



CIBC Building
1809 Barrington Street, Suite 708
Halifax, Nova Scotia, Canada
B3J 3K8
discoverhalifaxns.com

February 25, 2020

Denise Schofield, Director, Parks and Recreation
Halifax Regional Municipality
PO Box 1749
Halifax, NS B3J 3A5

RE: 2019 year-end report

Dear Ms. Schofield:

Please find enclosed our 2019 year-end report. Additional reports included in this package include: the balanced scorecard and key performance indicators; the production report for group sales; and the accommodations report.

We're pleased to share that 2019 is the seventh year of consecutive growth for tourism for the Halifax Regional Municipality. In total, the number of overnight rooms sold increased by 10 per cent last year from the year previous. In part, this was due to visitor demand for rooms sold through the online sharing economy, and the opening of three new hotels within the municipality which helped bump up hotel room inventory.

Over 80,000 room nights sold were a result of groups choosing Halifax for their meetings, events and conferences. Discover Halifax's sales team processed and supported 250 conference requests and were successful in booking 122 of these groups. In 2019, the direct economic impact from groups supported by Discover Halifax was \$57.7 million.

Discover Halifax's membership also increased from 398 members in 2018 to 471 members at the end of 2019. Additionally, we were tremendously successful in relation to our goal to grow visitor spend with members. We exceeded targets for the number of hotel leads; service leads to partners; member referrals to clients; visitor guide and map distribution; and, kiosk and wi-fi channel sessions. Discover Halifax's digital kiosks are now located in key locations throughout Halifax Regional Municipality,



CIBC Building
1809 Barrington Street, Suite 708
Halifax, Nova Scotia, Canada
B3J 3K8
discoverhalifaxns.com

including the Halifax Stanfield International Airport, Cole Harbour Place, the Cruise Terminal, Halifax Marriott Harbourfront and the Sou'Wester Gift Shop in Peggy's Cove.

This continued growth and interest in the Halifax region shows we are competing, globally, as a world-class destination. In 2019, Discover Halifax initiated work to manage this growth through the integrated tourism master plan. The plan will be released in Spring 2020 and will contribute to Halifax's Economic Growth plan and its goal to grow the GDP to \$30 billion by 2031. It will also support the province's goal to grow the tourism industry to \$4 billion by 2024. Currently, 54 per cent of all tourists who come to Nova Scotia visit the Halifax region.

Our approach to creating the plan has been focused on community collaboration with input from members, partners and the municipality. We are grateful for the collaboration and support, including \$50,000 in funding from the Community Planning and Economic Development committee.

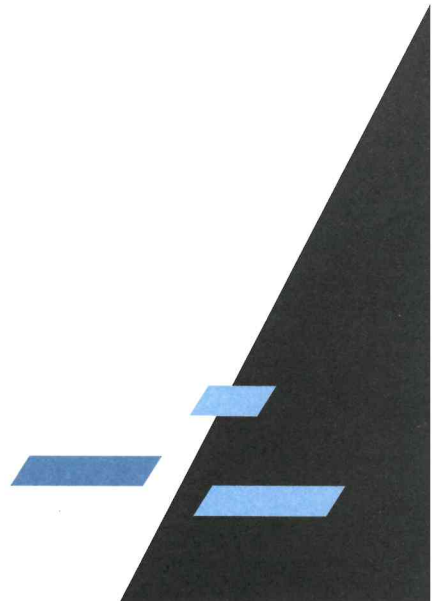
The 2019 results show the Halifax region has tremendous potential for economic growth through tourism. By working together, we will continue to make our communities a better place to live, work, and visit.

Sincerely,

Ross Jefferson
President and CEO
Discover Halifax

Enclosures:

Balanced Scorecard and Key Performance Indicators
Accommodations Report
Production Report – Group Sales





DISCOVER HALIFAX

2019 YEAR-END KEY PERFORMANCE INDICATORS



	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Room Nights Sold (Traditional Hotels)	1,413,689	1,391,401	1,464,039	105%	4%
Room Nights Sold (Online Sharing Economy)	322,596	440,000	442,867	101%	37%
Combined Overnight Room Sold	1,736,285	1,831,401	1,906,906	104%	10%
Daily Hotel Rooms Supply (measuring growth in new traditional hotels)	5,545	5,860	5,887	100%	6%
Cruise Visitation	316,859	320,000	323,709	101%	2%
Airport Enplaned / Deplaned Passengers	4,316,079	4,316,079	4,188,443	97%	-3%

Trends and Notes:

