



New Service Delivery Changes

Community Planning and Economic
Development Standing Committee

Ross Jefferson, President and CEO

October 19, 2023



1 in 27 People in HRM are Overnight Visitors

- 5.3 million overnight stays/year and \$1.3 billion spending
- 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)

A nighttime photograph of a city square. In the center is a tall, ornate clock tower with a pointed spire, illuminated with blue and green lights. Behind it is a large, multi-story building with a sign that says "WILD @". The square is filled with people, some sitting on benches, and trees are visible on the sides. The overall atmosphere is festive and urban.

Industry Vision

To be recognized globally as people's favorite Canadian city _

A large crowd of people is gathered on a waterfront stage at dusk. The stage is illuminated with warm lights, and a person is visible on the stage. In the background, a city skyline is visible across the water, and a ferry is moving across the water. The sky is a mix of blue and orange, indicating sunset.

Our Mission

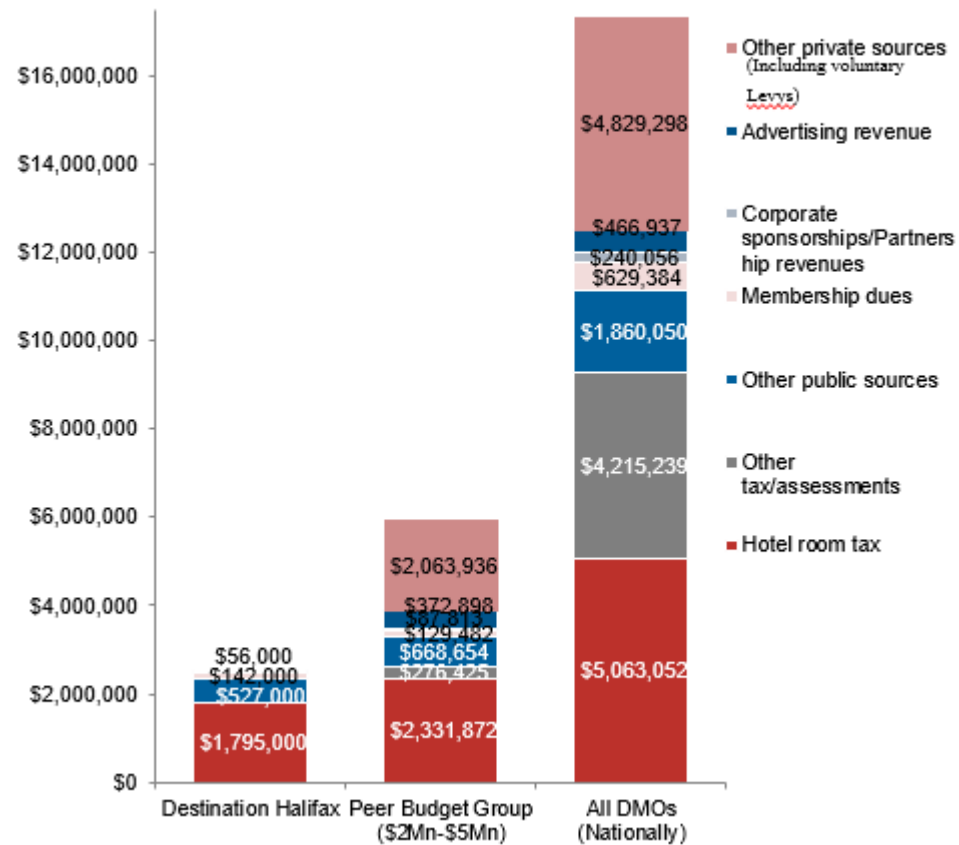
We seek to maximize **economic and social benefits** derived from the tourism industry for the benefit of the people who **live, visit, and invest** in our region.

We do this by **showcasing the best of our region to the world**, and through collective impact, we seek to shape the **sustainable future** of our industry through good **planning, investment, and design**.

