

Re: Item No. 11.2.1

HALIFAX

Halifax Region Integrated Tourism Master Plan

Presentation to Halifax Regional Council

Origin

December 3, 2019

- Halifax Regional Council approved a contribution of \$50,000 towards the development of a Regional Destination Development Plan by Discover Halifax, and
- Council endorsed the development of a Regional Destination Development Plan by Discover Halifax.

Development Process

- Led by Discover Halifax
- Oversight provided by Discover Halifax board of directors
- Project team included tourism consultants, HRM and DH staff, community advisory committee, with both political and staff representation from HRM
- Engagement process included:
 - dedicated project website,
 - discussion primer and feedback form,
 - town hall sessions,
 - industry and sector working sessions,
 - one on one interviews,
 - online survey.



Halifax Regional Municipality Integrated Tourism Master Plan

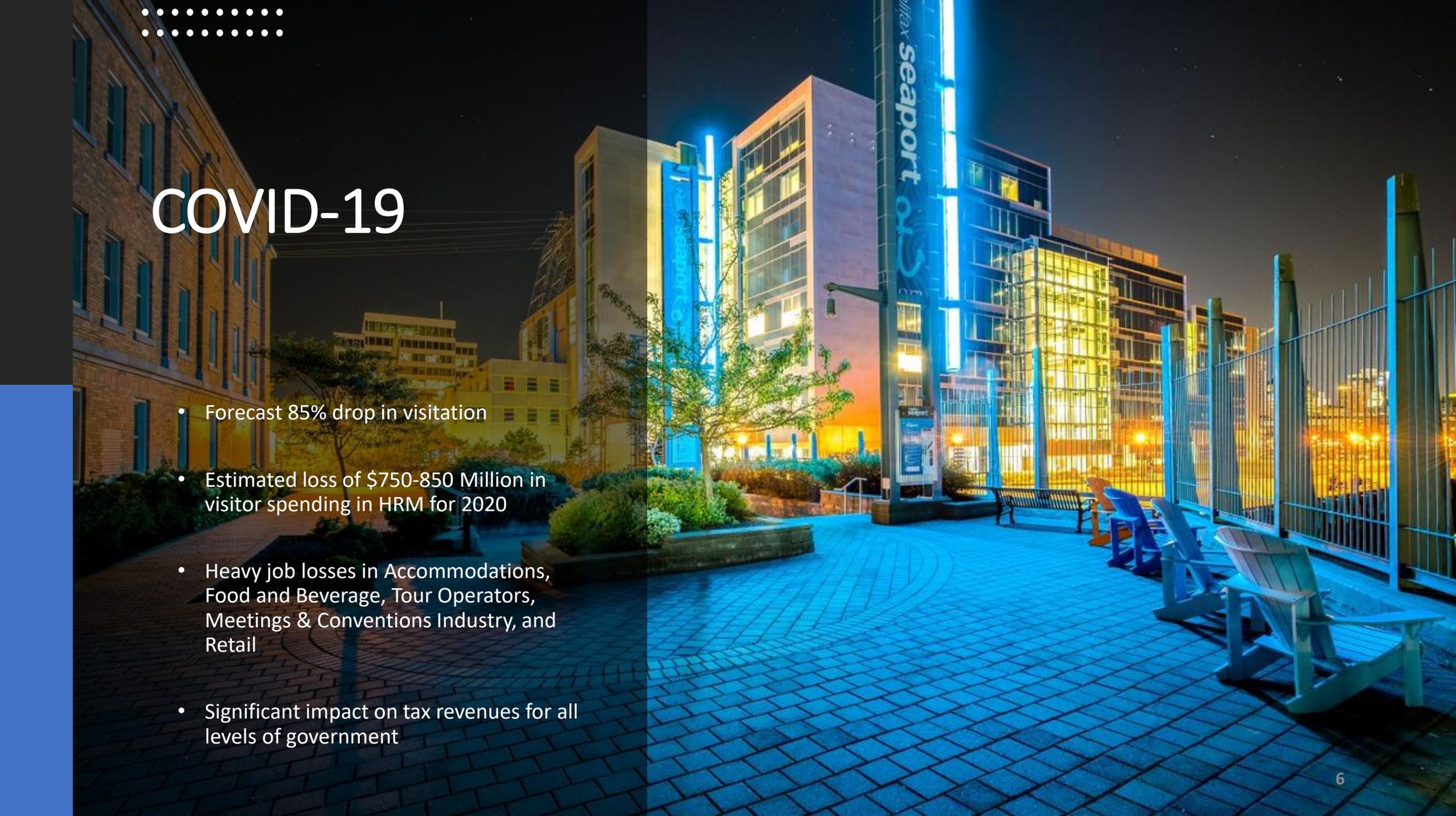
Ross Jefferson, President and CEO



Halifax Region Visitor Economy (Pre-Covid-19)

- 5.3 million overnight stays/year and \$1.3 billion spending (1 in 27 people in HRM are an overnight visitor)
- 54% of Nova Scotia Tourism Revenues
- Approx. 4,000 businesses in Halifax's visitation economy employing 34,000 people
- Property Taxes to HRM Estimated at \$42 million and \$85.3 Million in Revenue to the Province
- One of the fastest growing industries (Globally and Nationally)





COVID-19

- Forecast 85% drop in visitation
- Estimated loss of \$750-850 Million in visitor spending in HRM for 2020
- Heavy job losses in Accommodations, Food and Beverage, Tour Operators, Meetings & Conventions Industry, and Retail
- Significant impact on tax revenues for all levels of government

Covid-19

Three Phase Recovery Plan

1. Support

1. Supporting containment measures of the virus
2. Support businesses impacted by lockdowns through liquidity
3. Supporting hyper-local demand generation (buy-local, takeout, support online purchasing)
