	3,977	3,977	4,086
Amortization	43,591	44,045	42,740
Total	173,137	200,912	172,770

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Notes to the Financial Statements
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15. Employee Pension Plan

PavCo and its employees contribute to the Public Service Pension Plan, a jointly trustee pension plan. The Public Service Pension Plan Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the plan, including investment of the assets and administration benefits. The Public Service Pension Plan has approximately 123,000 active, inactive and retired members.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of the funding. The latest actuarial valuation as at March 31, 2023, indicated a funding surplus of \$4.491 million for basic pension benefits. The next valuation will be as at March 31, 2026.

Employers participating in the plan record their pension expenses as the amount of employer contributions made during the fiscal year. This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, and therefore there is no consistent and reliable basis for allocating the obligation, assets and costs to individual employers participating in the plan.

Contributions to the plan by PavCo for fiscal 2025 were \$2.722 million (2024 - \$2.340 million).

16. Related Party Transactions

PavCo is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. All transactions with these entities were in the normal course of operations and recorded at fair market value.

17. Budgeted Figures

Budgeted figures have been provided for comparison purposes and are derived from the estimates provided in the Corporation's 2024/25 – 2026/27 Annual Service Plan which was approved by PavCo's Board of Directors on February 7, 2024.

18. Financial Instruments

PavCo is exposed to various risks related to its financial instruments. It is management's opinion that the Corporation is not exposed to significant market, liquidity or credit risk arising from these financial instruments.

PavCo's risk management objective when it invests in financial instruments is to ensure that any investments are in quality securities, so as to safely guard the assets of the shareholder, and enable the Corporation to continue operations as a going concern.

Market Risk - Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect PavCo's income or the value of its financial instruments. PavCo's exposure to currency risk is related only to the value of foreign exchange transactions in the normal course of business, and the Corporation manages this risk by minimizing the amount of transactions in foreign funds.

Interest Rate Risk - PavCo is not subject to interest rate risk on its long-term debt as a fixed rate is provided for in the loan agreement, which eliminates fluctuations in the value of this financial instrument during the repayment period.

B.C. Pavilion Corporation
Notes to the Financial Statements
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18. Financial Instruments (cont)

Liquidity Risk - Liquidity risk is the risk that PavCo will have difficulty in meeting its financial obligations when they come due. PavCo manages liquidity risk by continually monitoring cash flows and through the receipt of grants and borrowed funds from its shareholder.

All financial assets and liabilities are current and expected to mature within one year, with the exception of long-term debt held with the Province of BC. Debt will mature per the following schedule:

Within one year - \$3.4 million
One to five years - \$18.9 million
Over five years - \$96.9 million

Credit Risk - Credit risk is the risk of financial loss to PavCo if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

PavCo's exposure to credit risk is related only to the value of accounts receivable in its normal course of business, and the Corporation manages this risk by minimizing the amount of transactions that require recovery. The Corporation continually monitors and manages the collection of receivables from other customers, while adding provisions where collection of balances is less likely.

19. Impact of accounting for restricted contributions in accordance with Restriction Contributions Regulation 198/2011

As disclosed in the significant accounting policies, note 2, regulation 198/2011 requires PavCo to recognize revenue from restricted contributions for the purpose of acquiring or developing a depreciable tangible capital asset on the same basis as the related amortization expense of the tangible capital asset. As these transfers do not contain stipulations or restrictions creating a liability over the term of the expected useful life of a related tangible capital asset, Canadian PSAS would require these contributions to be recognized in revenue as a tangible capital asset is acquired or development and construction of a tangible capital asset is complete.

If PavCo had recorded deferred capital contributions under PSAS rather than the accounting policy described under note 2, deferred capital contributions recognized as revenue for the year ended March 31, 2025 would have increased by \$47.173 million (2024 - increased by \$13.104 million) and the annual operating deficit would have decreased by \$47.173 million (2024 - decreased by \$13.104 million).

As at March 31, 2025, deferred capital contributions used to purchase tangible capital assets would have decreased by \$750.5 million (2024 - decreased by \$740.7 million) and the accumulated surplus would have increased by \$750.5 million (2024 - increased by \$740.7 million).

