

2017 Year Review

Community Planning & Economic Development

Ross Jefferson
President and CEO



Halifax Visitor Economy

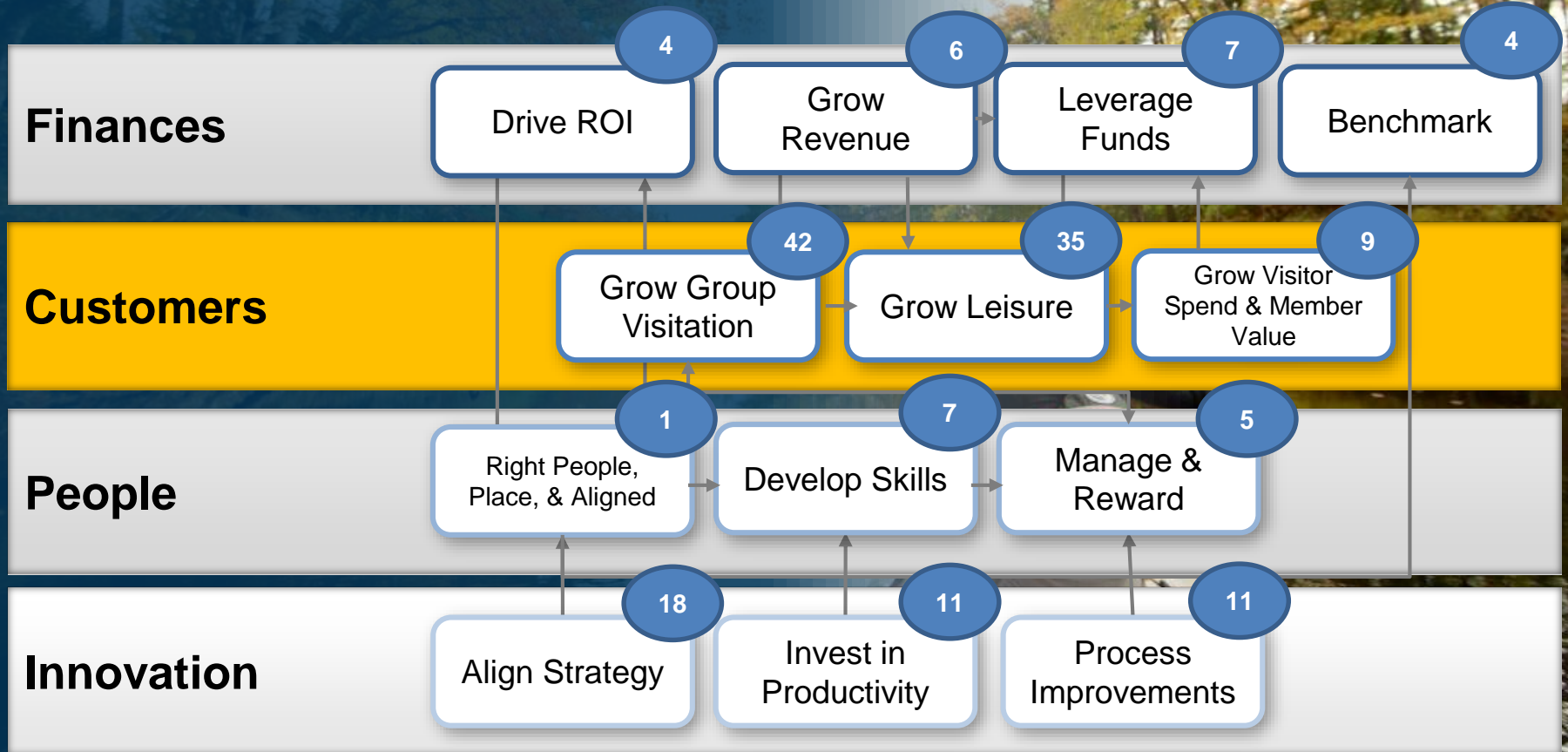
- 5.3 million overnight stays/year and \$1 billion spending
- Approx. 4,000 businesses in the visitation economy
 - 55 hotels/accommodations (over 6,000 rooms)
 - + 1,100 AirBNB
 - 1,088 restaurants
 - 212 tour operators/related experiences
 - 1,428 retail (stats Canada)
- Property Taxes to HRM Estimated:
 - Hotels >\$14 million
 - Proportional share from visitor economy (Restaurants, Shopping, Other Estimated \$42 million)
 - Levy = \$3.5 million annually