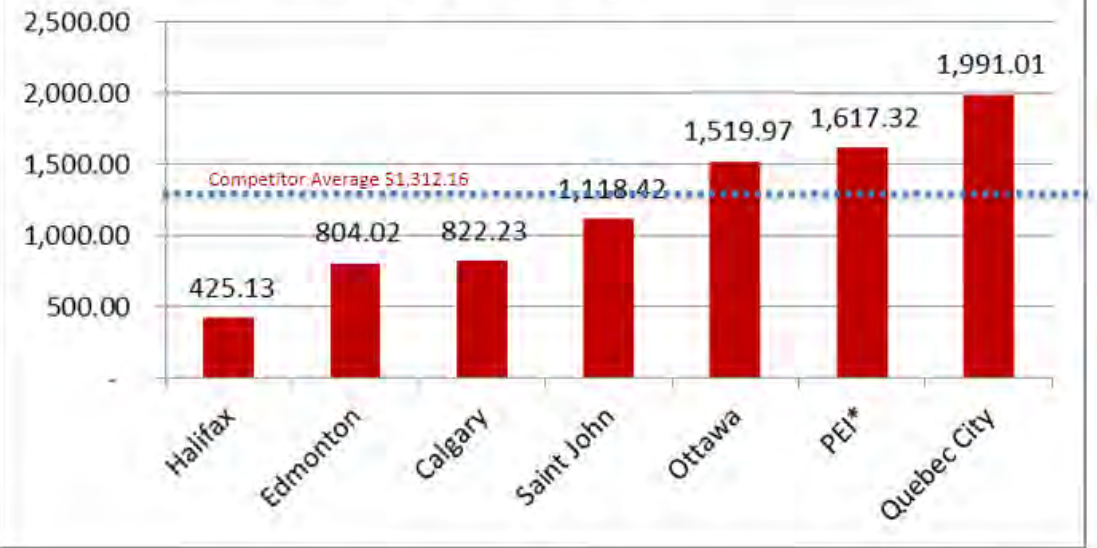
2016 Benchmarking

Program Investments on a Per-Room Basis

Organisational Funding/Revenue by Specific Source Type (2016 Budget)



Funding Level / Rooms



2019 Benchmarking

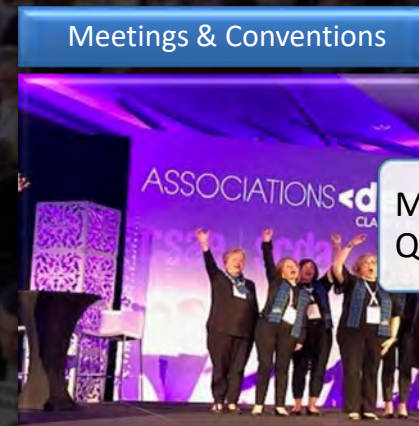
Program Investments on a Per-Room Basis



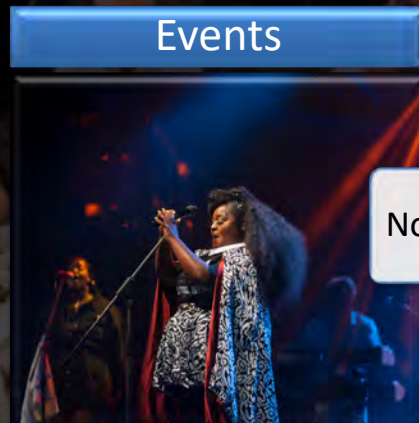
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Quartile



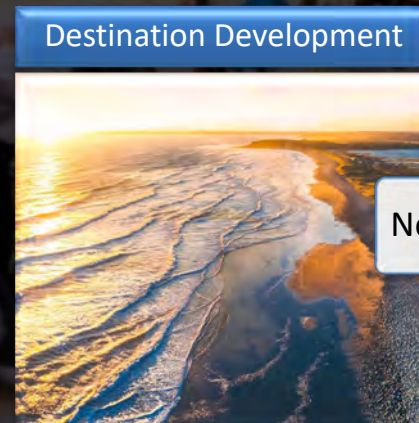
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Middle
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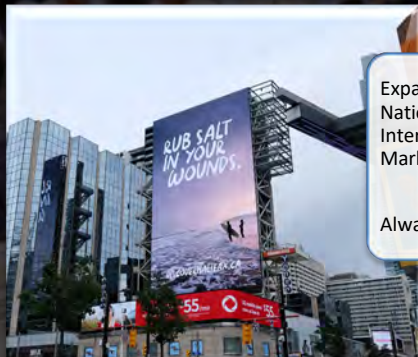
No Service



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2024 Expanded Services Offering

Marketing



Expanded to National & Select International Markets

Always On

Visitor Experience



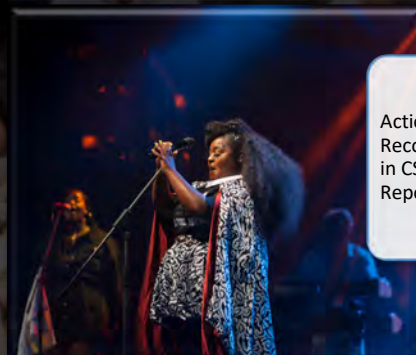
Improved Visitor Services & Expanded Capacity to Rural HRM

