



P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

**Item No. 12.1.1 (i)**  
**Community Planning and Economic  
Development Standing Committee**  
**April 18, 2019**

**TO:** Chair and Members of Community Planning and Economic Development  
Standing Committee

Original Signed

**SUBMITTED BY:**

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Denise Schofield, Director, Parks & Recreation

Original Signed

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Jacques Dubé, Chief Administrative Officer

**DATE:** March 11, 2019

**SUBJECT:** Discover Halifax 2018 Update

**INFORMATION REPORT**

**ORIGIN**

Discover Halifax's regular update report to the Standing Committee of Council as per Section 3.05 of the current service agreement.

**LEGISLATIVE AUTHORITY**

Community Planning & Economic Development Standing Committee Terms of Reference section 6 (b) which states: "The Community Planning and Economic Development Standing Committee shall have an active interest in the Agencies and Initiatives that support Community and Economic development throughout the municipality by engaging, at a governance level, the agencies, boards and committees funded by the Municipality and under the mandate of the Standing Committee to ensure they meet community needs and expectations including:

- i. the Greater Halifax Partnership,
- ii. Destination Halifax,
- iii. Trade Centre Limited,
- iv. Community Boards and Arts Boards and the broader Arts Community,
- v. HRM Business Districts and organizations, and
- vi. others as identified by the Committee and approved by the Council or vii. others as identified by the Council".

**BACKGROUND**

Tourism can be defined as the activities of people traveling to and staying in places outside their usual environment for leisure, business or other purposes for not more than one consecutive year. From a policy perspective, tourism development entails governments', communities' and the private sector's efforts to increase tourist visitation and spending, thereby growing jobs, increasing wages and realizing other community benefits. Conventions, festivals, sporting events, cruise ships, air travel, out-of-province marketing, local tours and other assets and efforts play a role in attracting tourists to Halifax.

The Halifax Regional Municipality (HRM) is a significant tourism stakeholder in Nova Scotia. It owns the Scotiabank Centre, a concert, sports, and special events venue in downtown Halifax with a 10,000+ seating capacity. HRM also has a one-third stake in the construction of the recently opened Halifax Convention Centre, and a 50% interest in the crown corporation tasked with operating it. Furthermore, through Parks and Recreation, HRM provides funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a diverse event destination, and attract tourists to HRM for multi-day visits as well as local community and cultural events. Finally, HRM provides operational support to Discover Halifax to promote the municipality as a year-round destination of choice for business and leisure travelers.

**The Role of Discover Halifax**

The primary purpose of any Destination Marketing Organization (DMO) is to attract visitors to its locale to enhance the local economy through purchase of room nights, food and beverage, retail items, transportation and other goods and services. Halifax's DMO, Discover Halifax (previously Destination Halifax), was created in April 2002 as a partnership between the Province of Nova Scotia, HRM, the Hotel Association of Nova Scotia (HANS) and participating industry members. Its Board of Directors includes a staff representative of HRM's Chief Administrative Officer, an elected representative of Council and the Mayor or designate, all of whom are voting members. The organization receives much of its funding from the municipality, which is provided through an annual operating grant and 60% portion of the Marketing Levy, a percentage assessment levied on the rental of certain hotel rooms in HRM. The operational grant has remained at \$386,600 +HST per year since 2013-14. The levy disbursement to Destination Halifax in 2018 was approximately \$2.6 million. HRM's levy disbursement and supplementary funding grant to Discover Halifax accounts for approximately 88% of their budget.

**Discover Halifax 2018 Revenue <sup>1</sup>**

Proportional Share of the Marketing Levy	\$2,600,549.00
HRM Supplementary Funding	\$386,600.00
Other Revenue	\$370,119.00
	\$3,357,268.00

On March 4, 2014, Halifax Regional Council endorsed a Service Agreement with Discover Halifax effective March 21, 2014. An amended Schedule A was approved by Regional Council on September 20, 2016. The Service Agreement outlines the HRM-Discover Halifax relationship including: general services to be provided; audit and record keeping obligations; the disbursement of the Supplementary Grant and proportional share of the hotel levy; membership; and terms of the agreement.

The amended 2016 Schedule A outlines the expected actions of Discover Halifax to compliment the overall objectives of the service agreement and supports HRM's economic strategy, *the Halifax Economic Growth Plan 2016-2021* (Economic Growth Plan).

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<sup>1</sup> 2018 Calendar Year – pre-audited amounts

## **DISCUSSION**

### **Tourism Sector Performance**

Tourism in the municipality experienced an upswing in many sectors with overnight room bookings, cruise visitations, air passenger traffic and rooms for meetings and conventions seeing boosts last year. Specifically:

- 1.77 million room nights sold translated in an 11% increase over 2017 adding to the cumulative 35% growth since 2013;
- Increase in cruise ship visits by 8% adding over 24,000 visitors to the port of Halifax;
- Halifax Stanfield International Airport welcomed over 4.3 million visitors, a 6% increase; and
- 150% of target for contracted rooms for meetings and conventions.

Shared economy rooms have grown from virtually 0 (zero) properties in 2013 to 359,040<sup>2</sup> room nights in 2018 constituting approximately 20% of all room nights sold in HRM.