DISCOVER
HALIFAX

The Balanced Scorecard

4 Themes: 13 Goals Supported by 126 Projects and Programs



People

- 1. Goal: Ensure the right team, right place, aligned with strategy**
 - Major Organization Restructure and Strategic Planning in 2016
 - Performance management & integration in our CRM
 - Hired new Vice President of Sales – Michelle Brenton
- 2. Goal: Develop the skills and competencies of our people**
 - Training completed for several positions (Admin, Marketing, Sales)
- 3. Goal: Manage and reward performance**
 - Implementation of Performance Management System
 - Completion of Market Compensation Review of Salaries
 - Design and implementation of pay bands

Innovation

- 1. Goal: Invest in productivity development tools**
 - Customer Relationship Management System (CRM)
 - Integration of CRM with our new Website
 - Implementation of new Economic Impact Calculator in our CRM
- 2. Goal: Align strategy and service delivery with our partners**
 - Several Marketing Partnerships Announced
 - Key work with Tourism Nova Scotia and Destination Canada
 - Halifax Partnership and Events East
 - New Membership and Visitor Experience Program Launched
- 3. Goal: Improve our internal processes**
 - On-line Visa Payment Integration with our CRM
 - Design and Implementation of an on-line Purchase Order Management System
 - Development of several organizational policies

Key Performance Indicators

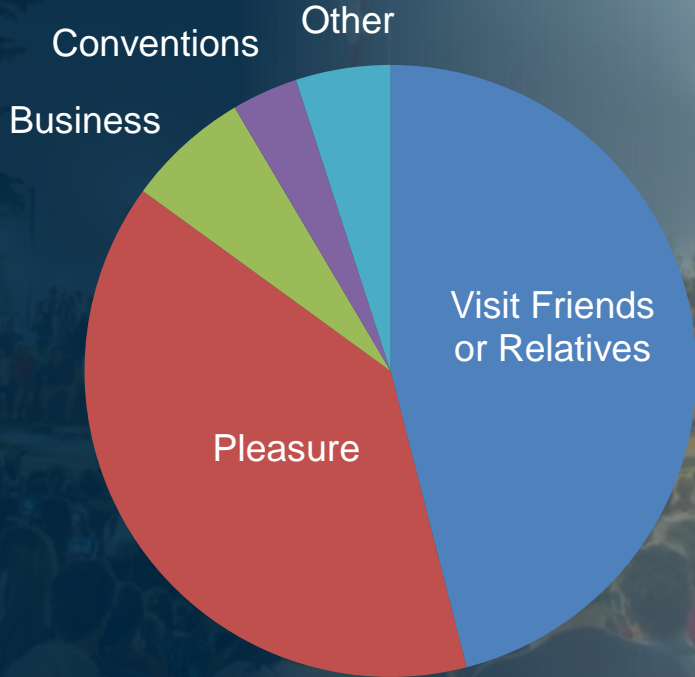
Financial

1. **Goal: Improve our ROI**
 - Organizational restructure and review of major contracts leading to approximately **\$ 295,000+ in annual savings**
2. **Goal: Grow Revenue**
 - Design and launch of new Visitor Experience Program and new Marketing Partnerships. Target Revenue 2018 = **\$172,000**
 - Levy increase as a result of room sales: **\$398,000**
3. **Goal: Leverage Funding**
 - Additional revenue via new Partnerships **\$52,000**
 - Opportunity to leverage 50 cent dollars Destination Canada
 - Active discussions on possible increase in Levy with Hotel Association. Industry Contribution **Target \$1.5 million**

Key Performance Indicators

Customer

Travelers Motivations Person Visits to Halifax



Key Performance Indicators Customer

1. Grow Group Visitation (Meetings & Conventions)

- Site Inspections **36**
- Leads/Bids **174**
- Tentative **131,434 room nights**
- Bids Won **108**
- Definite (Contracted) **81,597 room nights**

