



# HALIFAX REGIONAL INTEGRATED TOURISM MASTER PLAN







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# SECTION ONE

## INTRODUCTION

### **WHEN WE COME TOGETHER, GOOD THINGS HAPPEN.**

We all have a role to play in helping make this incredible city known as Halifax—on the ancestral land of the Mi'kmaq known as Kjiptuk—be widely recognized as the favourite city in Canada. This document outlines how we can make this possible, together.

# Smart communities understand that an unforgettable experience as a visitor is the best way to attract the finest talent, a future neighbour, colleague, or friend.

And we're really good at making life-long friends. We have a reputation around the world as friendly, fun, and authentic.

In 2019 alone we welcomed 5.3 million overnight stays, our seventh consecutive year of growth. Visitors choose Halifax for lots of different reasons, and as residents we have an important role to play when it comes to making a great first impression.

While COVID-19 caused a significant drop in business in 2020, Halifax's tourism opportunity remains strong over the medium to long term. Halifax can emerge from the downturn as a destination for the future.

Together, we can experience a city that sits on the edge of nature, embraced by the ocean. We can experience the remarkable energy cheering for our sports teams. We

can marvel at our award-winning architecture and mixture of historic and modern buildings. We can sample a growing number of local breweries and distilleries and enjoy the best dining and shopping experiences in Atlantic Canada. We can also feel pride for our city and region's tremendous growth and momentum.

We've already accomplished a lot together and united under one plan we can do a lot more. We can protect our natural landscapes, improve our parks and recreational experiences, and determine what investments will make our communities better for visitors and residents.

Let's come together. Let's make decisions for tourism recovery that make Halifax an even better place to live and visit.

## BACKGROUND

### WHY AN INTEGRATED MASTER PLAN FOR TOURISM?

The Integrated Tourism Master Plan (ITMP) provides a vision for tourism in Halifax. Leading destinations are founded in a clear picture of where they are going and what needs to happen to achieve this, and this plan is how we will all get there, together.

Ultimately, this plan will help drive and prioritize the efforts and investments that will lead to recovery and future sustainable economic growth from the region's tourism economy. And that will do one important thing: It will enrich the lives our citizens.

ITMP will anchor a shared vision and strategy for the Halifax Regional Municipality, while supporting growth and prosperity in the region through the lens of the tourism opportunity.





**PLANNING CONTEXT**

ITMP is not a plan for Discover Halifax alone, but a plan for all shareholders and stakeholders in tourism and their main beneficiaries—those who live and work in the Halifax Regional Municipality. The plan is meant to be a framework for working toward a common goal, while still understanding that different organizations and stakeholders will have their own priorities. This was taken into consideration by incorporating elements of a number of relevant plans and priorities, including the following:

**Halifax Regional Municipality Regional Plan**

The Regional Plan establishes long-range, region-wide planning policies outlining where, when, and how future growth and development should take place between now and 2031.

**Relevant Halifax Regional Municipality Plans & Reviews**

There are numerous relevant plans and policies for Halifax Regional Municipality catalogued through the development of the Halifax ITMP, including (but not limited to):

- » Centre Plan
- » Climate Change Plan
- » Short-Term Rental Review
- » Ride Sharing Review
- » Cogswell Street Interchange
- » African Nova Scotian Economic Action Plan
- » The Halifax Region Tourism Reopening Plan

**Halifax Economic Growth Plan – Halifax Partnership**

Of particular significance to the ITMP, the Economic Growth Plan highlights the importance of tourism in both the rural and urban areas of the Halifax Regional Municipality.

**Develop Nova Scotia Priorities**

Develop Nova Scotia (DNS) is the province's crown corporation with responsibility for the development of strategic economic infrastructure to support inclusive economic growth in Nova Scotia. Accordingly, DNS will be a key partner in advancing the ITMP.

**Placemaking Strategies**

The concept of place as a catalyst for economic development is central to DNS's strategic planning. At its most basic, a place is a space or location that has meaning for people. The stronger the meaning, the better the place. Accordingly, DNS sees placemaking as an imperative which is also critical to growing Halifax's destination appeal.

**Gateway to Canada Airport Strategy**

Halifax Stanfield is a core component of the Atlantic Gateway, connecting Atlantic Canada to the world via air transport and a key partner for the ITMP.