Festivals, events and activities also play a large role in overall visitation and room night stays, particularly visitors from near markets. Major events hosted in the municipality in 2018 which contributed to the increase in room night stays included Royal Nova Scotia International Tattoo, Halifax Jazz Festival, Halifax Comedy Fest, and the 2018 Pan American Sprint World Championships.

The municipality continues to benefit from media exposure. A selection of articles showcasing various areas of the municipality include:

- TripAdvisor, [TripAdvisor reveal their top 10 trending travel destinations for 2018](#)
- GQ Magazine, [A Stylish Road Trip in Maritime Canada: Nova Scotia](#)
- Expedia, [Places Where Maple Syrup Reigns Supreme](#)
- CNN, [Canada photos: 20 of the most beautiful places](#)
- Toronto Star, [Summer fun in Halifax with no shortage of big festivals on tap](#)
- Travel Weekly, [10 things to love about Nova Scotia](#)

### **Discover Halifax Activities**

Since the March 26, 2018 update to the Community Planning and Economic Development Standing Committee, Discover Halifax has been focusing on the following objectives:

- Grow leisure visitation
  - Paid Media
    - Four (4) campaigns launched: Top 10; Summer; Shopping; and Attractions
    - Total Reach – 47 Million Impressions. 12% growth over 2017 campaign
  - Owned Media
    - Social Media – 26% annual growth
    - Launch of new website Q1 2018
  - Earned Media
    - Travel Media stories – 1462 - 35% increase
    - Circulation – 155 million - 64% decrease
    - Est. Ad Value - \$4.2 million - 44% decrease
    - Halifax is a winner in the 2018 TripAdvisor Travelers' Choice® awards for **Destinations on the Rise**, ranking 4 out of 10 globally.
- Grow group visitation
  - Tentative room nights – 165,154 – 25% increase
  - Secured definite room nights – 82,688 – 0% change
  - Tentative bids – 279 – 19% increase
  - Exhibits at major trade shows (conventions)
- Grow visitor spend with members

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<sup>2</sup> Page 13 (Room Demand 10 Year Trend) - Attachment 1: 2018 Year End Key Performance Indicators

- Membership – 398 – 193% increase
- Service leads issued to members – 160 – 62% increase
- Expansion of membership update to non-hotel categories
- Expansion of membership in rural and suburban areas
- Improve financial position and leverage funding
  - Membership revenue – \$168,355 – 31% increase
  - Marketing partnership revenue - \$67,775 – 29% increase
  - Sales Partnerships revenue - \$119,429 – 20% decrease
- Innovation, process improvements and Align Strategies with Partners
  - Projects complete – 11 - 0% change
- Right people in the right place, develop skills, manage and reward
  - Employee training & development – 3 day/employee – 5% increase

Both the 2018 Year End Key Performance Indicators for Discover Halifax (Attachment 1) and Schedule A – Service Agreement Deliverables (Attachment 2) contain additional detail on the above noted items. The production reports for group sales and accommodations is included as Attachment 3.

### **FINANCIAL IMPLICATIONS**

This report has no financial implications.

### **COMMUNITY ENGAGEMENT**

There was no community engagement in the preparation of this report.

### **ATTACHMENTS**

Attachment 1: 2018 Year End Key Performance Indicators  
Attachment 2: Schedule A – Service Agreement Deliverables (Discover Halifax)  
Attachment 3: Group Sales Production and Accommodations Reports

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Lori McKinnon, Coordinator - Director's Office, Parks & Recreation, 902.490.6987

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2018 Year End  
Key Performance Indicators



Global  
Recognition

Halifax named one of the  
Top 10 Global DESTINATIONS ON THE RISE  
in TripAdvisor's 2018 Travelers' Choice Awards



## Industry Key Performance Indicators

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Room Nights Sold (Traditional Hotels)	1,258,191	1,384,908	1,409,484	2%	12%
Room Nights Sold (Online Sharing Economy) (Note 1)	55,000	215,098	359,040	67%	553%
Combined Overnight Room Sold (Sharing & Traditional)	1,313,191	1,600,006	1,768,524	11%	35%
Daily Hotel Rooms Supply (measuring growth in new traditional hotels)	5,030	5,124	5,545	8%	10%
Cruise Visitation	252,121	292,722	316,859	8%	26%
Airport Enplaned / Deplaned Passengers	3,585,864	4,083,188	4,316,079	6%	20%

### Trends and Notes:

Sixth consecutive year of growth in both hotel night stays and total night stays driven by leisure visitation

Record cruise season

Most successful conference year in Halifax's history

Four new hotels under construction and major renovations in most properties



Balanced  
Scorecard  
Focus Areas



**Customer**

Grow Leisure Visitation  
Grow Group Visitation  
Grow Visitor Spend with  
Members



**People**

Right People in Right Roles  
Support Training and Skills  
Manage and Reward



**Innovation**

Align Strategy with  
Partners  
Invest in Technology  
Improve Processes



**Financial**

Leverage Funding  
Improve ROI  
Grow Investment





Customer  
Focus Area

## Goal #1 - Grow Leisure Visitation

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Total Impressions From Campaigns	N/A	42,763,330	47,511,579	11%	N/A
Click Through Rate from Campaigns	N/A	0.27%	0.50%	85%	N/A
Total Website Visits (Note 3)	746,232	1,350,455	1,092,640	-19%	46%
Bounce Rate	70.3%	55%	N/A	N/A	N/A
Social Media Followers	42,194	128,141	161,487	26%	283%
Travel Media Ad Value (Note 3)	\$ 2,100,833	\$ 7,145,142	\$ 4,182,947	-41%	99%