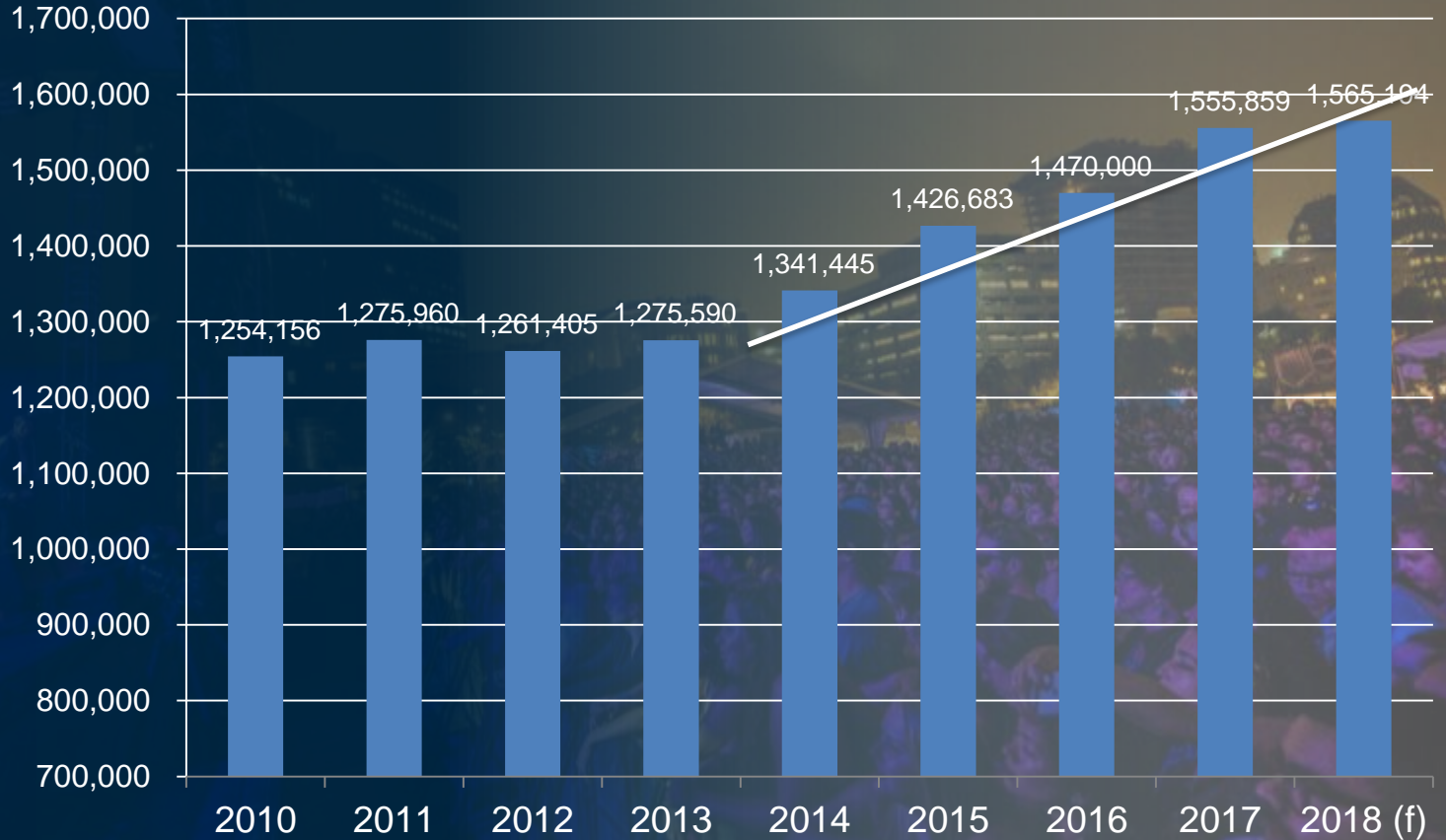
(61% improvement over our best year ever)

2. Goal: Grow Leisure Visitation *

- Total Reach of Campaigns: 42 Million Impressions
8% annual growth (336 % three year growth)
- Website YTD: 1,350,455 sessions
38% annual growth (176% three year)
- Blog YTD: 459,961 sessions,
47% annual growth (345% three year)
- Social Media Following: 118,000
70% annual growth
- Social Media Engagement 580,383/post
55% annual growth

Key Performance Indicators Customer *

Room Nights Sold – All Rooms 23.3% (Since 2012)