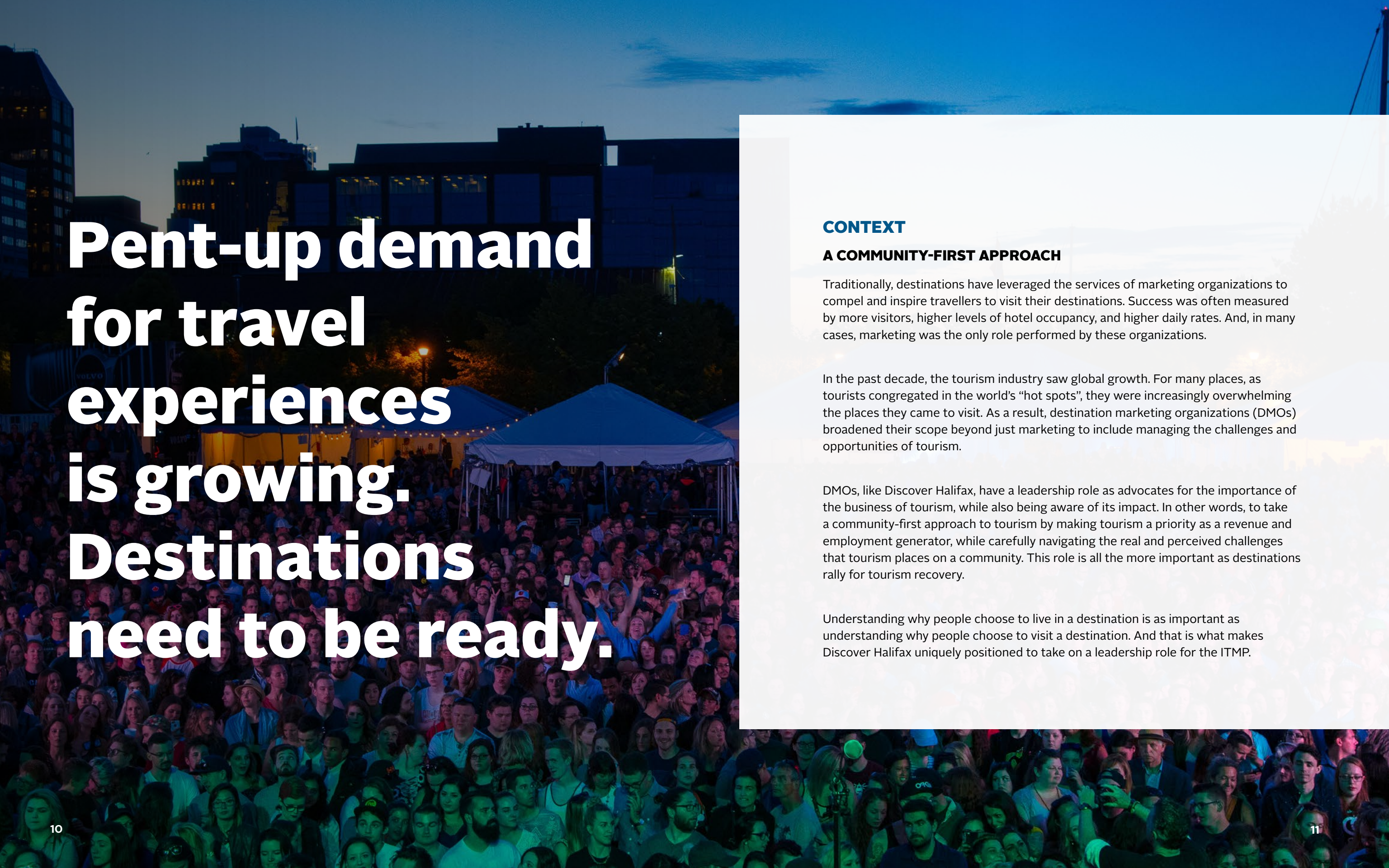
**Tourism Marketing and Sector Development with Tourism Nova Scotia**

Tourism Nova Scotia (TNS) is a private sector-led provincial Crown corporation with a mandate to grow Nova Scotia's tourism industry and maximize the value of tourism to Nova Scotia's economy through marketing, research, experience and sector development, and visitor servicing. TNS also provided essential research and insights in the development of the ITMP.

**Events East – Looking Forward Five-Year Strategy**

With an emphasis on developing significant homegrown events and extending the calendar beyond the peak season, while leaving a positive social impact on communities across the province, the events strategy aligns well with the Halifax ITMP.





# Pent-up demand for travel experiences is growing. Destinations need to be ready.

## CONTEXT

### A COMMUNITY-FIRST APPROACH

Traditionally, destinations have leveraged the services of marketing organizations to compel and inspire travellers to visit their destinations. Success was often measured by more visitors, higher levels of hotel occupancy, and higher daily rates. And, in many cases, marketing was the only role performed by these organizations.

In the past decade, the tourism industry saw global growth. For many places, as tourists congregated in the world's "hot spots", they were increasingly overwhelming the places they came to visit. As a result, destination marketing organizations (DMOs) broadened their scope beyond just marketing to include managing the challenges and opportunities of tourism.

DMOs, like Discover Halifax, have a leadership role as advocates for the importance of the business of tourism, while also being aware of its impact. In other words, to take a community-first approach to tourism by making tourism a priority as a revenue and employment generator, while carefully navigating the real and perceived challenges that tourism places on a community. This role is all the more important as destinations rally for tourism recovery.

Understanding why people choose to live in a destination is as important as understanding why people choose to visit a destination. And that is what makes Discover Halifax uniquely positioned to take on a leadership role for the ITMP.



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

COVID-19

Destinations have experienced environmental disasters and epidemics in the past, but never has the tourism sector been grounded to the extent it has with the COVID-19 pandemic. The scope and scale of the impact of the current health crisis on the economy broadly—and tourism in particular—is unprecedented.

The Halifax ITMP was completed just prior to the economic upheaval resulting from the COVID-19 pandemic. Although the strategic tenets of this plan were designed to be enduring and will continue to be relevant, the context has obviously changed profoundly.

Recognizing that economic recovery will be the priority beyond the urgent health crisis, the essential question is, how does the ITMP fit into a go-forward strategy to advance through a recovery phase.