### Special Projects Undertaken

Successful major summer campaign

Continued development of digital assets

Successful partner campaigns (Attractions and Shopping)

## Goal #2 - Grow Group Visitation



	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Direct Economic Impact from New Confirmed Conferences and Groups (Note 2)	N/A	63,117,000	76,832,000	22%	N/A
# of New Conferences and Groups Confirming Halifax (Discover Halifax Supported)	101	136	119	-13%	18%
Rooms Nights from Confirmed New Groups (Discover Halifax Supported)	39,007	82,539	82,688	0%	112%
New Tentative Bids (event count)	164	235	279	19%	70%
New Tentative Bids (room nights)	111,946	132,311	165,154	25%	48%
Client Site Inspections Held	31	36	47	31%	52%
Services - Delegate Websites Created	New KPI	New KPI	20	+20	+20

### Special Projects Undertaken

Exhibited at all major trade shows (Conventions), hosted key sales calls and activities in Toronto and Ottawa

Promotions and Sales at International Market Place with Business Events Canada

Growth in site visits and hosting of major Familiarization Tour for Key Accounts

## Goal #3 - Grow Visitor Spend with Members

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Membership Count	173	136	398	193%	130%
Leads Issued to Hotels	N/A	1,669	1,768	6%	N/A
Service Leads Issued Members	N/A	99	160	62%	N/A
Member Referrals	N/A	143	112	-22%	N/A
Website – Outbound Clicks	N/A	N/A	New KPI 2019	N/A	N/A
Visitor Guide & Maps Distribution	0	0	145,000	+145,000	+145,000
Kiosk and Wi-Fi Channel Sessions	0	0	120,000	+120,000	+120,000
Membership Satisfaction	N/A	N/A	81.3%	N/A	N/A

### Special Projects Undertaken

Significant overhaul of membership program completed and launched

Significant expansion of membership update in non-hotel categories (Restaurants, Retail, Operators)

Significant Expansion of Membership in Rural and Sub-Urban Areas

Launch of several new visitor facing channels including new visitor Kiosks located in the Airport, Cruise Terminal, and Convention Center



Customer  
Focus Area



### Goal # 4 - Improve Financial Position and Leverage Funding

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Revenue from Members	142,404	128,905	168,355	31%	18%
Revenue from Marketing Partnerships	264,869	52,426	67,775	29%	-74%
Revenue from Marketing Partnerships (off P&L)	0	55,000	55,000	0%	+55,000
Revenue from Sales Partnerships	50,570	148,656	119,429	-20%	136%
Total Leveraged Revenue (non levy or HRM grant)	533,514	394,726	426,779	8%	-20%
Investment In Tourism Sector - (Per-Room Benchmark - Quartile)	Bottom 10%	Bottom 10%	Bottom 10%	Unchanged	Unchanged

#### Special Projects

Continued support of possible hotel levy (HRM and Hotel Association Initiative)

Roll out of new member pay-to-play programs including advertising in new visitor guide, visitor kiosks, and integrated marketing opportunities in the new website



## Goal #5 - Innovation, Process Improvements, and Align Strategies with Partners

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Process Improvement, Innovation, or Six-Sigma Projects Completed	N/A	11	11	0%	N/A
Estimated Cost Savings from Initiatives (Cumulative from 2016)	0	\$275,000	\$285,700	+\$10,700	+\$285,700

### Special Projects Undertaken

Office Work Environment Project Complete (Office Relocation)
IT Refresh Project Launched (Telephony and IT Infrastructure)
Migration to Office 365 and IT Server Retirement
Process Development in Membership Programs
Introduction of New Visitor Kiosks
Launch of Economic Impact Calculator in CRM
Major Overhaul and Redesign of Membership Program



## Goal #6 - Right People in the Right Place, Develop Skills, Manage and Reward

	Five Year Value (2013)	Previous Year (2017)	Actual (2018)	% Change from Prior Year	% Change from 2013
Employee Satisfaction Survey (net change)	N/A	N/A	New KPI 2019	N/A	N/A
Employee Training & Development (training days/employee)	N/A	2.8	3	5%	N/A

### Special Projects Undertaken

Reorganization of Visitor Experience Team. Hiring of Director of Visitor Solutions and Manager of Member Recruitment
Vice President of Sales Search
Manager of Events obtained their PMP designation
Advanced Training on CRM and Economic Impact Calculator
Office Environment Refresh (office move and investments in peoples working environments)