Key Performance Indicators

Customer

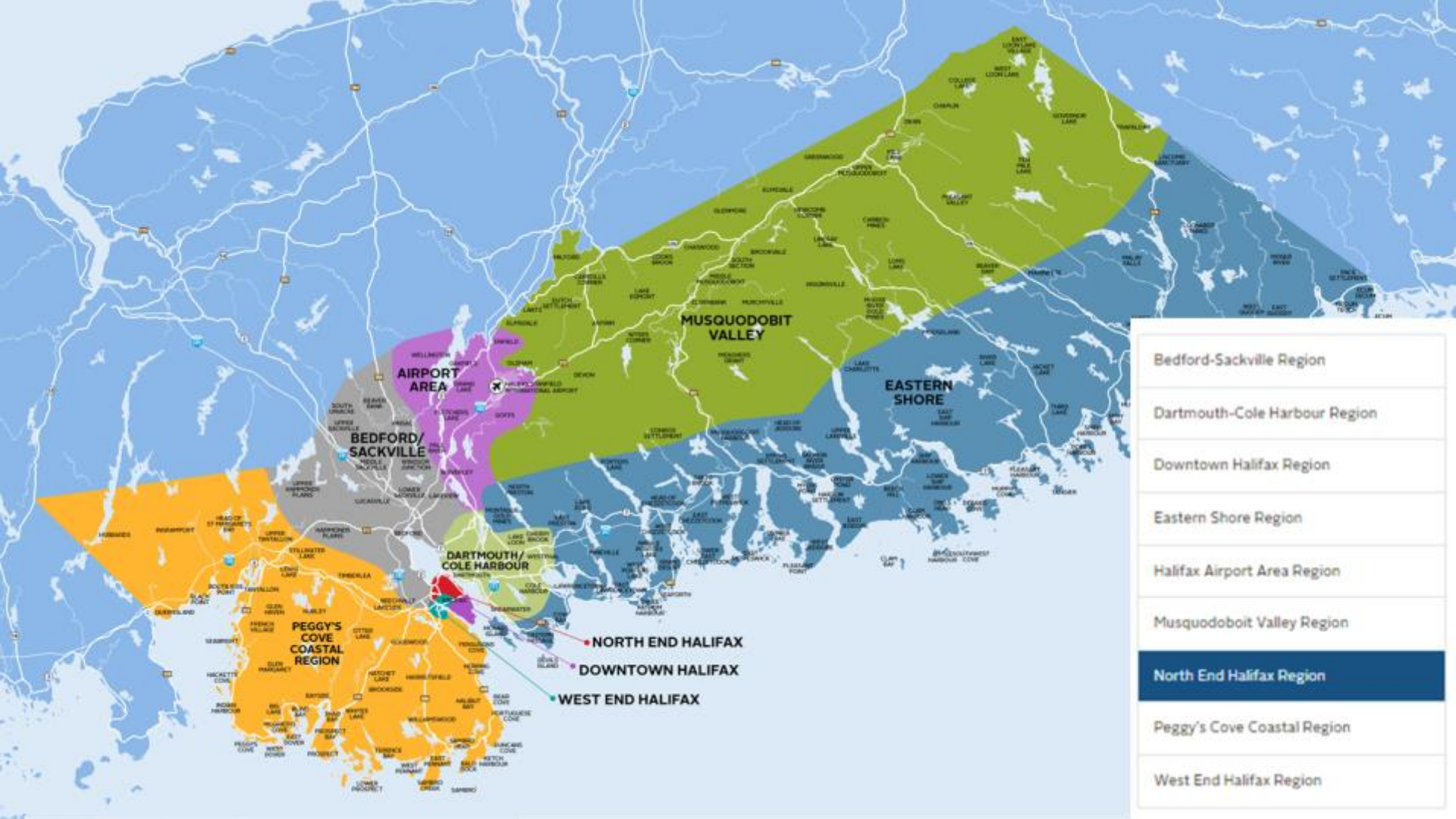
3. Goal: Improve Member and Visitor Value Proposition

- Rebrand to Discover Halifax
- Overhaul of membership program and fee structure
- Launch of “**Visitor Experience Program**” (Net New)
- Introduction of 14 Strategic Regional Partners
- Increase of 39% memberships

Visitor Experience Program

Discover Halifax





- Bedford-Sackville Region
- Dartmouth-Cole Harbour Region
- Downtown Halifax Region
- Eastern Shore Region
- Halifax Airport Area Region
- Musquodoboit Valley Region
- North End Halifax Region
- Peggy's Cove Coastal Region
- West End Halifax Region

Leisure Marketing Strategy



Leisure Marketing Strategy



Leisure Marketing Strategy



Leisure Marketing Strategy



Visitor Experience Program - Own the Channel & Monetize



Final Thought...

*“A great tourism marketing program doesn’t just bring tourists, it helps promote a region as a place to **go to school, raise a family, and invest in**”*



DISCOVER
HALIFAX

Thank You & Questions?