Fortunately, the Halifax ITMP was delivered and endorsed immediately prior to recognition of the severity of COVID-19, providing a foundation to move forward. The ITMP is based on comprehensive input from a wide variety of sources—community leaders, strategic partners, business, industry associations, educators, and citizens. As the report was finalized and its findings and conclusions discussed and tested, there was a strong consensus for the proposed future directions.

Sector leaders, such as Discover Halifax, will play a crucial role in business stabilization and recovery efforts post-COVID-19.

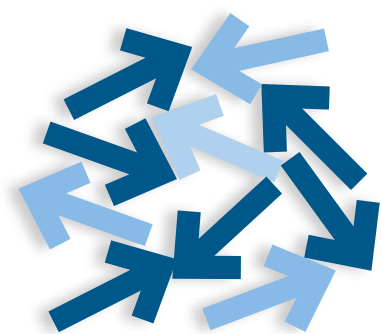




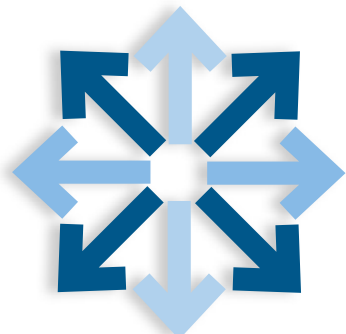
**COLLECTIVE IMPACT**

With so many organizations and perspectives at the table when it comes to tourism, it was important to ensure this plan was being approached from a high-level perspective of the collective impact.

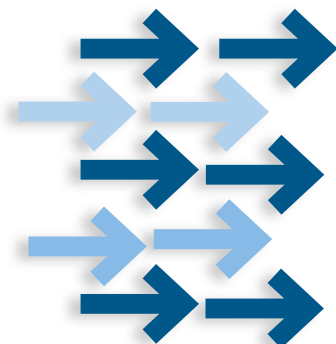
This plan is meant to be a strategic plan that numerous stakeholders and organizations can rally around to unify efforts to ensure we’re all working together toward common goals and objectives. The theory behind this is rooted in the Stanford Collective Impact model as outlined in the following graphic.



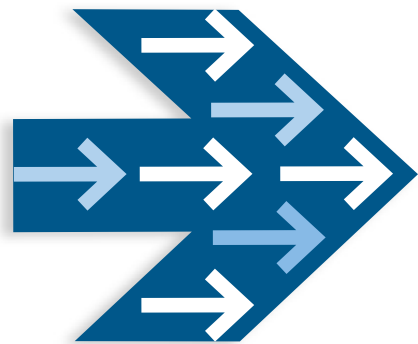
**DISORDER & CONFUSION**



**INDIVIDUAL IMPACT**  
In isolation



**COORDINATED IMPACT**  
With alignment



**COLLECTIVE IMPACT**  
With collaborative action

Collective impact is not a quick fix, nor it is easy to achieve. It is a long-term, multi-sectoral effort to bring about significant change in a community—whether driven by the need to solve a problem, fix a crisis, or create a vision of a better future. Conceptually, collective impact is an excellent fit for the Halifax ITMP.

Ultimately, moving the needle on the ITMP requires an approach that can effectively mobilize the resources necessary to positively impact outcomes. No single organization can do this effectively on their own. Collective impact requires the combined efforts and resources of multiple entities.

The ITMP provides a common agenda arising from converging ideas, perspectives, plans, and more into a central aspirational idea the ecosystem can rally around.







# SECTION TWO KEY FINDINGS

## KEY FINDINGS

As part of the work to develop Halifax's ITMP, a destination competency assessment was completed. The following highlights some key findings in the areas of enabling environment, market investment, infrastructure and products and experiences.



## **POST PANDEMIC, LEISURE TRAVEL DEMAND IS EXPECTED TO RECOVER, WITH TOURISM RE-ESTABLISHING ITSELF AS ONE OF THE FASTEST GROWING INDUSTRIES IN THE WORLD.**

- » Smart communities are learning how to tap into this growth to bring economic and social benefits to their communities.
- » This growth doesn't happen by itself and needs planning.
- » Communities have to be thoughtful in managing this growth to ensure improvement and not just grow for the sake of growth.
- » There is strong support for tourism as a feature of Halifax's future economy.

## **HALIFAX HAS THE POTENTIAL TO BE WIDELY RECOGNIZED AS THE FAVOURITE CITY IN CANADA.**

- » Currently, there is low destination awareness outside the Canadian market. Halifax is a tremendous host city and could be a top destination for meetings, conventions and events.
- » Many people who come to visit Halifax come to see family and friends. There is tremendous opportunity to engage residents in attracting people to come here.
- » Halifax's many international students could also be activated as ambassadors to invite family and friends to the region. We know people who come here to visit often return to study, live, and work.
- » There is an immediate opportunity for operators to develop market-ready, high-yield experiences, connected to our ocean advantage, heritage, culture, and culinary talents.

## **MAXIMIZE OUR FULL POTENTIAL FOR YEAR-ROUND VISITATION**

- » Seasonality and shorter operating hours are critical issues for Halifax's tourism industry. This must be addressed through marketing and product development to offer experiences year-round.
- » There is an opportunity to create an authentic Halifax signature event outside the peak season.
- » With our world-class convention centre, Halifax could attract meetings and conventions year-round, although more investment and access to accommodations for larger events are required.
- » Human resources and labour markets in urban and rural areas need to improve for businesses and attractions to stay open longer.