Meetings & Conventions



Financial Incentives

Events



Action the 49 Recommendations in CSTA Stat Pro Report

Destination Development

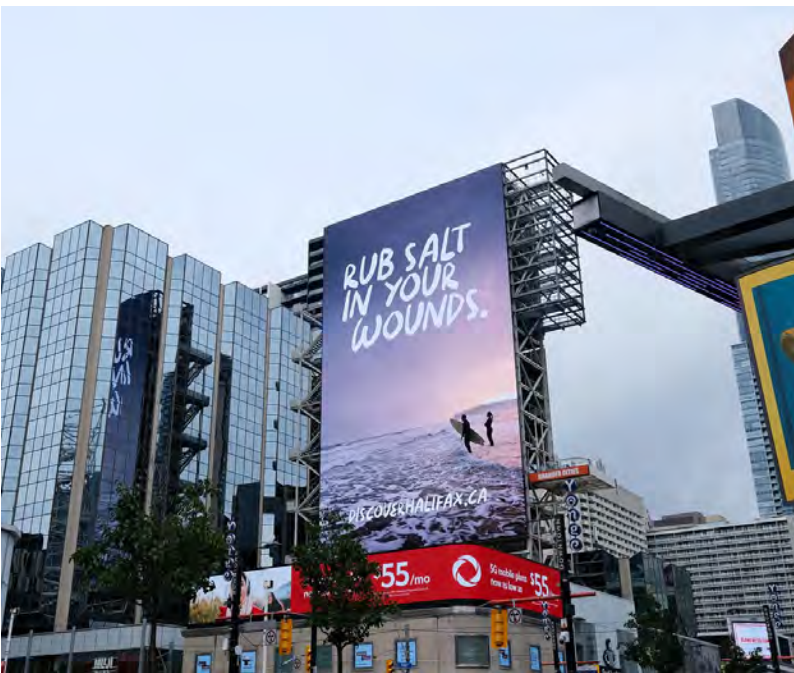
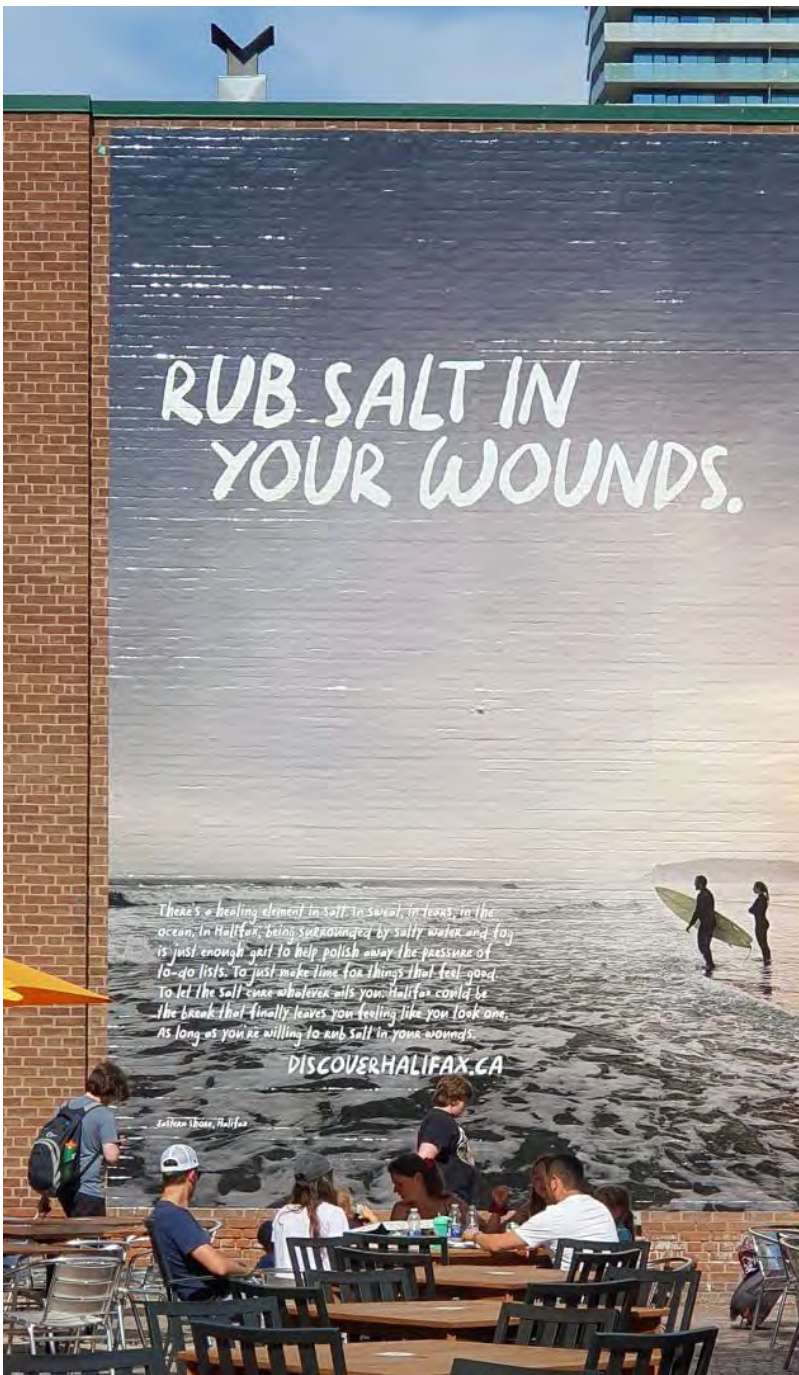


Sustainability
Policy & Planning
Rural Products













Applied Arts

ADVERTISING AWARDS

Copywriting for Static Ads-Series



the message.

A new voice for a new age of Canadian marketing

Discover Halifax wants visitors to rub salt in their wounds



Why: Discover Halifax, with Thompson Advertising for strategy (and second round creative), Village Square for build.