Sample of  
Travel Media



## Selection of stories from our sponsored media in 2018

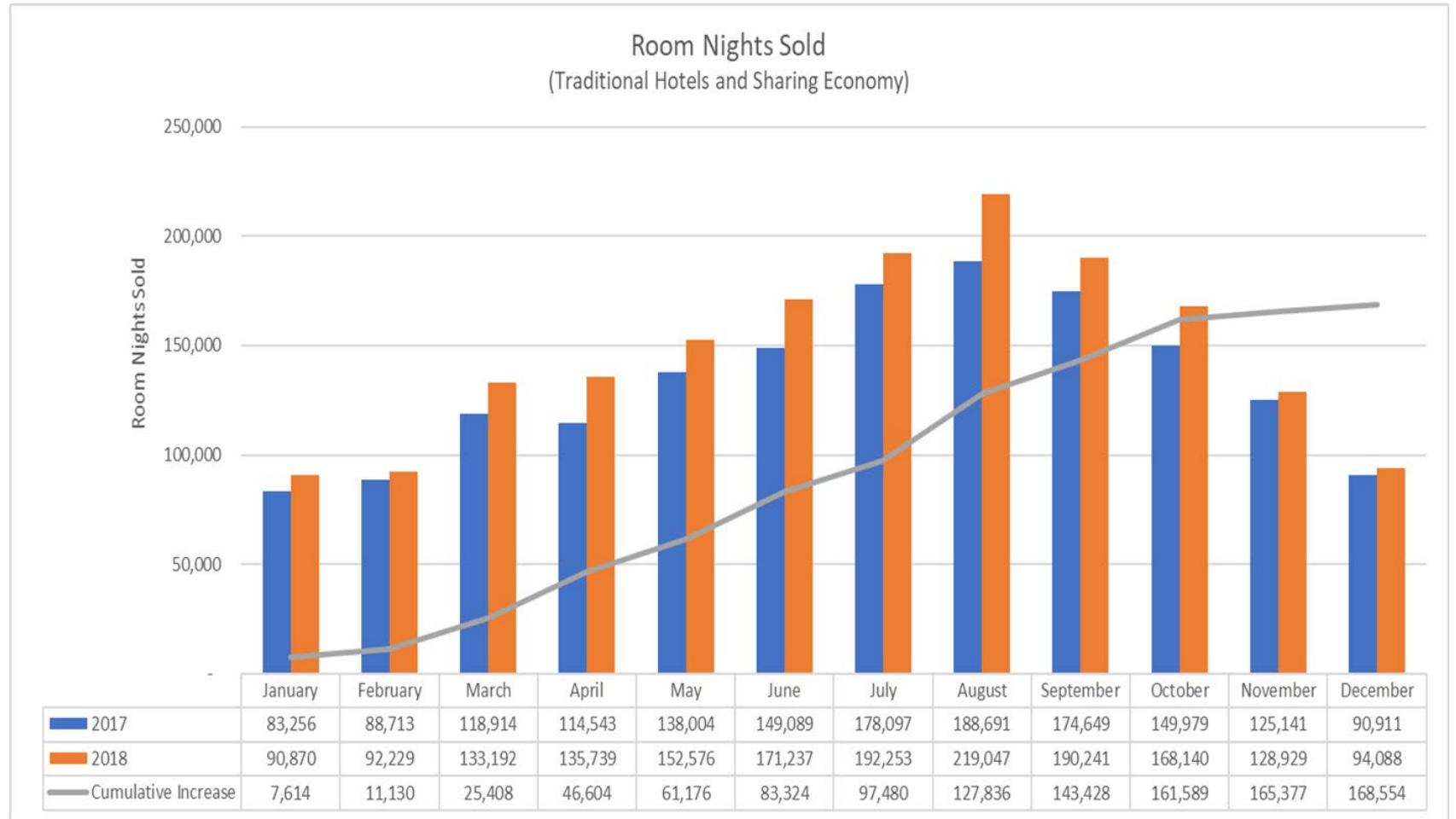
- ❑ Trivago, [A Weekend In Halifax: Make The Most Of Nova Scotia's Capital](#)
- ❑ Trivago, ["Never Have I Ever..." Weekend Getaways Out of Halifax](#)
- ❑ Off Track Travel, [5 OF THE BEST DAY TRIPS FROM HALIFAX, NOVA SCOTIA](#)
- ❑ Off Track Travel, [CELEBRATING SUMMER IN HALIFAX, NOVA SCOTIA](#)
- ❑ Gallagher's Travels, <https://gallagherstravels.com/edge-of-the-sea-nova-scotia/>
- ❑ Via Rail Blog, [THE TOP FIVE BIKE FRIENDLY CITIES IN CANADA](#)
- ❑ Swoop Airline Blog, [Five Canadian road trips to take this summer with Swoop](#)
- ❑ Swoop Airline Blog, [Five boutique hotels to stay at with Swoop](#)
- ❑ Today's Parent, [14 best things to do in Nova Scotia with kids](#)
- ❑ Porthole Cruise, [6 Highlights of Halifax](#)
- ❑ The Telegraph: [Halifax cruise port guide](#)
- ❑ Honey & Betts: [The best places to eat in Halifax, Nova Scotia](#)
- ❑ Everyday Tourist: [Halifax: Quinpool Road is very cool!](#)