## **IF WE MAKE HALIFAX AN EVEN BETTER DESTINATION FOR VISITORS, IT WILL ALSO BE BETTER FOR RESIDENTS.**

- » The public transportation infrastructure for tourism, and availability of transportation options, need to improve to compete with other destinations.
- » Access to public washrooms is a major problem for travellers and business owners in rural parts of the Halifax Regional Municipality.
- » Development of the tourism industry must consider impacts on the community and appropriate infrastructure.
- » Sustainability and environmental impacts must continue to be top priorities to protect natural environments and address rising sea level along our coastlines.

## **HALIFAX'S GREATEST ASSETS ARE OUR PEOPLE AND THE UNIQUE COMBINATION OF RURAL AND URBAN EXPERIENCES.**

- » There is strong support for tourism as a component of Halifax's future economy.
- » Our focus should be on attracting high-yield markets and investing in demand generators and capacity in rural Halifax Regional Municipality.
- » Halifax needs to develop a more comprehensive asset development strategy to better disperse travellers across the region.
- » Strategies to improve wayfinding and accommodation offerings will help travellers explore more of the region and extend their stay in rural communities.
- » Access to transportation options commonly found in other destinations, such as ridesharing, carsharing, and well-marked bike paths will help disperse visitors.

## **DISCOVER HALIFAX STAKEHOLDERS ARE EAGER TO PARTNER AND COLLABORATE UNDER CLEAR LEADERSHIP.**

- » Discover Halifax and its stakeholders are united by a shared goal to build the destination through manageable and sustainable growth. This was evident throughout the effort to create the ITMP.
- » Municipal and provincial government must continue to consider the tourism sector and industry impacts.
- » Policies and practices must support sustainable and responsible tourism as this is a priority to both residents and visitors.
- » Policy development and regulations are having unintended consequences on the visitor economy, particularly for meetings, conventions, and events.





**We're committed to our guiding principles.**

**We always take a community-first approach and apply a competitive lens to our decision-making.**

**We are sensitive to impacts beyond Halifax, and are collaborative with our partners.**

The Master Plan Framework was refined through several working sessions with the ITMP Advisory Committee and project leads. The “sweet spot” for the ITMP is creating wealth for all stakeholders. Citizens benefit from growing the tax base and sales taxes, industry and hotels benefit from increased revenues, and inclusive employment contributes to a stronger economy and increased exports.

#### **GUIDING PRINCIPLES**

The guiding principles for the Halifax Integrated Tourism Master Plan:

- » Take a “community-first” approach, reflecting the value and diversity of the region, and recognizing the social and environmental impacts of tourism on our communities.
- » Support a competitive lens for decision making, while at the same time pursuing inclusive growth.
- » Recognize that decisions made for Halifax as a tourism destination can impact the rest of the Province and the Atlantic region and provide due consideration of these impacts.
- » Leverage collaboration throughout the tourism ecosystem locally, regionally, and nationally.



# 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**



# SECTION THREE

## RECOMMENDATIONS







## **BUILD & ENHANCE HALIFAX'S KEY DEMAND GENERATORS**

### **WHAT IS THE OPPORTUNITY?**

Halifax has a wide variety of tourism assets, although many are concentrated in urban Halifax. We have an opportunity to build on existing assets with a comprehensive asset development strategy. The strategy must take advantage of Halifax's best assets, including its signature tourism icons, historic places, ocean advantage, and its natural, outdoor resources.

#### **Examples of how we can achieve success:**

- » Enhance demand generators through the continued designation of districts e.g. Arts District, Entertainment District, Heritage Conservation Districts
- » Create a community-led vision for the Dartmouth Waterfront to encourage more visitation and potentially include cruise berthing facilities
- » Complete a needs analysis for additional and enhanced outdoor venues
- » Create capacity to better leverage existing experience development programs to generate more Halifax tourism experiences

### **HOW THIS BENEFITS RESIDENTS**

Halifax's icons not only represent what people will find here when they visit, they also represents our quality of life. By enhancing these assets, residents can also enjoy these amenities.

There are other benefits, too. The designation of districts can help residents determine the best communities to live in that suit their lifestyle, while enhancing outdoor spaces gives local recreational and entertainment services modern upgrades.



## **ATTRACT HIGHEST YIELD AND GROWTH MARKETS**

### **WHAT IS THE OPPORTUNITY?**

Halifax's history, culture, music, and culinary experiences are world class, or have world-class potential. Awareness of Halifax as a destination, however, remains low in international markets and current marketing campaigns do not reach all Canadians. Halifax has been undergoing a major renaissance and should share this story with the rest of the country and the world.

An immediate opportunity exists to develop market-ready, high-yield experiences that target Halifax's ideal visitor. For example, market research has shown us that visitors highly value experiences on Nova Scotia's islands and are willing to pay for these.

Current market research shows that Halifax is a hit with empty-nesters who travel with their partner or spouse. They typically have more disposable income and they have the ability to extend their stay to enjoy authentic experiences in Halifax.