Notes: A national campaign with a specific focus on urbanites. It's based on research showing that this group is particularly keen on coming to the region for "a big, relaxing gulp of sea air" and Discover Halifax's vice-president of marketing and visitor experience Clare Tidby.

Notes & Remarks: The campaign is in its first year, aimed primarily at people living within 100 kilometres of the airport offering direct flights to Halifax with a particular focus on Southern Ontario and Alberta as urban markets. Campaign elements include digital video, social media, programmatic audio, in-flight video announcements and interstitial for Canada flights, and salt in some in-press materials.

Why: While the tourism marketing organizations are working with a larger budget than in the past, it's "not so much that we could afford to be overthinking," said Tidby.

"The budget is decent large enough to convince people of something they don't already believe about the region, she said. "We wanted to focus on what they know about us—that we're open and cleaning, noise reduced to the sea, that we're



cleaner to nature, and probably—could derive it is a compelling feature," she said.

Discover Halifax gets out of the city to attract urbanites

Realizing its target markets have their own urban centres, the tourism board is instead focusing on nearby scenic attractions.

By Christopher Lombardo

April 13, 2021



Discover Halifax is going after urbanites and leaning into the idea of R&R and its unique geography in its latest, national campaign.

Three spots are salt, about the ocean the province is known for, rocks, about how they crafted an iconic shoreline, and then fog coming out next week.

"We know that people in Ontario and Alberta, who are our primary fly markets, are particularly interested in getting that big gulp of sea air, so we are making sure we feature that extensively in all our materials," says Clare Tidby, VP of marketing and visitor experience.



View Online



Destination Canada News



Discover Halifax invites Canadians to Rub Salt in their Wounds

Discover Halifax has launched a new brand campaign to extend its marketing presence to urban Canadians. Taking inspiration from the region's saltwater, rocky coast and fog, the concept takes negative (but relatable) turns-of-phrases ("rub salt in your wounds" and "cloud your judgment", for example) and offers Halifax as a compelling elixir. The campaign includes digital video, social media, in-flight audio on domestic and international Air Canada flights, and programmatic audio. The target audience is urban Canadians living within 100 kilometres of an airport with direct access to Halifax Stanfield International Airport.



vivalehaha
Halifax, Nova Scotia

vivalehaha Photo buffer of our time with @discoverhalifax: Nova Scotia boasts so much beauty all around! We were truly in awe of the history and scenery in and around Halifax, we're already hoping to go back 🥰

is this destination on your end of summer/fall travel list yet? 🍷

#Halifax #Halifaxers #DiscoverHalifax #RegionofNovaScotia #CanadaTravellers #TravelVloggers #HalifaxHolidays #RoadTrip #EastCoast #EastCoastCanada #CanadaLovers

kattcockin 🍷🍷🍷
To: Reply

foodsofthetama Love Halifax ❤️
To: Reply

missyann 🌈 This looks like it's right out of a storybook 🍷 @tammarcott @discoverhalifax
To: Reply

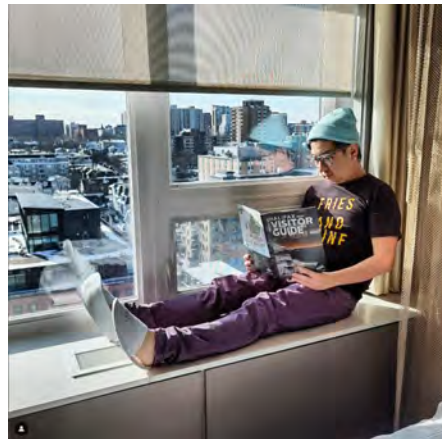
toonstersubroad Halifax looks so beautiful! i hope to visit soon!
To: Reply

theahibaddone 🍷 Beautiful ❤️
To: Reply

amanzhalax Halifax is amazing!!

Liked by thewanderingsamstagil and others

Add a comment...



realnovemore • Follow
The Beach Nova Scotia

realnovemore #HALIFAX TRAVEL SERIES

Sitting on the bay windows in my hotel room @Questerra while overlooking the streets.

Honestly, I haven't bought a magazine for a long time as most PDF can be found online nowadays but thanks to @discoverhalifax's "Kid's Guide, I do want to read to see where they recommend to drink and eat when in Halifax.

#HalifaxTravelSeries #RegionofNovaScotia #Halifax #DiscoverHalifax #VirtualVlog #TravelVloggers #HalifaxLovers #Halifax #NovaScotia #CanadaTravellers #TravelVloggers #HalifaxHolidays #RoadTrip #EastCoast #EastCoastCanada #CanadaLovers