Discover Halifax

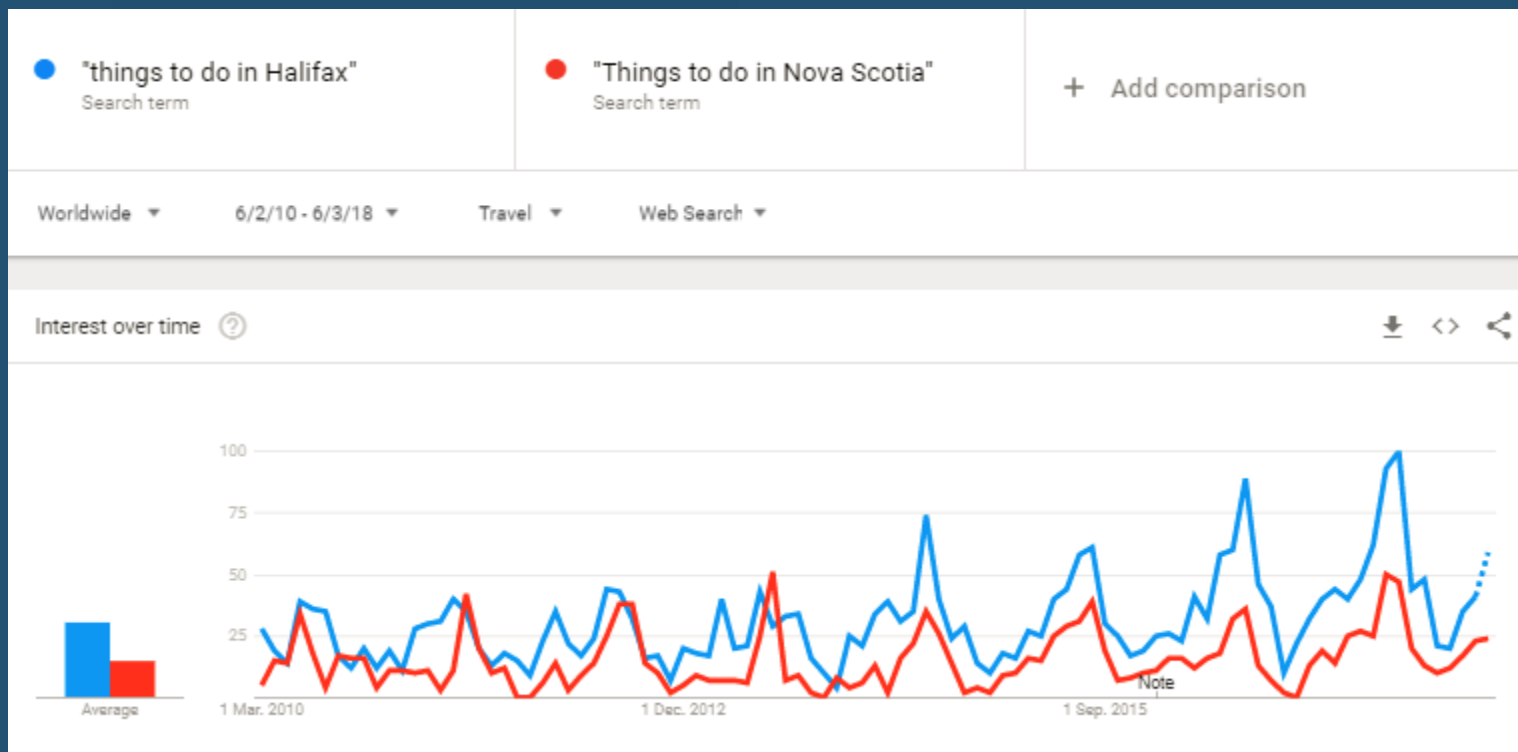




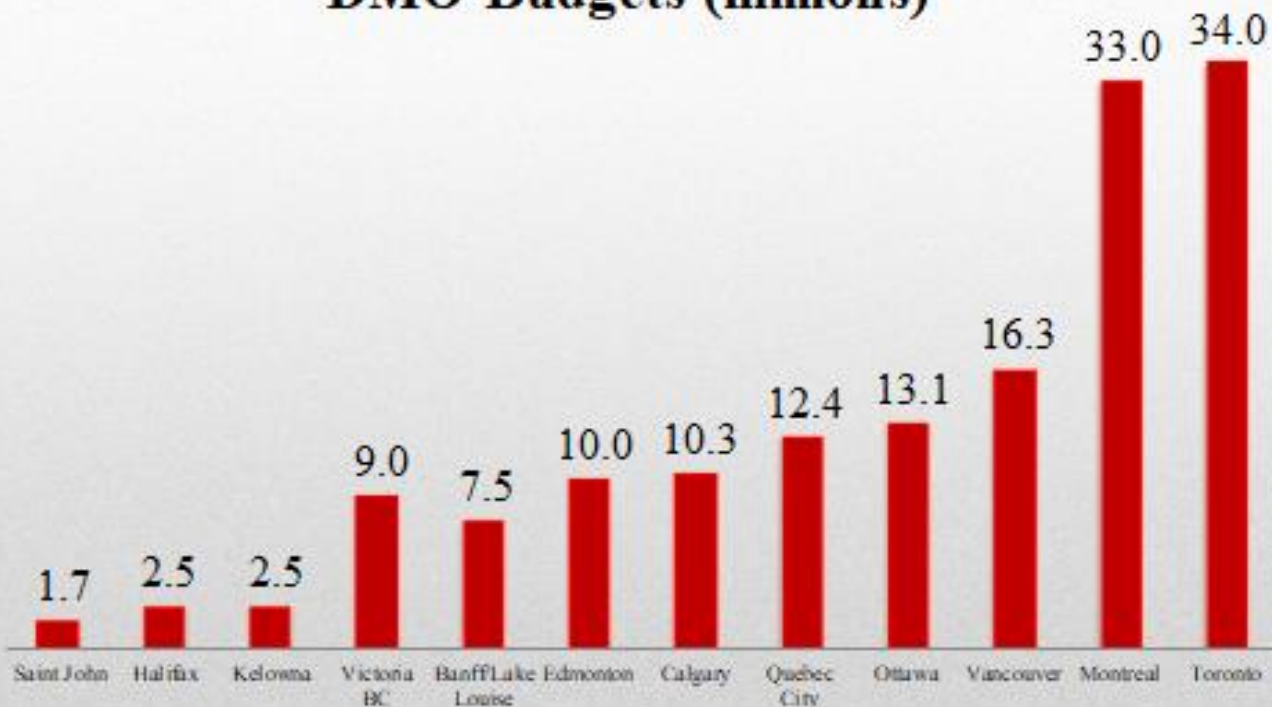
Additional Slides