#### **Examples on how we can achieve success:**

- » Expand the stopover program at the Halifax Stanfield International Airport to national and international markets, when the time is right
- » Implement the Wild Islands Plan
- » Develop an incentive program to attract strategic conferences in the low-season

### **HOW THIS BENEFITS RESIDENTS**

In 2019, 5.3 million overnight stays came to Halifax, spending \$1.3 billion locally. Tourism has the potential to do more to help reach Halifax's GDP goals set out in its Economic Growth plan by sharing our heritage, arts, and culture.

The global tourism economy is highly competitive, and travellers are looking for unique experiences. It is possible that following this pandemic, travellers are going to be even more selective about where and how they spend their dollars. To remain competitive, it will be important to develop offerings based on Halifax's best assets.



## **MAKE IT EASY TO GET HERE AND VISIT**

### **WHAT IS THE OPPORTUNITY?**

The accessibility of Halifax's international airport is an important asset for the Halifax region, as well as the Province of Nova Scotia. The pandemic has made this even more evident with access to air travel significantly impacted. Other modes of transportation are also limited.

Travellers have come to expect services such as ride-share and car-share, which are readily available in other top destinations. Halifax needs to offer these types of services to compete.

But travel is more than transportation. It is also about how you navigate a place, check reviews, find restaurants, hotels, attractions, and events. Most of this is done online, both in advance and while visitors are here. Improvements to broadband and cell coverage are essential to connect people to this information.

Public washrooms, rental vehicles, public transportation, and bike paths will help make it easier to visit, while also benefitting citizens.

#### **Examples of how we can achieve success:**

- » Support policy process through the Inclusive Economic Growth Model for short-term rentals
- » Increase availability and accessibility of washrooms throughout the region
- » Improve broadband and cellular coverage throughout the region

### **HOW THIS BENEFITS RESIDENTS**

The Province of Nova Scotia has already recognized that high-speed internet is essential for communities to innovate and grow. They have made significant investments and appointed Develop Nova Scotia to lead the project.

Access to these types of services help influence current and prospective residents to determine where they want to live and work. In particular, prospective residents look for services on par with other modern cities, like high-speed internet, public transportation, taxis, and access to ride-share or car-share programs.





## BE VIBRANT AND ALIVE 365

### WHAT IS THE OPPORTUNITY?

The Halifax region is rated highly as a tourism destination with a wide variety of things to do, but many experiences are restricted to certain seasons and weather conditions, and sometimes are limited to peak hours or days of the week.

The availability of year-round, outdoor experiences would immediately expand economic opportunities through tourism. In some cases, limitations on staffing have impacted expanded hours, particularly in rural areas.

While seasonality is a challenge for many destinations, other locations have started to embrace their Canadian identity, developing successful all-weather experiences. This has the added benefit of getting people outdoors and active during winter months, which can improve overall mental health and wellness.

Halifax has the same opportunity as other destinations to enjoy a vibrant nightlife, embrace winter conditions, and celebrate all four seasons, 365 days of the year.

#### Examples of how we can achieve success:

- » Launch Halifax Music City Strategy
- » Create two events, including a signature event in the low-season
- » Develop the new Waterfront Arts District as an inclusive place to experience art

### HOW THIS BENEFITS OUR COMMUNITIES

Tourism provided approximately 34,000 jobs to people living in the Halifax region in 2019. For many people, their first job was in the tourism industry and provided essential, transferrable skills for the rest of their career. For others, the jobs fit well with their lifestyle. And, for most, the roles are extremely rewarding and fun.

These opportunities could be further extended and provide jobs to Nova Scotians with more flexibility if we created new events to enjoy outside of the peak season and hours.



## DEVELOP RESPONSIBLE TOURISM

When it comes to our values, people in Halifax are clear. We must respect and protect the environment and the ancestral land of the Mi'kmaq.

This includes managing growth from tourism in a responsible way so that it is sustainable, dispersed throughout the region, and not compressed to certain areas. This will be especially important as the popularity of Peggys Cove continues to grow and the cruise industry looks at options for recovery and growth. Our coastal experiences are critical tourism drivers and we must prepare for impending issues like rising sea levels.

Global citizens are increasingly concerned about the impacts of travel. They look for destinations that share these values and

mitigate environmental impacts. Above all, they look for destinations that are safe. This includes from a public health and safety perspective from pandemic threats.

#### Examples of how we can achieve success:

- » Develop a plan for managed growth of the cruise sector
- » Protect local icons, such as Peggys Cove
- » Support the development of Wije'winen (Reimagined Mi'kmaq Native Friendship Centre)

### HOW THIS BENEFITS OUR COMMUNITIES

A safe place to visit is also a safe place to live. The Halifax region will be regarded as a leading destination for responsible tourism if we actively protect our environment.

Protecting this pristine landscape is as much about protecting a way of life, now and for future generations, as it is about mitigating costly mistakes.



## ESTABLISH, IDENTIFY, APPOINT TOURISM LEADERSHIP

There are a number of key partners working together to provide services to citizens as well as residents. Currently, there is a lack of clarity on tourism priorities. Some initiatives are not well connected and policies often do not take into consideration visitor experience. Additionally, the tourism industry needs to prepare for the possibility of future risks and manage the impacts.

An opportunity exists to establish, identify, and appoint leadership to help improve processes, particularly in areas like event approval and activation, availability and cost for performance space, and related regulations that are currently impacting Halifax's tourism economy.