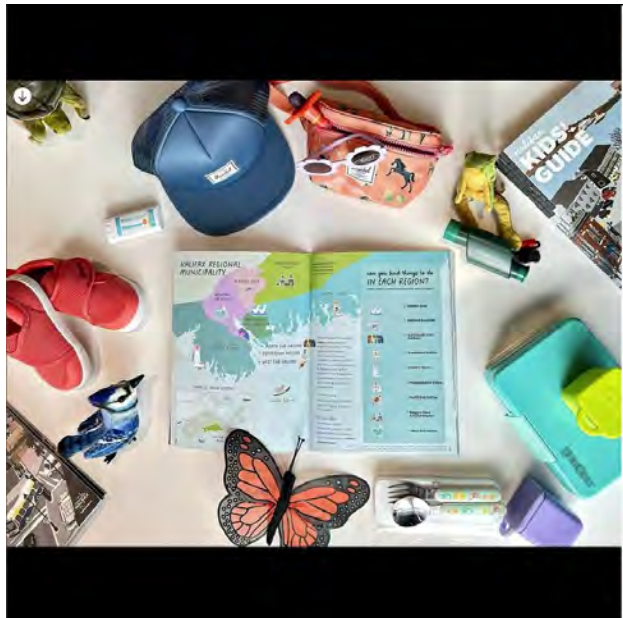
bravewings It's cool that a hotel offers such a nice view with a nice day on show
23w · 1 like · Reply · 🌐

you_billie Lee this shot 🤩
24w · 1 like · Reply

terry55 Modern sun bathing 🍷
24w · 1 like · Reply · 🌐

Liked by adamovomnie and others

Add a comment...



nurturedmom
Halifax, Nova Scotia

nurturedmom Adventure with a @discoverhalifax Kid's Guide this March break! Pick it up in the shop along with Nurtured goodies 🍷 🍷 🍷 and you'll be making memories & having fun!

Fun fact: The Halifax Regional Municipality boasts over 540sq kilometers! The @discoverhalifax Kid's Guide aims to help you unearth the best of the best in keeping the kid's busy! We love their treat trail, hiking highlights and maps of kid friendly places!

#staycation#discoverhalifax #marchbreak2023 #halifaxnovascotia #halifaxshopping #funtimes #playtime #explorenova #discoverhalifax

babiators 🍷 The essentials 🍷
25w · 1 like · Reply

thinkuncare 🍷🍷🍷🍷
25w · Reply

Liked by whimichocolate and others

MARCH 8

Add a comment...



martiniquedesserterie • Follow
Musquodoboit Harbour, Nova Scotia

martiniquedesserterie Come enjoy break time at Martinique Desserterie - Enjoying an Espresso & a Lemon Biscotti with Almonds and Cranberries! Biscotti: the cookie so nice that you bake it twice! 🍷

martiniquedesserterie #espresso #biscotti #discoverhalifax #halifaxcoffee #halifaxtreatery #novascotiacoffee #novascotiapring
25w · Reply

Liked by flavourphoto and others

APRIL 10

Add a comment...

SCOTIABANKCTRHALIFAX Posts

scotiabankctrhalifax



Followed by dawnbee72 and 13 others

scotiabankctrhalifax With all the exciting events we have coming up, it's time to start planning your trip downtown. These restaurants offer delicious food and are all just a three-minute walk from the Scotiabank Centre. Why not savor a bit of Halifax before your night out?