## Media Top Mentions Throughout 2018

- ❑ Country Living, [TripAdvisor reveal their top 10 trending travel destinations for 2018](#)
- ❑ GQ Magazine, [A Stylish Road Trip in Maritime Canada: Nova Scotia](#)
- ❑ YELP, [Yelp's Top 100 Places to Eat in Canada for 2018](#)
- ❑ Expedia, [Places Where Maple Syrup Reigns Supreme](#)
- ❑ CNN: Canada photos: [20 of the most beautiful places](#)
- ❑ Toronto Star: [Summer fun in Halifax with no shortage of big festivals on tap](#)
- ❑ Travel weekly: [10 things to love about Nova Scotia](#)
- ❑ Expedia: [23 Insta-Worthy Destinations to Visit with Your Pet in 2018](#)
- ❑ Reader's Digest: [50 Most Gorgeous Parks Across Canada](#)
- ❑ Fodor's Travel: [11 Spectacular Pride Celebrations in Unexpected Cities](#)
- ❑ Family Fun Halifax: [11 Amazing Halifax Summer Festivals You Won't Want to Miss](#)
- ❑ Travel + Leisure: [The Best Countries for Solo Travelers](#)
- ❑ Expedia: [The Best Hands-on Experiences in Canada](#)
- ❑ Today's Parent: [14 best things to do in Nova Scotia with kids](#)
- ❑ MSN: [10 obscure but intriguing cities you can fly to from Heathrow](#)
- ❑ The Star: [A famous lake in Dartmouth, N.S. and why the world keeps coming back](#)
- ❑ Flare: [The Coolest Ice Cream Shops in Halifax](#)
- ❑ Globe Guide: [Top 10 things to do in Halifax, Nova Scotia](#)
- ❑ Reader's Digest: [The Best Places to Visit in 2019 Before They Get Too Popular](#)
- ❑ National Post: ['It's a little more wild:' Surfers catch waves off Nova Scotia year-round](#)
- ❑ Trip Advisor: [12 Reasons You'll Fall in Love with Canada](#)



## Room Sales by Month 2018 vs. 2017



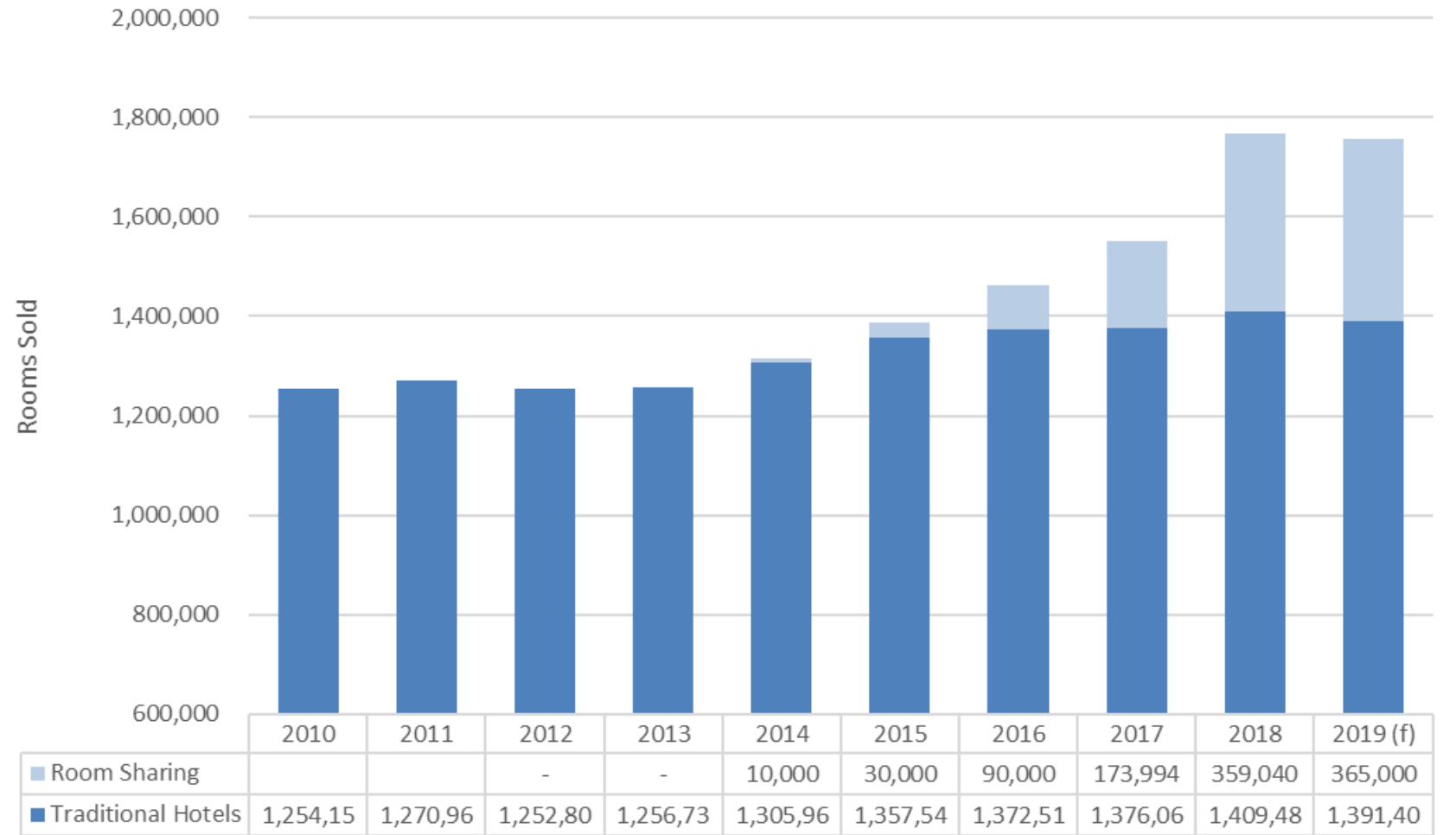




### Room Demand 10 Year Trend



## Overnight Accommodations Room Demand



## Notes:

### Notes:

1. 2013 Online Sharing Economy numbers are estimated only based on supply of rooms
2. 2017 Economic impact calculation is based on Business Events Industry Coalition of Canada's CEIS 2012 study \$823/participant. In 2018, Discover Halifax launched its own EIC calculator based on Tourism Economics Model made specifically for the Halifax Market. This model calculates EI impacts for each individual event and is believed to be much more accurate than the previous model.
3. Data for the five year values for website visits and travel media were unavailable. The five year values are estimated based on known 2015 values.