Optional Discussion Slides if Required

Unaided Google Search – Halifax Travel Category

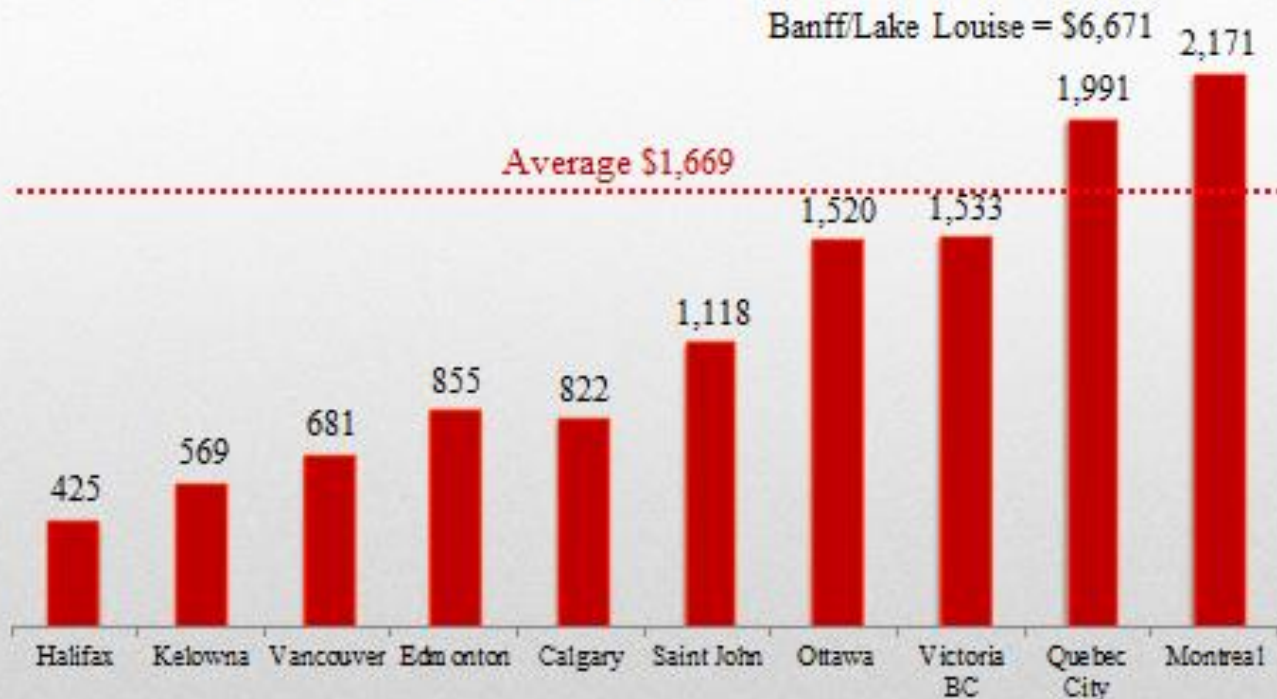


DMO Budgets (millions)