4. Boosting Community Spirit in a difficult time

2. Re-Open and Recovery

1. Gaining open access to safe markets
2. Rebuilding consumer demand as markets return
3. Supporting consumers needs and questions (what is open, itinerary building, safety questions)
4. Continue selling for sales cycles in group business for future events and conferences (2022-2026)

3. Transform and Re-Invent

1. Explore opportunities to accelerate recovery through **Halifax's Integrated Tourism Master Plan**
2. Seek opportunities to reimagine industry
3. Reimagine the core services of Discover Halifax to be focused as backbone in collective impact model



What is a Tourism Master Plan?

- Destination Management is an ongoing process that engages delivery partners in a strong collaborative network to deliver on a clear vision for the future.
- A Tourism Master Plan is the shared statement of work among those partners to work collaboratively towards a shared vision.

ENGAGEMENT PROCESS

Ensuring there was comprehensive input was critical to development of the plan and what guided the engagement process. Activities to ensure extensive outreach and engagement included:

- » A dedicated project website to inform stakeholders of the overall strategy process and to support the outreach and engagement process
- » Discussion primer and feedback form
- » Town hall sessions
- » Working sessions with industry stakeholders and sector groups
- » Bilateral interviews
- » An online survey of Discover Halifax members, broader stakeholder representatives, etc.
- » Project email address for open, unstructured input



250

SURVEY RESPONSES



300+

SESSIONS ATTENDEES



32

ENGAGEMENT EVENTS



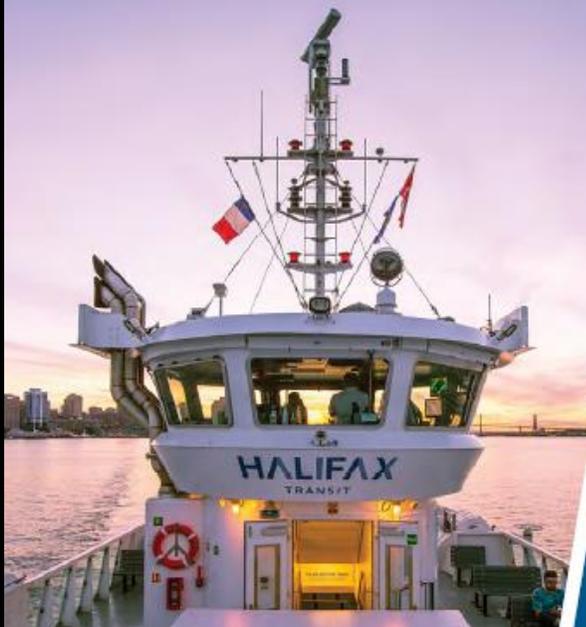


Guiding Principles

- Take a “community-first” approach
- Support a competitive lens for decision making
- Support a broader context of growth for Nova Scotia
- Leverage collaboration throughout the tourism ecosystem