Link in bio

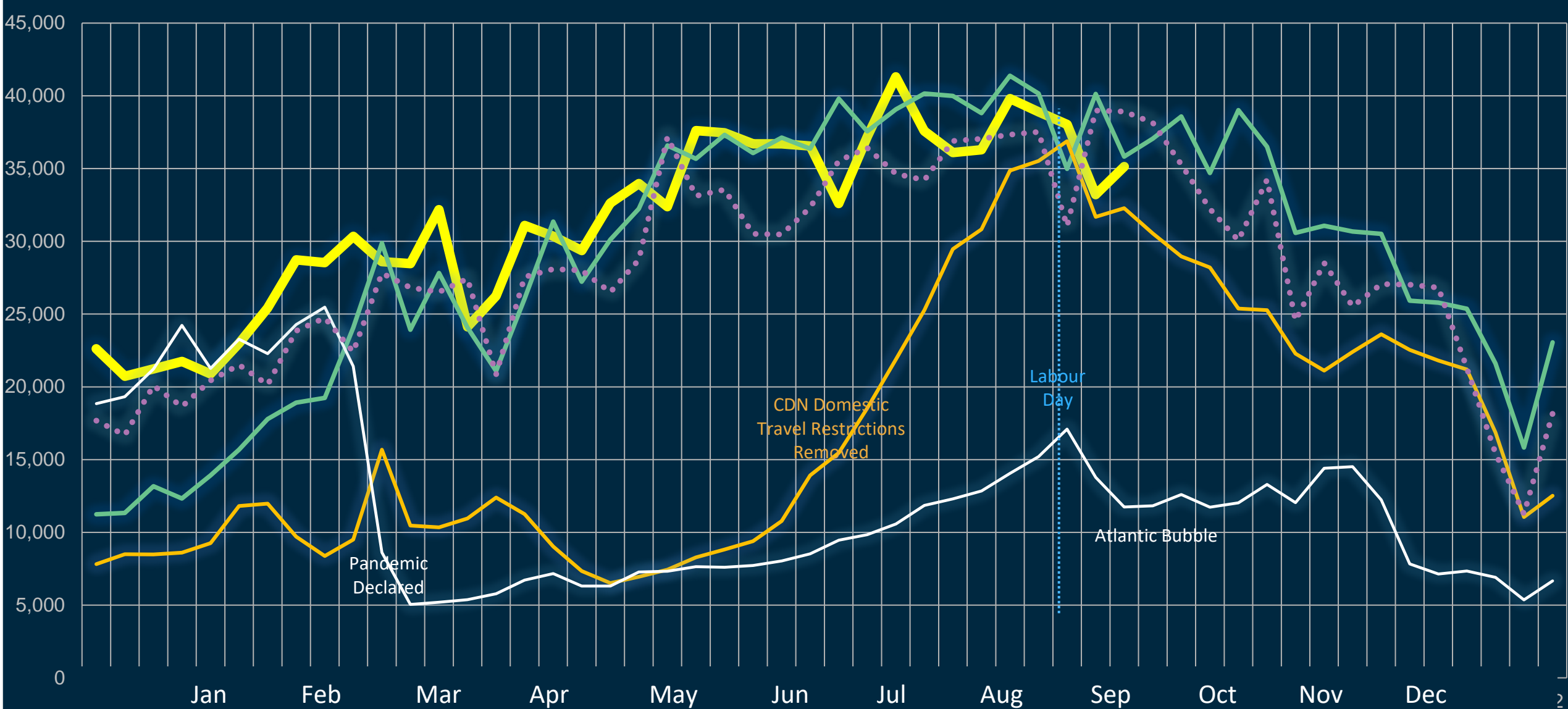
1 hour ago

Always on.....

Campaign	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Top 10 in 2023	█	█										
Shopping	█	█									█	█
Dine Around		█										
March Break – Atlantic		█	█									
Ontario Family			█	█	█							
Ontario / Alberta				█	█	█	█	█	█			
Summer / Fall - Atlantic					█	█	█	█	█			
Guide Promo						█	█	█				
Newsletter Promo					█				█	█		
Attractions									█	█	█	
(Evergreen)											█	█
(NYC Campaign)								█	█	█	█	█

Rooms Sold Per Week Halifax

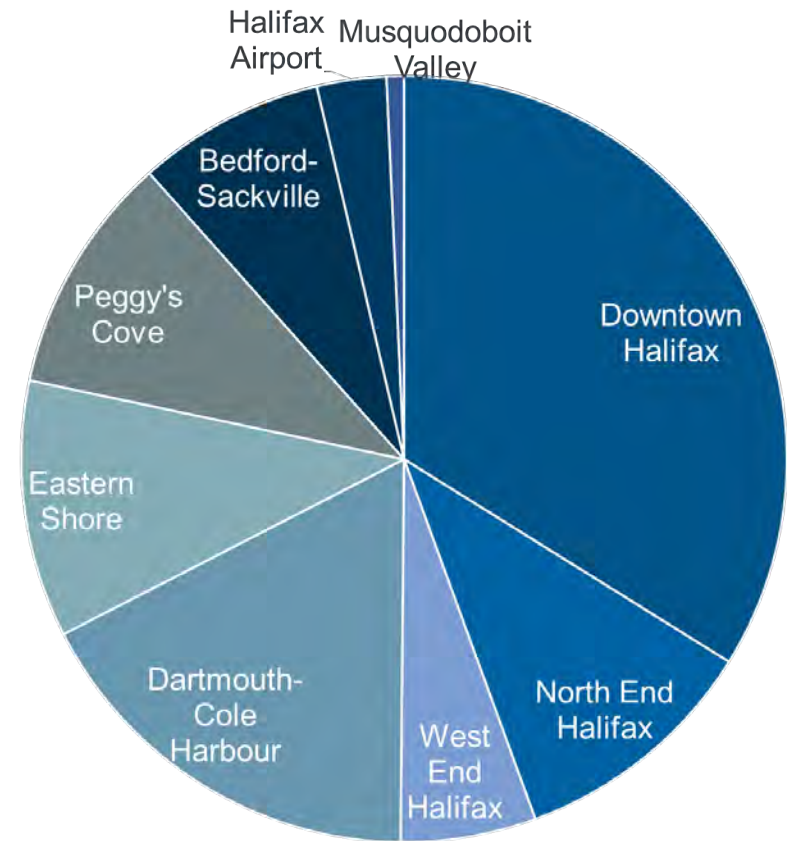
2023 2022 2021 2020 2019



Halifax, NS+	11%
Sydney, NS+	-8%
Rest of Nova Scotia+	-1%
Province of New Brunswick	-1%
Charlottetown, PE+	2%
Ottawa, ON+	9%
Victoria, BC+	-12%
Calgary, AB++	10%
Montreal, QC+	3%



Membership growth up from **174** members in 2016 to **750** in 2023





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What's in a Name?
Exploring local place names and meanings of the Mi'kmaq people

The Mi'kmaq (also known as the Indigenous people of the Maritime region in Canada, with some groups in the United States, New Brunswick, Prince Edward Island, Newfoundland, parts of the Gulf Provinces, Ontario, and Quebec) are one of the 61 Indigenous groups of Mi'kmaq descent in Canada. They have a rich history and a strong spiritual connection to the land.