**Attachment 2**  
**Schedule A - Service Agreement Deliverables (Discover Halifax)**

Service Level Agreement Area	Objective(s)	Actions	Status
3.02 (a) Advice & (b) Strategy	<p><i>Advise HRM on tourism and destination marketing matters.</i></p> <p><i>To drive alignment in strategy with other tourism and economic development partners with respect to tourism development.</i></p>	<ol style="list-style-type: none"> <li>1. Attend meetings and provide reports to Council, Standing Committees and HRM's Senior Management Team as requested.</li> <li>2. Produce by fiscal year-end of each year, a report outlining the state of the municipality's tourism industry .</li> <li>3. Develop an annual business plan.</li> <li>4. Implement a comprehensive five-year marketing strategy for the leisure market.</li> <li>5. Implement a comprehensive five-year strategy for the group market.</li> <li>6. Align performance management to strategies and desired outcomes.</li> <li>7. Align strategy and service delivery with partners, including TNS, HCCC, HRM Civic Events, Waterfront Development Corp, and the Halifax Partnership.</li> <li>8. With HRM, articulate the Municipality's role and approach to tourism, festivals and special events (in alignment with the <i>Halifax Economic Growth Plan 2016-21</i> Year 1-2 Action -- "71. Articulate HRM's role and approach to tourism, festivals and special events.")</li> <li>9. Improve a program-wide Return on Investment in Group Sales.</li> </ol>	<p>Periodic meetings with Senior Management Team conducted throughout the year with Standing Committee meeting Completed in February 2018.</p> <p>Completed 2018/2019 Outlook</p> <p>Completed for 2018</p> <p>Complete</p> <p>Complete</p> <p>Implemented Performance Management Plan in 2017. This activity constitutes an ongoing effort.</p> <p>Periodic meetings undertaken with partner agencies on a frequent basis. This activity constitutes an ongoing effort.</p> <p>HRM Staff report submitted in 2017</p>
3.02 (c) Benchmarking	<p><i>To benchmark against leading DMOs at a minimum bi-annually.</i></p>	<ol style="list-style-type: none"> <li>10. Maximize advertising investments.</li> <li>11. Undertake a process review for major processes.</li> <li>12. Participate in leading DMO benchmarking programs.</li> <li>13. Acquire daily and monthly tourism data to inform decision-making.</li> <li>14. Complete Destination Marketing Association of Canada's annual benchmarking exercise.</li> <li>15. Host familiarization tours and site inspections for meetings and conventions.</li> </ol>	<p>Definite room nights production was 82,688 and 150.3% of target</p> <p>Several continuous improvement initiatives have been implemented along with new partnership launched resulting in a significant increase in reach of campaigns. (Reach up 11% from 2017 to 47.5 million impressions for the year)</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Program scheduled for 2019</p> <p>47 Site Inspections and Fam Trips Hosted</p>

Service Level Agreement Area	Objective(s)	Actions	Status
3.03 (a) Marketing	<p><i>To market the Municipality as a world class-community in which to visit, live, work and conduct business.</i></p> <p><i>To market the Municipality as Atlantic Canada's: preeminent location for meetings, conventions and major events; marquee port of call; hub for year-round individual travel itineraries and experiences; and, hub for group tour travel itineraries and experiences.</i></p> <p><i>To undertake sales activities for Group Sales including Meetings &amp; Conventions.</i></p>	<p>16. Grow meetings and conventions delegate nights (domestic).</p> <p>17. Grow meetings and conventions delegate nights (international).</p> <p>18. Increase overnight leisure visitation.</p> <p>19. Improve access to and the quality of information to visitors who are in-market or planning a visit to Halifax.</p> <p>20. Grow and maintain the Maritime Overnight Leisure market.</p> <p>21. Obtain Halifax's market share of visitation from "in market planners".</p> <p>22. Target Ontario and Western Canada Leisure Market Share.</p> <p>23. Execute 2016 Leisure Campaign in Maritime Market (media impressions target).</p> <p>24. Increase visitor spend with members through improved visitor information.</p> <p>25. Realign media assets owned by Destination Halifax (e.g. website, sales materials) to strategy.</p> <p>26. Realign earned media (media and content not controlled by Destination Halifax) with leisure strategy.</p> <p>27. Design and implement a pre-post and spousal marketing campaign for meeting delegates (in alignment with <i>Halifax Economic Growth plan 2016-21 Year 1-2 Action -- "69. With economic development and tourism partners, present trade and investment opportunities, as well as tourism offerings to conference delegates."</i>).</p> <p>28. Support Halifax Port Authority marketing to cruise lines.</p> <p>29. Develop and implement a search engine optimization strategy for "in market visitors".</p> <p>30. Implement a travel media program.</p> <p>31. Host familiarization tours for travel writers.</p> <p>32. Target media coverage value.</p> <p>33. Target qualified media stories.</p> <p>34. Implement Social Media Program.</p> <p>35. Develop a signature video series to be used for Halifax's future campaigns.</p> <p>36. Capture a series of signature and supporting photography aligning with the new strategy.</p> <p>37. In consultation with HRM, develop a consumer facing logo for Halifax.</p> <p>38. Implement a "cross sales" training program between DH and Halifax Partnership sales teams.</p>	<p>83 domestic events representing 37,888 room nights</p> <p>36 International representing 44,800 room nights</p> <p>YTD Room Nights (inclusive of Airbnb), up 10.5% from 2017. Total rooms sold YTD 2018 = 1.77 million room nights sold</p> <p>Launch of new visitor experience program complete. Includes development of new visitor guide for HRM, landing page on Municipal Public Wi-Fi, &amp; Launch of Visitor TV channel in Hotels. Data not available</p> <p>Launch of new visitor experience program complete.</p> <p>Data not available</p> <p>Four campaigns launched 2018 (Top 10 Campaign, Summer Campaign, Shopping, and Attractions Campaigns)</p> <p>Visitor experience program launched</p> <p>Capture of significant b-roll video and photography of Halifax completed. Launch of new website completed in Q1 2018</p> <p>Media assets captured are actively shared with key stakeholders including Tourism NS, Halifax Partnership, Waterfront Development, and within our earned media channels.</p> <p>Complete and ongoing effort</p> <p>Complete and ongoing effort</p> <p>Complete and ongoing effort</p> <p>Complete and ongoing effort</p> <p>Media Value \$4.2 million (155 million circulation)</p> <p>1,462</p> <p>Complete and ongoing effort</p> <p>Complete</p> <p>Complete</p> <p>Rebrand of Destination Halifax to Discover Halifax completed in 2017</p> <p>Pending</p>