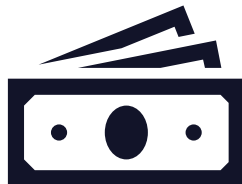
- 7th year of growth in traditional hotels (up 18% since 2013)
- Room sharing economy continues to grow (up 511% since May 2016)
- Opening of 3 new hotels in the municipality

INDUSTRY KEY PERFORMANCE INDICATORS





BALANCED SCORECARD FOCUS AREAS



Customer

- Grow Leisure Visitation
- Grow Group Visitation
- Grow Visitor Spend with Members

People

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

Innovation

- Align Strategy with Partners
- Invest in Technology
- Improve Processes

Financial

- Leverage Funding
- Improve ROI
- Grow Investment



Goal #1 – Grow Leisure Visitation

	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Total Impressions From Campaigns	47,511,579	47,000,000	52,809,242	112%	11%
Total Website Visits	1,092,640	1,200,000	1,275,517	106%	17%
Social Media Followers	161,487	173,000	182,873	106%	13%
Travel Media Ad Value	\$ 4,182,947	\$ 4,300,761	\$ 4,089,050	95%	-2%

Special Projects Undertaken

- Launched Handpicked Halifax Campaign including new section on website
- Partnership programs with Attractions, Dartmouth and Tourism Nova Scotia
- Launch of Stop-Over Program in partnership with HIAA

FOCUS AREA - CUSTOMER



Goal #2 – Grow Group Visitation

	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Direct Economic Impact from Confirmed Conferences and Groups	\$ 76,832,000	\$ 76,832,000	\$ 57,668,403	75%	-25%
# of Conferences and Groups Confirming Halifax (Discover Halifax Supported)	119	119	122	103%	3%
Rooms Nights from Confirmed Groups (Discover Halifax Supported)	82,688	55,000	80,137	146%	-3%
New Tentative Bids (event count)	279	279	250	90%	-10%
New Tentative Bids (room nights)	165,154	130,000	185,337	143%	12%
Client Site Inspections Held	47	30	33	110%	-30%
Services - Delegate Websites Created	20	20	24	120%	20%

Special Projects Undertaken

- Exhibited at all major trade shows (Conventions), hosted key sales calls and activities in Toronto and Ottawa
- Promotions and Sales in partnership with Business Events Canada
- Hosting of major Familiarization Tour for Key Accounts

FOCUS AREA - CUSTOMER



Goal #3 – Grow Visitor Spend with Members

	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Membership Count	398	481	471	98%	18%
Hotel Leads Issued	1,768	1,800	2,311	128%	31%
Service Leads Issued to Partners	160	160	552	345%	245%
Member Referrals Made to Clients	112	112	180	161%	61%
Visitor Guide & Maps Distribution	145,000	202,000	210,000	104%	45%
Kiosk and Wi-Fi Channel Sessions	120,000	120,000	123,231	103%	3%
Membership Satisfaction	69%	70%	58%	83%	-16%

Special Projects Undertaken

- Additional digital kiosks distributed to key locations in the HRM. Kiosks are located at Airport, Convention Centre, Cole Harbour Place, Cruise Terminal, Halifax Marriott Harbourfront & Sou'Wester Gift Shop in Peggy's Cove
- Exclusive distributor of Halifax Highlights Visitor Guide in over 1,500 hotel rooms in the HRM, representing five geographical regions of the municipality

FOCUS AREA - CUSTOMER



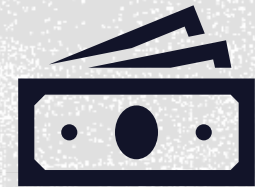
Goal #4 – Leverage Funding and Improve Financial Health

	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Revenue from Members	168,149	243,000	200,776	83%	19%
Revenue from Marketing Partnerships	67,775	87,500	61,665	70%	-9%
Revenue from Marketing Partnerships (Non-P&L)	55,000	90,000	110,000	122%	100%
Revenue from Sales Partnerships	119,429	114,500	130,955	114%	10%
Total Leveraged Revenue (non levy or HRM grant)	426,779	535,000	528,220	99%	24%
Investment In Tourism Sector - (Per-Room Benchmark - Quartile)	Bottom 10%	Middle Quartile	Bottom 10%	Unchanged	Unchanged

Special Projects Undertaken

- Tourism Master Plan got underway with funding from ACOA and the HRM
- Successful programs in partnership with Tourism Nova Scotia and Halifax Port Authority
- More Partners seeing higher value in our programs; reflected by increased participation and Group Sales revenue