#### Examples on how we can achieve success:

- » Evolve Discover Halifax to become the backbone organization for ITMP
- » Expand Discover Halifax's core programs beyond sales and marketing to include destination management

### HOW THIS BENEFITS OUR COMMUNITIES

Residents always benefit when organizations work together to improve efficiencies and make informed decisions for the region. The meeting, conventions, and events sector already works together on behalf of the Halifax region, but it can be difficult to compete with other cities with deeper pockets.

To be even more successful in attracting events that residents can also enjoy, leadership can help increase economic benefits from this market. In 2019, the direct economic benefit from events confirmed by Discover Halifax was over \$58 million. These funds go directly back into our local economy.



## ACTION PLAN

The development of the ITMP revealed a long list of initiatives being pursued in the name of “tourism development” and/or with business plans noting “tourism” as a key economic benefit.

In developing the ITMP Action Plan, all proposed initiatives were assessed in relation to the ITMP strategic themes, as well as the destination assessment.


Any initiatives that were aligned were further assessed in terms of “Potential & Impact” as well as “Ability to Influence & Action”. Those initiatives that were not aligned with the ITMP may be revisited as the destination continues to evolve.

Of course, these projects are dynamic and evolving and each project is at a different stage of development. This plan should be considered a living document and reviewed on a regular basis to ensure priorities are still aligned with current needs.

## INVESTMENT FILTER

Going forward, to assist proponents and funders in assessing whether a proposed initiative is aligned with the ITMP, the following checklist has been developed to serve as an “Investment Filter” tool. The initiative should:

- » Align with one or more ITMP Strategic Theme
- » Address a gap identified in the ITMP Destination Assessment
- » Can be measured (specify how)
- » Drive results that align with the ITMP Dashboard
- » Connect to the ITMP Collective Impact approach



**The Halifax region has an enduring appeal to visitors. Whether they arrive for business, events or vacation, they leave with warm memories and a desire to come back.**

**This plan recognizes this unique character of the entire municipality, a place where we have a shared commitment to ensuring we remain a growing travel destination.**

**- Halifax Mayor, Mike Savage**



# SECTION FOUR CONTRIBUTORS

## PARTNERS IN DEVELOPING THE INTEGRATED TOURISM 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**



# Discover Halifax Board of Directors 2020-2021

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**PAST CHAIR OF THE BOARD**

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Halifax Marriott Harbourfront

**JENNIFER ANGEL**  
**CHAIR OF THE BOARD**

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Develop Nova Scotia

**DOUG TOWNSEND**  
**VICE CHAIR OF THE BOARD**

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**PAUL BRIGLEY**  
**TREASURER OF THE BOARD**

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Officer, Halifax International Airport

**DENISE SCHOFIELD**

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**MEGAN DELANEY**

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President, Canadian Sport Centre Atlantic

**PATTY CUTTELL**

City Councillor, Halifax

**MICHELE SARAN**

Chief Executive Officer, Tourism Nova Scotia

**MIKE SAVAGE**

Mayor, Halifax

**RYAN MURPHY**

President/Owner Murphy's Camping in the  
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President and Chief Executive Officer,  
Discover Halifax

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NS Indigenous Tourism Enterprise Network

**RUSSELL GROSSE**

Black Cultural Centre

**JOE RAMIA**

Rank Inc

**ROSS JEFFERSON**

Discover Halifax

**MAGGIE MACDONALD**

Halifax Regional Municipality



# SECTION FIVE

## DEFINITIONS

**HALIFAX** refers to the entire Halifax Regional Municipality. The municipality as outlined in the adjacent map, the municipality includes several sub-regions as identified by Discover Halifax (e.g., Downtown, North End, and Eastern Shore).

**COLLECTIVE IMPACT** brings people together to achieve large-scale changes, particularly social change. (See Collective Image graphic on page 14)

**DMOS** stands for destination marketing organizations, which provide services to market a region to travellers. Discover Halifax is one example in a DMO in Nova Scotia who focuses on attracting both leisure and business travellers. DMO is also the acronym used to reference Destination Management Organizations.

**ITMP** refers to the Integrated Tourism Master Plan. This title incorporated the importance of integrating this plan with other strategies and plans and ensuring the tourism industry is considered in Halifax's economic development plans.

**PLACEMAKING** is a multi-faceted approach to build places for people with people. This means designing and managing public spaces that promote people's health, happiness, and well-being.

**SHAREHOLDER** includes members of Discover Halifax who invest in the success of the organization and tourism industry.

**STAKEHOLDER** includes anyone with an interest in the success of the tourism industry, including businesses and residents.

**SHOULDER SEASON** refers to the calendar months of November to May, which are outside of Halifax's busiest travel period of June to October. It is also sometimes referred to as the "low-season".

**VISITOR ECONOMY** is defined by the World Travel and Tourism Council (WTTC) as any direct, indirect, and induced economic activity resulting from visitors interactions with their destination.

**WAYFINDING** includes all the ways in which people get around and navigate a place.





# APPENDIX A

## PRIORITY & IMPLEMENTATION

Discover Halifax is always proud to promote our region and will continue to do so in the implementation of these initiatives. In order to move some tourism initiatives across the finish line, Discover Halifax will need to be properly resourced and evolve into a destination management organization.