Service Level Agreement Area	Objective(s)	Actions	Status
3.03 (b) Destination Informa	<i>To provide visitors and site selectors with appropriate, timely and convenient destination information.</i>	39. Implement an Attendance Building Program (including spousal program). 40. Undertake a market potential review for select visitor information publications and services. 41. Add enhanced visitor planning tools on website. 42. Develop a visitor guide model. 43. Grow total website referrals to members.	Complete Complete. Launched TV visitor channel in hotels, new visitor guide developed, landing page for free public Wi-Fi created. Complete Complete
3.04 Sector Development	<i>To provide a platform through which industry stakeholders can advance individual business priorities and work collaboratively to grow the tourism sector.</i> <i>To stage relevant and effective professional development programming for the tourism sector.</i>  <i>To foster marquee festivals and events that will provide an increased opportunity for destination animation and draws tourists to the Municipality.</i>  <i>To support HIAA with the continued development of Air Access.</i>  <i>To provide advice on major tourism infrastructure product development.</i>	44. Support tourism development in rural HRM (in alignment with <i>Halifax Economic Growth Plan 2016-21</i> Year 1-2 Action -- "33. Assess the feasibility of a rural action committee to foster rural economic development.")  45. Support Air Access Development (in alignment with <i>Halifax Economic Growth Plan 2016-21</i> Year 1-2 Actions -- "17. Assess the role the Municipality could play in a potential air route development fund to open direct commercial and passenger routes to other destinations." & "18. Produce a 5-year Strategic Growth Plan for the Halifax Gateway.")  46. Support major tourism infrastructure product development. 47. Support project development of Georges Island. 48. Undertake a review of the current membership design and develop a membership strategy. 49. Increase member participation in Show Your Badge Program to increase conference delegate spending on local goods and services. 50. Develop a Stakeholder Communications Plan. 51. Implement an Industry Communications Plan. 52. Undertake a membership pricing and structure review. 53. Develop a program of marketing partnerships with key membership segments. 54. Grow membership. 55. Deliver membership revenue. 56. Deliver leveraged funding (excluding levy) measured as % of budget.	189,719 outbound website referrals Discover Halifax has undertaken a significant overhaul of its membership program and value proposition. Additionally, substantive overhaul of Website and Visitor Guide includes features of rural regions. Membership for rural areas has increased by 32% YTD and Suburban has grown 114% YTD.  Regular communications are undertaken with HIAA in regards to growing air access.  Regular communications are undertaken with key stakeholders in regards to product development No update Complete 42 Offers Increase of 20% Complete Complete Complete Attractions Partnership Launched. Dartmouth Campaign Partnership launched. Shopping Campaign launched 2018. Membership up 193% to 398 members Membership revenue \$168,000 46% (total of \$372,000 in additional revenue achieved)
3.05 (c) Leveraged Funding	<i>To leverage the Municipality's investment in Destination Halifax by partnering with the private sector and other levels of government to fund Destination Halifax's activities.</i>	56. Deliver leveraged funding (excluding levy) measured as % of budget.	46% (total of \$372,000 in additional revenue achieved)
3.05 Reporting	<i>To prepare and present regular reports to the Standing Committee and Council on the status of Destination Halifax activities and</i>	57. Develop quarterly status reports for the CAO. 58. Develop a bi-annual Service Agreement Report for CPED and Regional Council.	Ongoing Complete
New	<i>To pursue an organizational culture of excellence and client focus.</i>	59. Develop and implement a training development program for employees.  60. Reduce administration expenses.	Ongoing  5 year target of 10% reduction in Administration expenses substantially achieved. A total of \$275,000 in administration costs have been found through a corporate reorganization and downsizing and review of major contracts (2016). In 2017, additional savings from renegotiated contracts (Cell, landline phones, webhosting, and IDSS) resulted in \$14,500 annual savings. Additional revenue via new Partnerships in 2017 \$48,000. \$10,700 in additional savings achieved in 2018 including renegotiated land line contracts, computers and IT, and offsite storage fees. Net annual savings = \$348,500 (14% achieved since 2016)