Note: Funding and delivery structures will differ significantly between regions and this snapshot analysis should be analyzed for differences in mandates and structures for each city. It may not be a full and accurate comparison as a result.

Budget on Per Room Basis

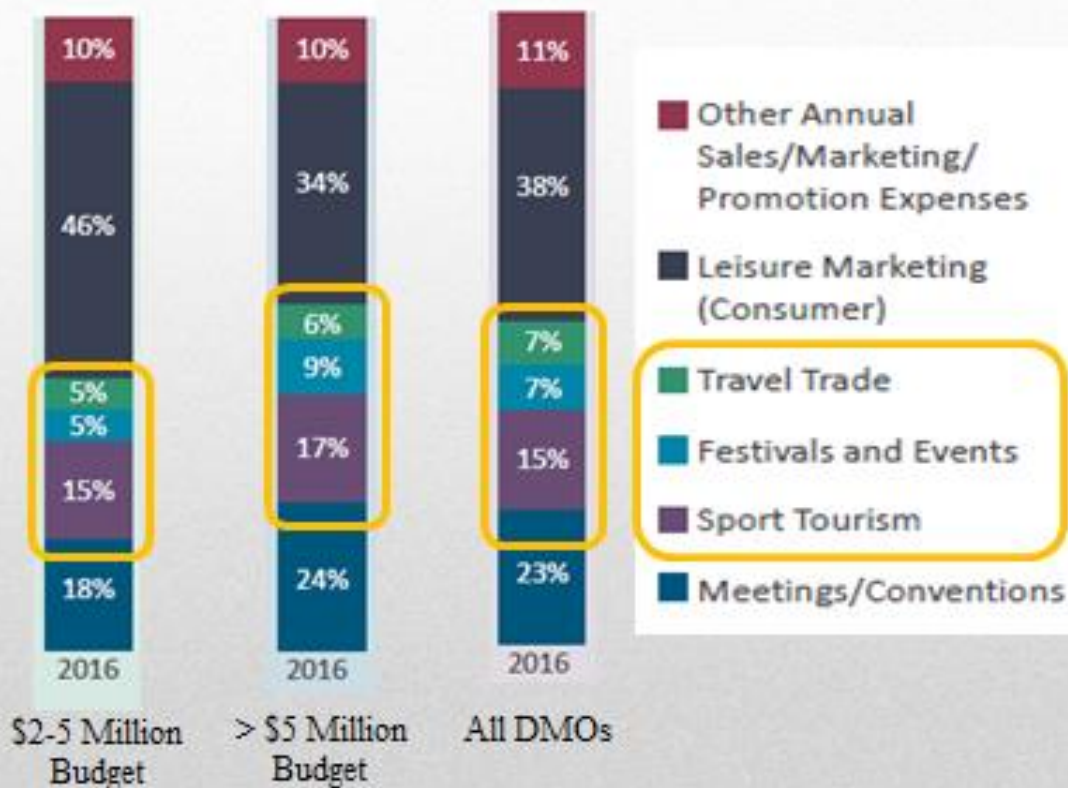


Halifax would need to find over \$6.8 million to reach the average funding/room ratio

Note: Funding and delivery structures will differ significantly between regions and this simplified analysis should be analyzed for differences in mandates and structures for each city. It may not be a full and accurate comparison as a result.