In the meantime, we continue to engage our partner network to achieve the recommendations within the ITMP. There are several strategies that are also connected to these initiatives and can be leveraged to achieve success.

We're proud to have so many incredible partners who are committed to making Halifax a better place to live, work and visit.



RELATED THEMES	POSSIBLE INITIATIVES	LEADS (L) PARTNERS & POTENTIAL PARTNERS (P)	LEVERAGED STRATEGIES (IF APPLICABLE)	PRIORITY
BUILD AND ENHANCE HALIFAX'S KEY DEMAND GENERATORS	Create an investment filter as a tool to help assess the tourism impacts of proposed investments	Discover Halifax (L) Tourism Nova Scotia (P) Halifax Regional Municipality (P) Halifax Partnership (P) Atlantic Canada Opportunities Agency (ACOA) (P)	Tourism Nova Scotia, Halifax Economic Strategy & Atlantic Canada Agreement on Tourism, Atlantic Canada Opportunities Agency (ACOA)	First-term priority
	Attract more people to skilled labour programs for the restaurant sector	Restaurant Association of Nova Scotia (RANS) (L) Tourism Industry Association of Nova Scotia (TIANS) (P) Nova Scotia Apprenticeship Agency (P)	Halifax Economic Strategy, TIANs Strategy, Tourism Nova Scotia, NSCC	Mid-term priority
	Implement the Wild Islands Plan	Wild Islands Tourism Advancement Partnership (L) Destination Eastern & Northumberland Shores (DEANS) (P) Develop Nova Scotia (P) Tourism Nova Scotia (P) Halifax Regional Municipality (P) Nova Scotia Community College (NSCC) (P) Black Business Initiative (P) Mi'kmaw communities (P)	Federal Tourism Strategy, Tourism Nova Scotia, Develop Nova Scotia	Mid-term priority
	Enhance demand generators for an Arts District, an Entertainment District, and Heritage Conservation Districts.	Halifax Regional Municipality (L) Business Improvement Districts (BIDS) (P) Develop Nova Scotia (P) Art Gallery of Nova Scotia (P)	Halifax Economic Strategy, Tourism Nova Scotia	Longer-term priority
	Create an experience development program	Discover Halifax (L) Tourism Nova Scotia (P) RANS (P) Taste of Nova Scotia (P) Nova Scotia Indigenous Tourism Enterprise Network (NSITEN) (P) Black Cultural Centre (P) Federation Acadienne De La Nouvelle-Écosse (FANE) (P) Destination Canada (P)	Federal Tourism Strategy, Tourism Nova Scotia, Tripartite Forum	First-term priority
	Launch Halifax Music City Strategy	Discover Halifax (L) Halifax Partnership (L) Halifax Music Industry (L) Department of Communities Culture and Heritage (CCH) (P)	NS Culture Action Plan, Federal Tourism Strategy	First-term priority

RELATED THEMES	POSSIBLE INITIATIVES	LEADS (L) PARTNERS & POTENTIAL PARTNERS (P)	LEVERAGED STRATEGIES (IF APPLICABLE)	PRIORITY
	Develop and enhance culinary experience program	Discover Halifax (L) RANS (L) Taste of Nova Scotia (P) NSCC (P) Seafood Alliance (P) Destination Canada (P)	Federal Tourism Strategy, Tourism Nova Scotia, Taste of Nova Scotia	First-term priority
	Create two events including a signature event	Discover Halifax (L) Halifax Regional Municipality (L) Develop Nova Scotia (P) Department of CCH (P), Culture and heritage community / Private Sector (P)	Federal Tourism Strategy, NS Events Strategy, NS Culture Action Plan, Tourism Nova Scotia, Develop Nova Scotia	Mid-term priority
	Create a community-led vision for the Dartmouth waterfront to disperse visitation in addition to the potential expansion of cruise berthing facilities	Halifax Regional Municipality (L) Develop Nova Scotia (L) Alderney Landing (P) Downtown Dartmouth Business Commission (P) Halifax Port Authority (P)	Port of Halifax Cruise Plan	Mid-term priority
	Enhance the canoe-kayaking competition facility on Lake Banook	Canoe Kayak Nova Scotia (L) Halifax Regional Municipality (P)	Federal Tourism Strategy, Tourism Nova Scotia, Halifax Economic Strategy	Mid-term priority
	Implement the Peggys Cove Master Plan	Develop Nova Scotia (L) Tourism Nova Scotia (P) ACOA (P)	Federal Tourism Strategy, Tourism Nova Scotia, Peggys Cove Master Plan	First-term priority
	Fully implement the Harbour Islands Visitor Experiences Strategy (Georges and McNabs Islands)	Develop Nova Scotia (L) Parks Canada (L) Department of Lands and Forestry (Provincial Parks) (P) Tourism Nova Scotia (P) Friends of McNabs Island Society (P)	Federal Tourism Strategy, Tourism Nova Scotia, Halifax Economic Strategy	First-term priority
	Implement the Marine Tourism Strategy	Develop Nova Scotia (L) in collaboration with multiple marine infrastructure and supply chain partners (P)	Province of Nova Scotia, Develop Nova Scotia, Halifax Economic Strategy, Ocean Supercluster	Mid-term priority
	Develop the new Waterfront Art District as a place for everyone to experience Nova Scotia art and culture	Art Gallery of Nova Scotia (L) Develop Nova Scotia (L) Halifax Regional Municipality (L)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia, NS Culture Action Plan	Longer-term priority
	Complete a needs analysis for additional and enhanced outdoor performance venues	Halifax Regional Municipality (L)	NS Culture Action Plan, Tourism Nova Scotia	First-term priority