FOCUS AREA - FINANCIAL



Goal #5 – Innovation, Process Improvements & Align Strategy with Partners

	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Process Improvement, Innovation, or Six-Sigma Projects Completed	11	6	6	100%	-45%
Estimated Annual Cost Savings from Process Improvement Initiatives (2018 YE Cumulative from 2016)	\$ 285,700	\$ 10,000	\$ 10,000	100%	-

Special Projects Undertaken

- New IT Support Services contracted resulting in annual savings
- Sales Playbook created and implemented resulting in increased productivity and efficiencies
- Refresh and modernization of IT equipment for staff
- Created and implemented new receivables processes
- Streamlining of membership offering

FOCUS AREA - INNOVATION



Goal #6 – Right People in Right Place, Support Training, Manage & Reward

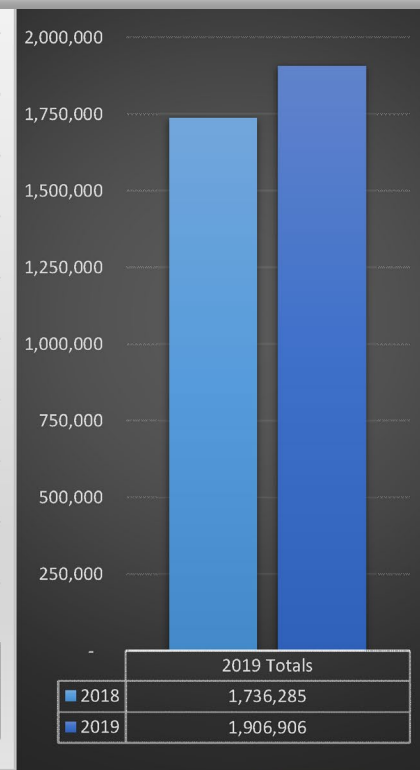
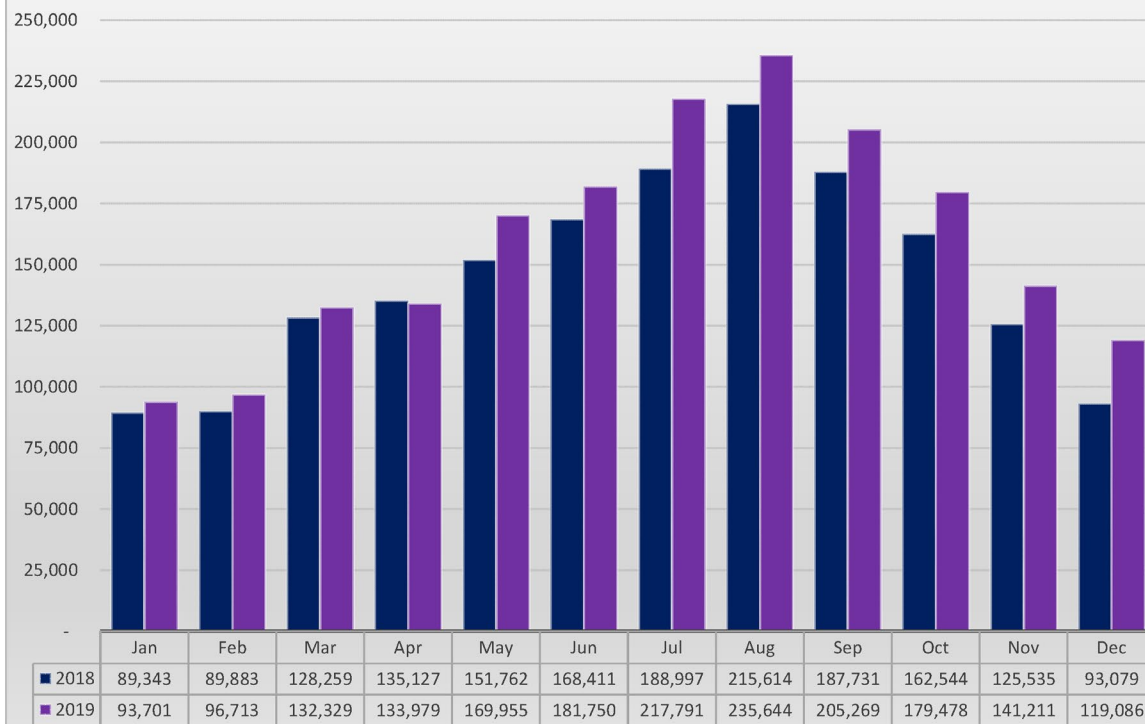
	Previous Year End (2018)	2019 Target	YTD Actual (2019)	% reached of 2019 Target	% Change from Prior Year
Employee Satisfaction Survey	New KPI 2018	N/A	N/A	N/A	N/A
Employee Training & Development (training days/employee)	3	3	2.5	83%	-17%