DMO Benchmarking Study 2016 – Canadian DMO's



Discover Halifax has no program or budget for Festivals and Events, Sports Tourism



Key Opportunities and Risks

1. Increased Competition in Meetings and Conventions Market
2. Festivals and Events Coordination
3. Extending Halifax Leisure Marketing to Select National and International Markets



Hotel Marketing Levy

- 2000-2002 – MOU between Hotel Association and City to create Destination Halifax
- Provincial Legislation
 - Specific to Halifax
 - Capped at 2%
- Municipal By-Law
 - Properties with greater than 20 Rooms
 - 52 properties representing 5,965 rooms
- Generates approximately \$3.1 million / year
 - 60% provided to Destination Halifax
 - 40% provided to SEAC / (Festivals & Events)

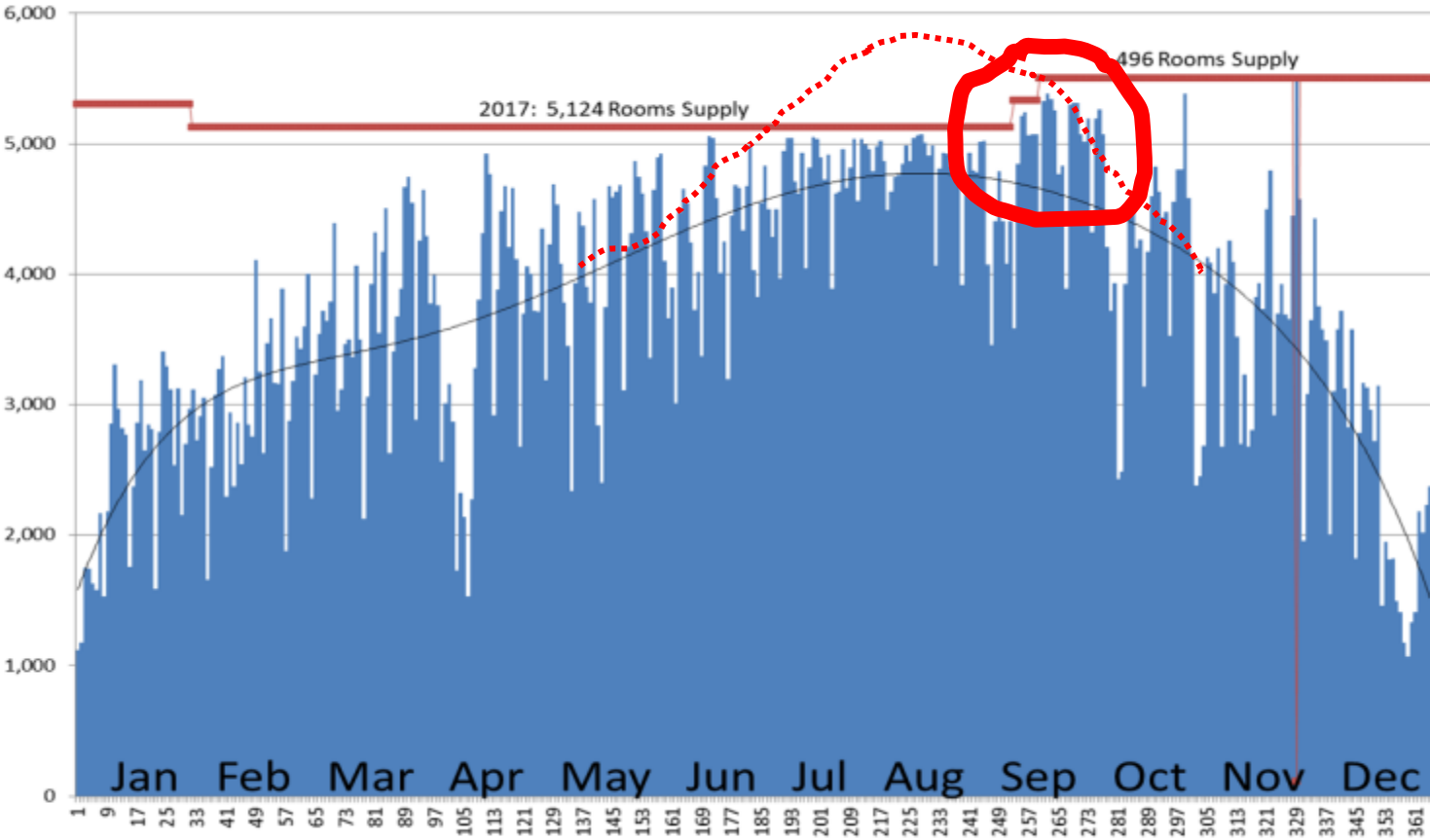


Proposal to Increase the Hotel Levy



- Proposal to increase from 2% to 3%
- Hotel Association of Nova Scotia seeking matching funds (estimated \$1.5 million)
- Will require change in provincial legislation
- **Funds used for:**
 1. Dedicated Events Office
 2. Support to extend leisure marketing to national or select international markets (Possible partnerships with TNS and Destination Canada)
 3. Limited financial Support for Meetings and Conventions Market

Daily Demand



AirBnb - Room Nights Booked