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Notes to the Financial Statements
For the year ended March 31, 2025 (tabular amounts in \$000s)

20. Segmented Information

PavCo reports segmented information by its operating divisions: BC Place Stadium and the Vancouver Convention Centre. BC Place Stadium and the Vancouver Convention Centre, market, sell and manage space for conventions, trade and consumer shows, entertainment, sports and other events. Revenues, expenses and tangible capital assets by facility are provided in the following tables:

	BC Place⁽¹⁾		Vancouver Convention Centre^{(1) (2)}		Total	
	2025	2024	2025	2024	2025	2024
Revenues						
Event revenues	65,990	42,218	79,086	70,432	145,076	112,650
Lease revenues	3,429	3,386	2,896	3,797	6,325	7,183
Miscellaneous revenues ⁽³⁾	4,276	3,687	324	226	4,600	3,913
Operating contributions - government	7,586	7,805	2,205	-	9,791	7,805
Deferred contributions - government	15,086	15,041	21,627	20,345	36,713	35,386
Deferred contributions - other	578	578	88	254	666	832
Interest revenue	950	741	651	746	1,601	1,487
	97,895	73,456	106,877	95,800	204,772	169,256
Expenses						
Event direct costs	47,461	31,446	43,520	39,153	90,981	70,599
Salaries, wages and benefits	14,791	12,388	18,665	17,211	33,456	29,599
Operating expenses	4,377	4,255	14,222	13,265	18,599	17,520
General and administration	2,914	2,037	3,368	3,197	6,282	5,234
Business development	263	262	508	452	771	714
Professional consulting fees	1,532	1,321	1,269	957	2,801	2,278
Interest on long-term debt	3,977	4,086	-	-	3,977	4,086
Amortization	22,105	21,983	21,940	20,757	44,045	42,740
	97,420	77,778	103,492	94,992	200,912	172,770
(Deficit) surplus for the year	474	(4,322)	3,386	808	3,860	(3,514)

(1) Shared Services revenues and expenditures have been allocated equally between PavCo's facilities.

(2) PavCo's proportionate share of the Convention Development Fund is consolidated to Vancouver Convention Centre operations.

(3) Miscellaneous revenues include non-event related revenues and monies received outside of the course of normal operations.

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20. Segmented Information (cont.)

BC Place	Land & Improvements	Buildings & Improvements	Equipment	Furniture & Fixtures	Computer Hardware & Software	2025	2024
Cost:							
Opening balance	32,466	578,260	57,394	25,040	4,879	698,039	687,269
Additions	-	37,962	3,430	46	2,096	43,534	10,974
Disposals and adjustments	-	-	(7,735)	(264)	(155)	(8,154)	(204)
Closing balance	32,466	616,222	53,089	24,822	6,820	733,419	698,039
Accumulated amortization:							
Opening balance	-	(266,405)	(51,906)	(18,401)	(4,122)	(340,834)	(319,053)
Amortization expense	-	(19,715)	(1,012)	(944)	(434)	(22,105)	(21,983)
Effect of disposals & adjustments	-	-	7,735	264	155	8,154	202
Closing balance	-	(286,120)	(45,183)	(19,081)	(4,401)	(354,785)	(340,834)
Net book value at March 31	32,466	330,102	7,906	5,741	2,419	378,634	357,205

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20. Segmented Information (cont.)

Vancouver Convention Centre	Land & Improvements	Buildings & Improvements	Leasehold Improvements	Equipment	Furniture & Fixtures	Vehicles	Computer Hardware & Software	2025	2024
Cost:									
Opening balance	41,442	742,229	52,717	20,949	11,817	25	2,498	871,677	869,817
Additions	-	1,712	1,860	970	23	-	289	4,854	3,319
Disposals and adjustments	-	11	(3)	(191)	2	-	(10)	(191)	(1,459)
Closing balance	41,442	743,952	54,574	21,728	11,842	25	2,777	876,340	871,677
Accumulated amortization:									
Opening balance	-	(246,156)	(32,786)	(17,885)	(10,694)	(25)	(1,697)	(309,243)	(289,947)
Amortization expense	-	(17,242)	(3,616)	(683)	(179)	-	(220)	(21,940)	(20,757)
Disposal	-	-	-	191	-	-	-	191	1,461
Closing balance	-	(263,398)	(36,402)	(18,377)	(10,873)	(25)	(1,917)	(330,992)	(309,243)
Net book value at March 31	41,442	480,554	18,172	3,351	969	-	860	545,348	562,434

PavCo's lease agreement with Canada Place Corporation for the Vancouver Convention Centre's east facility is for a 20-year term expiring in 2027. It is at nominal annual rent and PavCo is responsible for all operating costs. As the lease term represents the full economic life of the asset, it is included in the tangible capital assets of the Corporation.