Special Projects Undertaken

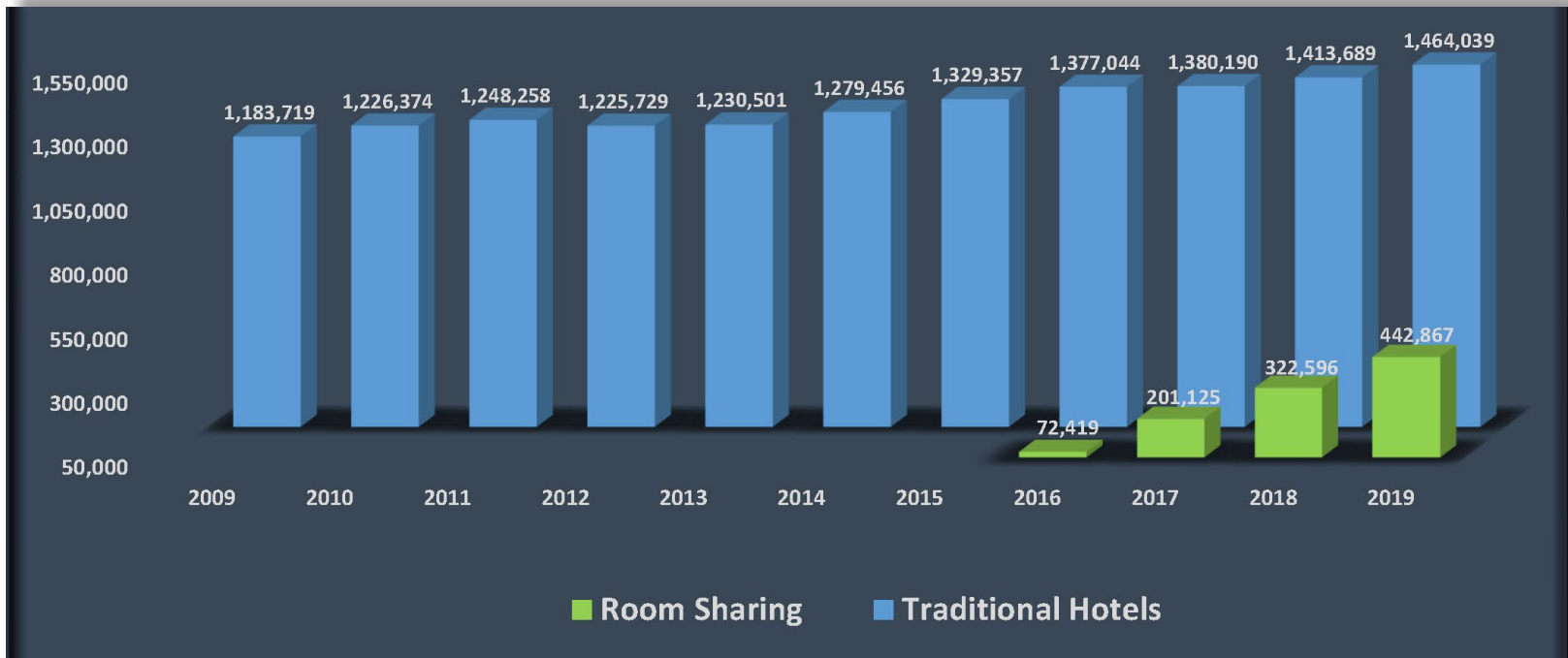
- Hiring of Vice President, Sales
- Hiring of Communications Director
- Hiring of Sales Director
- Development of staff skills and abilities: Project Management, iDSS, Design Thinking, Office365 Sharepoint, Incentive Travel Education, Microsoft Excel

FOCUS AREA - PEOPLE





ROOM NIGHTS SOLD (TRADITIONAL HOTELS & SHARING ECONOMY)



ROOM DEMAND 10-YEAR TREND

Contracted	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	4,225,848	241,435	7,154,021	9,554,659	3,602,702	3,867,220	2,319,796	3,630,884	1,813,473	2,832,709	1,119,719	3,662,147	44,024,613
Meeting	220,168	3,755,072	102,481	232,325	1,637,085	215,980	53,014	106,310	71,674	67,098	83,953	172,286	6,717,445
Special Event	0	0	0	0	0	3,331	0	0	0	0	3,970,622	0	3,973,952
Tour & Travel	0	18,214	0	0	0	6,588	0	904,136	0	0	0	0	928,938

Contracted	4,446,016	4,014,721	7,256,502	9,786,983	5,239,787	4,093,119	2,372,809	4,641,329	1,885,147	2,899,807	5,174,293	3,834,433	55,644,948
-------------------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	-----------	------------