Place names derived closely with Mi'kmaq and other local groups to create the map. This map also serves as a guide to the history of the region but also represents the cultural significance through the foundation of important place names. These names are not just geographical locations, they are stories and cultural elements significant to the Mi'kmaq and indicators of their deep connection to the environment.

Historically, the Mi'kmaq lived in wigwags, portable dwellings that were made from their own hands and were used to live in or around them. They were nomadic, following the seasons and their food sources, and were known for their exceptional hunting and fishing skills, as well as their traditional handicrafts, crafting, and trade.

The arrival of European settlers in the 1600s brought immense hardships to the Mi'kmaq. Diseases, decimated food supplies, and the violence against their lands and resources. Over the years, the Mi'kmaq were subjected to further oppression, including the loss of their language and culture in schools. This devastating legacy of oppression lasted for many years and had a dramatic impact on the preservation of the Mi'kmaq language and culture.

Despite these challenges, the Mi'kmaq have persevered, and their legacy continues to shape the region and stretch the lives of all those who call it home. This map of Mi'kmaq places is a testament to their rich cultural heritage and a reminder of the hardships they faced. Despite the oppression of their language, culture, and people, the legacy of the Mi'kmaq lives on.

Learn more at mikmaqonline.org

Let's learn about MI'KMA'KI

The people of the Mi'kmaq Nation have lived in the area now known as Nova Scotia, Prince Edward Island, Newfoundland, most of New Brunswick and parts of the Gaspé Peninsula since time immemorial. This area is known as **Mi'kma'ki**. Traditional homeland and archaeological findings have shown evidence of Mi'kmaq presence in and around the area for thousands of years.

DISCOVER THE MI'KMAQ PETROGLYPHS AT THE BEDFORD BARRENS

WHAT IS A PETROGLYPH? Petroglyphs are rock carvings made by chipping directly onto the rock surface.

There are two Mi'kmaq petroglyphs located at the Bedford Barrens, an easily accessible gravel trail at the end of Emmerson Street in Bedford. One of the petroglyphs is the Eight Pointed Mi'kmaq Star, and the other is an abstract human figure. These petroglyphs are located right next to each other and can be spotted by the many colourful offerings tied to the trees above and the interpretive signage nearby.

TIP: When the petroglyphs are completely dry, they can be difficult to see, so try pouring some water over them and you'll see the grooves of the design begin to appear more clearly!

Mural: 'Respect the Sun' by Lorrie Julien
Grand Council Flag of the Mi'kmaq Nation

Mi'kmaq WORD GUIDE

Hello = kwe
☞ *gway*

Welcome = pjila'si
☞ *(ip)-gee-la-see*
(translation: you are welcome)

See you again = n'multes
☞ *nem-cool-tes*
Did you know that the Mi'kmaq language doesn't have a word for goodbye? It is always, I'll see you.

Thank you = we'la'in
☞ *weh-lah-lin*
(translation: you do something good for me)

I love you = kesalul
☞ *ge-sa-lul*

Family = ni'kma'q
☞ *nee-gim-ah'q*

Mom = kiju'
☞ *gi-juu*

Dad = ta'ta
☞ *dah-dah*

My name is _____ = n'in teluusi
☞ *neen deh-loo-wisi*

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Explore

INDIGENOUS IMPACT
Mi'kmaq and Indigenous Culture in Kijikpuktuk

Deepen your understanding of Mi'kmaq and Indigenous culture and explore the unique perspectives and experiences of Indigenous artists from across Tarras Island through personal stories, artwork, and artwork at these local exhibits.

North American Indigenous Games 2023
July 15-23, 2023

This is What I Wish You Know
How Unique We Still Are
Historical Museum of the Annapolis

Tari and Tari Kiskawuk
How Unique We Still Are
Historical Museum of the Annapolis

Ferrous Matter: A City Shaped by Conflict
Historical Museum of the Annapolis

Tari (ukla'ig) Conference
Historical Museum of the Annapolis

6

ANIMALS OF MI'KMA'KI • WAISISK MI'KMA'KIKEWAQ

These animals are indigenous to Mi'kma'ki, and are featured throughout Mi'kmaq teachings and stories. Can you find all the animals in the forest?

	Bear Mun		Beaver Kijup		Eagle Kijup		Porcupine Matus
	Coyote L'uk-way		Deer Wuk'puk		Raven Wuk'puk		Turtle Mijuk

7

Meetings and Conventions Production (Jan-Sept)

BUSINESS EVENTS	YTD	2023 GOAL
Events Bid or Assisted On	194	230
Number of Events Won	91	111
Economic Impact of Events Won	\$38-Million	\$45-Million
Room Demand for Events Won	67,000	90,000



Events Production (Jan-Sept)

SPORT & CULTURE EVENTS	YTD	2023 GOAL
Events Bid or Assisted On	24	35
Number of Events Won	8	18
Economic Impact of Events Won	\$22-Million	\$22-Million
Room Demand for Events Won	23,987	20,000

Notable Wins

EVENTS	Date	EIC	Room Night Sold
The JUNOS	March 2024	\$7,212,672	9,004
Skate Canada International	October 2024	\$1,948,026	1,634
* Special Event – To be Announced	Nov 2024	\$11,909,615	9,992

*No public announcement made yet

Take The Lead – Celebrating & Inspiring Locals

BOB MILLAR
TOOK THE LEAD AND BROUGHT THE UNISSON FESTIVAL TO HALIFAX

What event will you bring?

