



Balanced Scorecard

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Focus Areas



Customer

- Grow leisure visitation
- Grow conventions and events
- Grow visitor spend with members
- Improve experiences for residents and visitors



People

- Be recognized as a haven for high performers
- Be a leader in performance management
- Create a culture of living our values



Financial

- Grow member revenue
- Leverage investments
- Maximize return on investment



Innovation

- Work with partners to achieve goals together
- Achieve best-in-class information services
- Be the go-to source for tourism intelligence
- Be a leader in sustainable travel

Key Indicators


Industry goals

	2023 year end	2024 year end	% change
Room nights sold (traditional hotels)	1,588,940	1,629,950	2.6%
Listing nights booked (short-term rentals)	267,729*	254,127	-5.1%
Combined nights sold	1,856,669	1,884,077	1.5%
Hotel room supply	6,051	6,356	5%
Cruise passenger count	300,005	359,580	19.8%
Airplane enplaned/deplaned passengers	3,579,293	3,979,785	11.2%

*AirDNA updates historical data frequently, resulting in changes to our previously reported totals

Focus Area: Customer

Grow business events

	2023 year end	2024 year end	% change
Number of bid proposals submitted	283	298	5%
Economic impact of bid proposals submitted	\$153,398,864	\$210,700,063	37%
Successful number of bids	123	145	18%
Successful bids, economic impact	\$50,480,095	\$65,088,681	29%


Grow festivals and events

	2023 year end	2024 year end	% change
Number of event proposals submitted	15	36	140%
Economic impact of event proposals submitted	\$22,492,028	\$59,992,160	167%
Successful number of bids	17	17	0%
Successful bids, economic impact*	\$43,962,491	\$23,380,659	-47%

*EIC successful in 2023 was driven by three major events won - the 2024 Juno Awards (\$7.2M), 2024 Sail Grand Prix (\$14.9M), and 2025 Canadian Curling Trials (\$11.9M). The resource demands of servicing these events limited new business development in 2024

Focus Area: Customer


Grow leisure visitation

	2023 year end	2024 year end	% change
Total impression from campaigns*	119,234,458	195,152,323	64%
Total website visits	1,536,894	1,915,613	25%
Social media followers	231,547 **	242,783	5%

* These numbers don't include campaigns which we partnered with external organizations on, featuring their creative


** Meta has changed their data-reporting methods since we last reported this number. The figure for 2023 is now correct

Grow visitor spend with member businesses

	2023 year end	2024 year end	% change
Member page views	60,249	163,439	171%
Visitor guide and map distribution	577,437	633,101	10%
Membership count	741	843	14%
Member satisfaction (rating out of 10)	7.98	8.32	4%

Focus Area: Customer


Improve the quality of experience for both residents and visitors of HRM

	2023 year end	2024 year end	% change
To what degree do you, HRM resident, see the tourism industry as adding to the community you work and live in? *	80%	88%	10%

* Residents of HRM were asked about the net impact of tourism on the region via digital survey, and the result includes all “very positive” or “somewhat positive” responses

Focus Area: People


Be recognized as a haven for high performers, be a leader in performance management, create a culture of living our values

	2023 year end	2024 year end	% change
To what degree would you recommend a job at Discover Halifax to others? *	91%	-	-
Employee retention (non-voluntary loss)	3	0	-100%
Employee absenteeism (days/employees)	3.4	3	-12%
Employee training and development (training days/employee)	2.5	3.6	44%

* This question is posed to Discover Halifax staff via employee survey every two years


Focus Area: Financial

Grow member revenue, leverage investments, maximize return on investment

	2023 year end	2024 year end	% change
Revenue from members (all sources)	\$216,280	\$253,000	17%
Revenue from marketing partnerships	\$160,750	\$384,500	139%
Revenue from sales partnerships	\$60,632	\$43,115	-29%
Total leveraged revenue (non-levy or HRM grant)	\$915,945	\$1,207,076	32%

Focus Area: Innovation

Align with and promote partners, achieve best-in-class information services for tourism business intelligence, be a leading DMO in sustainable travel

	2023 year end	2024 year end	% change
Number of innovation projects implemented	6	9	50%