MASTER PLAN FRAMEWORK

Working together, the Halifax region will harness our local culture to build and promote a model, sustainable tourism destination. By remaining authentic to our heritage and Halifax's distinct vibe, diversity, creativity, and talent, we will share our unique communities and a quality of life that is deeply connected to our ocean advantage.



VISION

TO BE WIDELY RECOGNIZED AS THE FAVOURITE CITY IN CANADA.

GOALS



GROW TOURISM REVENUES



ENRICH THE LIVES OF RESIDENTS



GROW TOURISM EMPLOYMENT



ALIGN WITH RELATED STRATEGIES

STRATEGIC THEMES



BUILD AND ENHANCE HALIFAX'S KEY DEMAND GENERATORS



ATTRACT HIGHEST YIELD AND GROWTH MARKETS



MAKE IT EASY TO GET HERE AND VISIT



BE VIBRANT AND ALIVE, 365



DEVELOP RESPONSIBLE TOURISM



ESTABLISH, IDENTIFY, AND APPOINT TOURISM LEADERSHIP

Advisory Board for the Development of the Integrated Tourism Master Plan

MAYOR MIKE SAVAGE

Halifax Regional Municipality

MATT HEBB

Dalhousie University

JENNIFER ANGEL

Develop Nova Scotia

JOYCE CARTER

Halifax International Airport Authority

CHUCK MAILLET

ACOA

WENDY LUTHER

Halifax Partnership

TREVOR MURPHY

Creative NS Leadership Council

JULIE TOMPA

Parks Canada

JEFF RANSOME

Marriott Hotel

DARLENE MACDONALD

Tourism Nova Scotia

IAN THOMPSON

Cox Palmer

DON BUREAUX

Nova Scotia Community College

GORDON HAMMOND

Museums & Institutions

CATHERINE MARTIN

NS Indigenous Tourism Enterprise Network

RUSSELL GROSSE

Black Cultural Centre

JOE RAMIA

Rank Inc

ROSS JEFFERSON

Discover Halifax

MAGGIE MACDONALD

Halifax Regional Municipality

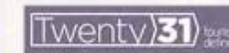
PARTNERS IN DEVELOPING THE TOURISM INTEGRATED MASTER PLAN

Discover Halifax, the Atlantic Canada Opportunities Agency, and the Halifax Regional Municipality were the founding members and principal investors in the development of the Integrated Tourism Master Plan.



Discover Halifax wishes to extend a huge thank you to all partners and stakeholders who contributed their input, knowledge, and expertise to the development of this plan. We're excited to continue working with you and support the recovery and sustainable growth of the visitor economy.

Consulting team:



MICHELE MCKENZIE
MCKENZIE BUSINESS STRATEGIES

Implementation

- Action on specific items to return to Council as appropriate
- Staff to negotiate a new Services Agreement with Discover Halifax including destination development
- Discussions with HANS and DH on items including events leadership and resourcing

Recommendation

That Regional Council:

1. endorse the Halifax Regional Integrated Tourism Master Plan (Attachment 1) presented by Discover Halifax and the municipality's related responsibilities as noted in the body of the January 11, 2021 report;
2. direct the CAO to work with Discover Halifax to provide annual updates to Council on the Halifax Regional Integrated Tourism Master Plan;
3. direct the CAO to negotiate a new Services Agreement with Discover Halifax to reflect an expanded role for Discover Halifax that includes destination development, with the scale and scope of activity contingent on funding levels from all sources, including operational funding from HRM subject to budget approval;
4. request the Mayor write to the Province of Nova Scotia requesting amendments to the Halifax Regional Municipality Marketing Levy Act to remove the cap on the marketing levy; and
5. direct the CAO to negotiate a memorandum of understanding with the Hotel Association of Nova Scotia in advance of any changes to the marketing levy.