Definite	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	3,471,374	2,665,008	11,801,488	3,549,025	4,186,444	2,523,153	704,627	6,424,324	1,588,819	6,544,677	6,959,451	85,431	50,503,821
Meeting	255,983	95,254	58,946	263,480	0	131,687	71,674	0	315,598	89,731	0	635,938	1,918,292
Special Event	0	0	0	0	5,246,291	0	0	0	0	0	0	0	5,246,291

Definite	3,727,357	2,760,262	11,860,435	3,812,505	9,432,735	2,654,840	776,301	6,424,324	1,904,417	6,634,408	6,959,451	721,369	57,668,403
-----------------	-----------	-----------	------------	-----------	-----------	-----------	---------	-----------	-----------	-----------	-----------	---------	------------

Tentative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	17,556,984	4,905,356	18,819,775	7,437,768	10,721,520	12,675,803	10,688,121	2,901,924	2,709,798	3,013,363	12,578,599	4,145,970	108,154,980
Meeting	122,028	232,325	277,643	0	243,961	318,720	1,498,317	129,245	72,480	297,206	950,485	6,721	4,149,130
Special Event	0	0	0	5,246,291	3,331	0	6,291,894	0	0	0	0	354,624	11,896,140
Tour & Travel	0	18,214	0	0	6,588	904,136	0	0	20,066	18,397	0	0	967,400

Tentative	17,679,012	5,155,894	19,097,419	12,684,058	10,975,399	13,898,659	18,478,332	3,031,169	2,802,344	3,328,966	13,529,084	4,507,315	125,167,651
------------------	------------	-----------	------------	------------	------------	------------	------------	-----------	-----------	-----------	------------	-----------	-------------

ECONOMIC IMPACT BY EVENT TYPE

Contracted	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	4,122	500	6,807	7,875	3,418	6,130	4,323	6,891	2,757	3,772	1,985	5,563	54,143
Meeting	296	3,392	231	340	80	455	30	242	152	77	120	343	5,758
Special Event	0	0	0	0	0	10	0	0	0	0	2,800	0	2,810
Tour & Travel	0	50	0	0	0	22	0	350	0	0	0	0	422
Contracted	4,418	3,942	7,038	8,215	3,498	6,617	4,353	7,483	2,909	3,849	4,905	5,906	63,133

Definite	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	4,226	3,659	14,976	3,556	8,270	4,818	1,093	7,405	2,963	11,132	9,969	170	72,237
Meeting	290	215	130	415	0	296	152	0	657	50	0	1,395	3,600
Special Event	0	0	0	0	4,300	0	0	0	0	0	0	0	4,300
Definite	4,516	3,874	15,106	3,971	12,570	5,114	1,245	7,405	3,620	11,182	9,969	1,565	80,137

Tentative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	21,153	6,540	30,851	9,764	13,430	21,264	17,778	5,087	4,664	7,247	21,574	6,362	165,714
Meeting	255	340	561	120	495	350	3,396	289	27	485	1,519	42	7,879
Special Event	0	0	0	4,300	10	0	6,060	0	0	0	0	630	11,000
Tour & Travel	100	50	0	0	22	350	0	0	47	50	0	0	619
Tentative	21,508	6,930	31,412	14,184	13,957	21,964	27,234	5,376	4,738	7,782	23,093	7,034	185,212

REQUESTED ROOMS BY EVENT TYPE

Contracted	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	6	3	15	10	7	15	5	5	6	5	3	8	88
Meeting	9	3	3	2	1	4	2	4	1	3	3	1	36
Special Event	0	0	0	0	0	1	0	0	0	0	1	0	2
Tour & Travel	0	1	0	0	0	1	0	7	0	0	0	0	9
Contracted	15	7	18	12	8	21	7	16	7	8	7	9	135

Definite	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	10	10	22	6	4	4	5	11	6	12	11	1	102
Meeting	3	2	1	2	0	2	1	0	3	2	0	2	18
Special Event	0	0	0	0	2	0	0	0	0	0	0	0	2
Definite	13	12	23	8	6	6	6	11	9	14	11	3	122

Tentative	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Convention	23	15	22	13	16	18	18	14	7	14	20	9	189
Meeting	5	1	6	1	3	2	8	6	2	3	3	2	42
Special Event	0	0	0	2	1	0	1	0	0	0	0	1	5
Tour & Travel	2	1	0	0	1	7	0	0	2	1	0	0	14
Tentative	30	17	28	16	21	27	27	20	11	18	23	12	250

NUMBER OF EVENTS BY EVENT TYPE