UNISSON Festival

TAKE THE LEAD HALIFAX.CA [SHOW ME HOW >](#)

A ROUND OF APPLAUSE FOR TEX MARSHALL WHO TOOK THE LEAD FOR OUR CITY

What event could you bring to Halifax?

TAKE THE LEAD HALIFAX.CA [SHOW ME HOW >](#)

MATHEW HARRIS TAPPED INTO HIS NETWORK AND BROUGHT A BIG EVENT TO HALIFAX.

You can too.

Deloitte.

TAKE THE LEAD HALIFAX.CA [SHOW ME HOW >](#)

RAYMOND JAHNCKE BROUGHT HIS PEERS TO HALIFAX FOR THE CANADIAN SYMPOSIUM ON REMOTE SENSING.

What event could your expertise bring?

TAKE THE LEAD HALIFAX.CA [SHOW ME HOW >](#)

REGIONAL CHIEF PAUL PROSPER BROUGHT THE ASSEMBLY OF FIRST NATIONS TO HALIFAX.

Who will you bring?

TAKE THE LEAD HALIFAX.CA [SHOW ME HOW >](#)

Event Leads Created: 8

Events Bid On: 8

Events Won: 5

2023 Sport & Culture Events





HALIFAX REGIONAL INTEGRATED TOURISM MASTER PLAN



Destination Management

- Resources dedicated for implementation support
- Update the plan in 2024
- Focus on environmental sustainability
- Include Regional sub-plans

Halifax's Secret to Success...

Working Relationships Between Partners



Business Improvement Districts

HALIFAX

2023 Event Recap Highlights



2023 East Coast Music Festival & Awards

Tuesday, May 2nd to Sunday, May 7th

*Data Provided by ECMA post-event



Total Delegates	1,576
Total Spectators	15,000
Total Participation	16,576
Estimated % of from Out of Town	20% (3,315)
Estimated % of Out-of-Town Staying Overnight	80% (2,652)
Total Room Nights	4,066 (1,362 peak)
Total Budget	1.6M
Total Direct Economic Impact Calculation	\$3,631,343.00
2024 Host	Charlottetown, PEI
Potential Return	4-6 years

Considerations:

- Unique Spectators
- % out of town & % staying overnight
- Local Budget Spend



The Great Outdoor Comedy Festival

August 11th to 13th @ Garrison Grounds

*Data Provided by Trixstar Entertainment post-event

Total Attendance	23,170 (average = 7,723)	
Friday = 9,760	Saturday = 3,534	Sunday = 9,876
Estimated Total Unique Spectators	11,585 (Total x Events / 2)	
% of from Out of Town	26% (3,021)	
Estimated % of Out-of-Town Staying Overnight	50% (886)	
Total Room Nights	2,099 (1,264 peak)	
Event Budget	1.5M	
Total Direct Economic Impact Calculation	\$2,359,363.00	
2024 Host	Halifax	

Considerations:

- Unique Spectators
- % Staying Overnight
- Local Budget Spend



2023 TD Halifax Jazz Festival

Tuesday, July 11th to Sunday, 16th @ Salter Lot

*Post Event Data TBC

Total Estimated Spectators	20,000 (Avg = 3,333)
Estimated Total Unique Spectators	10,000 (Total x Events / 2)
Estimated % of from Out of Town	20% (2,000)
Estimated % of Out-of-Town Staying Overnight	50% (1,000)
Total Room Nights	2,382 (588 peak)
Total Estimated Budget	300k
Total Direct Economic Impact Calculation	\$1,400,264.00
2024 Host	Signature Event Status

Considerations:

- Unique Spectators
- % out of town & % staying overnight
- Budget



2023 North American Indigenous Games

Friday, July 15th to Sunday, 23rd

*DH Supported. Post Event Survey Results TBC



Total Athletes	5,000
Total Friends & Family	4,000
Total Participation	9,000
% of from Out of Town	100%
% of Out-of-Town Staying Overnight	100%
Event Budget	10M
Direct Economic Impact Calculation	\$27,353,582.29
2027 Host	Calgary, Alberta
Potential Return	15-20 years



2023 North American Indigenous Games July 15th to 23rd



Occupancy % 2022 vs 2023

Date	2022	2023
Saturday, July 15 th	91.3%	94.5%
Sunday, July 16 th	78.2%	94%
Monday, July 17 th	81.7%	97.1%
Tuesday, July 18 th	82%	97.4%
Wednesday, July 19 th	85.4%	97.5%
Thursday, July 20 th	88.2%	97.2%
Friday, July 21 st	89%	96.6%
Saturday, July 22 nd	91.8%	95.6%
Sunday, July 23 rd	77.3%	72.9%