# Attachment 3: Group Sales Production and Accommodations Reports

## Year Select - Event Type - Cross Tab - Comparison

**Year Starting:** 1/1/2018

**Summary Type:** Event Count

**Turned Dates or Event Dates:** Turned dates

**Status(s) Selected:** Cancelled, Contracted, Definite, Tentative

<b>Cancelled</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	5	4	9	7	4	5	6	8	3	3	25	2	81
Meeting	2	0	3	2	1	0	2	0	1	0	9	0	20
<b>Cancelled</b>	7	4	12	9	5	5	8	8	4	3	34	2	101

<b>Contracted</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	1	0	7	10	15	4	0	12	2	4	26	8	89
Meeting	3	1	7	2	0	0	0	1	2	1	11	2	30
Special Event	0	0	1	0	0	0	0	1	0	0	1	0	3
Tour & Travel	0	1	0	0	0	0	0	0	2	0	9	0	12
<b>Contracted</b>	4	2	15	12	15	4	0	14	6	5	47	10	134

<b>Definite</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	8	4	8	3	4	11	5	7	3	11	17	6	87
Meeting	3	3	6	2	0	0	1	0	1	0	4	4	24
Special Event	1	0	4	0	0	1	0	0	0	0	0	0	6
Tour & Travel	0	1	0	0	0	0	0	1	0	0	0	0	2
<b>Definite</b>	12	8	18	5	4	12	6	8	4	11	21	10	119

<b>Tentative</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	14	13	17	16	18	17	25	16	13	23	17	10	199
Meeting	4	6	2	0	3	5	12	8	6	4	9	1	60
Special Event	1	0	0	1	0	1	0	0	0	0	0	1	4
Tour & Travel	0	2	0	0	8	0	0	0	0	1	2	0	13
<b>Tentative</b>	19	21	19	17	29	23	37	24	19	28	28	12	276

## Year Select - Event Type - Cross Tab - Comparison

Year Starting: 1/1/2018

Summary Type: Requested Rooms

Turned Dates or Event Dates: Turned dates

Status(s) Selected: Cancelled, Definite, Tentative, Contracted

Cancelled	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	4,960	3,438	7,485	8,712	4,440	7,996	5,720	6,072	2,025	2,180	16,726	1,735	71,489
Meeting	20	0	920	886	2,015	0	1,173	0	380	0	1,116	0	6,510
<b>Cancelled</b>	<b>4,980</b>	<b>3,438</b>	<b>8,405</b>	<b>9,598</b>	<b>6,455</b>	<b>7,996</b>	<b>6,893</b>	<b>6,072</b>	<b>2,405</b>	<b>2,180</b>	<b>17,842</b>	<b>1,735</b>	<b>77,999</b>

Contracted	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	51	0	5,140	8,681	5,302	3,230	0	6,380	100	7,807	29,088	3,690	69,469
Meeting	210	24	276	85	0	0	0	590	0	0	1,498	60	2,743
Special Event	0	0	0	0	0	0	0	0	0	0	20	0	20
Tour & Travel	0	20	0	0	0	0	0	0	104	0	420	0	544
<b>Contracted</b>	<b>261</b>	<b>44</b>	<b>5,416</b>	<b>8,766</b>	<b>5,302</b>	<b>3,230</b>	<b>0</b>	<b>6,970</b>	<b>204</b>	<b>7,807</b>	<b>31,026</b>	<b>3,750</b>	<b>72,776</b>

Definite	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	4,700	341	2,517	786	12,277	8,578	4,632	3,468	6,205	9,494	6,599	5,789	65,386
Meeting	80	124	785	284	0	0	61	0	40	0	340	155	1,869
Special Event	1,375	0	13,950	0	0	20	0	0	0	0	0	0	15,345
Tour & Travel	0	20	0	0	0	0	0	68	0	0	0	0	88
<b>Definite</b>	<b>6,155</b>	<b>485</b>	<b>17,252</b>	<b>1,070</b>	<b>12,277</b>	<b>8,598</b>	<b>4,693</b>	<b>3,536</b>	<b>6,245</b>	<b>9,494</b>	<b>6,939</b>	<b>5,944</b>	<b>82,688</b>



Tentative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	14,270	8,698	12,432	13,521	11,685	17,851	18,865	12,386	8,770	16,436	16,794	4,705	156,413
Meeting	528	2,082	75	0	975	0	717	1,130	617	584	442	0	7,150
Special Event	0	0	0	20	0	0	0	0	0	0	0	0	20
Tour & Travel	0	104	0	0	400	0	0	0	0	30	112	0	646
Tentative	14,798	10,884	12,507	13,541	13,060	17,851	19,582	13,516	9,387	17,050	17,348	4,705	164,229