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ATTRACT HIGHEST YIELD GROWTH MARKETS	Create an investment filter as a tool to help assess the tourism impacts of proposed investments	Discover Halifax (L) Tourism Nova Scotia (P) Halifax Regional Municipality (P) Halifax Partnership (P) ACOA (P)	Tourism Nova Scotia Strategic Plan, Halifax Economic Strategy, Federal Tourism Strategy, Atlantic Growth Strategy & Atlantic Canada Agreement on Tourism	First-term priority
	Establish an “Events Attraction Office” and implement the recommendations of STAT pro report	Halifax Regional Municipality (L) Discover Halifax (L) Events East (P)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia, Nova Scotia CCH Events Strategy	First-term priority
	Expand Stopover program at Halifax Stanfield International airport	Discover Halifax (L) Halifax International Airport Authority (L)	Stopover program	Mid-term priority
	Implement the Wild Islands Plan	Wild Islands Tourism Advancement Partnership (L) DEANS (P) Develop Nova Scotia (P)	Federal Tourism Strategy, Tourism Nova Scotia, Develop Nova Scotia	Mid-term priority
	Develop business case for increased marketing investment in fly markets	Discover Halifax (L) Halifax International Airport Authority (L)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia	First-term priority
	Develop an incentive program to attract strategic conferences in low-season	Discover Halifax (L) Events East (P) Events Nova Scotia (P) Halifax Partnership (P)	Federal Tourism Strategy, ACAT, Halifax Economic Strategy, Events East	First-term priority
	Enhance demand generators for the Designate Arts District, Entertainment District, Heritage Conservation Districts	Halifax Regional Municipality (L) BIDS (P) Develop Nova Scotia (P) Art Gallery of Nova Scotia (P)	Halifax Economic Strategy, Tourism Nova Scotia	Longer-term priority
MAKE IT EASY TO GET HERE AND VISIT	Expand Stopover program at Halifax Stanfield International airport	Discover Halifax (L) Halifax International Airport Authority (L)	Stopover program	Mid-term priority
	Develop business case for increased marketing investment in fly markets	Discover Halifax (L) Halifax International Airport Authority (L)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia	First-term priority

RELATED THEMES	POSSIBLE INITIATIVES	LEADS (L) PARTNERS & POTENTIAL PARTNERS (P)	LEVERAGED STRATEGIES (IF APPLICABLE)	PRIORITY
	Adopt ride-hailing services	Halifax Regional Municipality (L) Halifax Partnership (P) Discover Halifax (P)		First-term priority
	Action the Halifax Transit Rapid Strategy	Halifax Regional Municipality (L) Provincial and federal governments (P)	Rapid Transit Strategy	First-term priority
	Support policy process through the Inclusive Economic Growth Model for short-term rentals	Halifax Regional Municipality (L) Discover Halifax (P)		First-term priority
	Create a community-led vision for the Dartmouth waterfront to disperse visitation in addition to the potential expansion of cruise berthing facilities	Halifax Regional Municipality (L) Develop Nova Scotia (L) Alderney Landing (P) Downtown Dartmouth Business Commission (P) Halifax Port Authority (P)	Port of Halifax Cruise Plan	Mid-term priority
	Increase the availability of public washrooms throughout region	Halifax Regional Municipality (L) Develop Nova Scotia (P)	Halifax Regional Municipality Plan	First-term priority
	‘Internet for Nova Scotia’—improve broadband throughout the region	Develop Nova Scotia (L)	Halifax Economic Strategy, Province of Nova Scotia Priorities	First-term priority
BE VIBRANT AND ALIVE, 365	Establish an “Events Attraction Office” and implement the recommendations of stat pro report	Halifax Regional Municipality (L) Discover Halifax (L)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia, Nova Scotia CCH Events Strategy	First-term priority
	Develop an incentive program to attract strategic conferences in low-season	Discover Halifax (L) Events East (P) Events Nova Scotia (P) Halifax Partnership (P)	Federal Tourism Strategy, ACAT, Halifax Economic Strategy, Events East	First-term priority
	Enhance demand generators for the Designate Arts District, Entertainment District, Heritage Conservation Districts	Halifax Regional Municipality (L) BIDS (P) Develop Nova Scotia (P) Art Gallery of Nova Scotia (P)	Halifax Economic Strategy, Tourism Nova Scotia	Longer-term priority
	Launch Halifax Music City Strategy	Discover Halifax (L) Halifax Partnership (L) Halifax Music Industry (L) Department of CCH (P)	NS Culture Action Plan Federal Tourism Strategy	First-term priority



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	Develop and enhance culinary experience program	Discover Halifax (L) RANS (L) Taste of Nova Scotia (P) NSCC (P) Seafood Alliance (P) Destination Canada (P)	Federal Tourism Strategy, Tourism Nova Scotia, Taste of Nova Scotia	First-term priority
	Create two events including a signature event	Discover Halifax (L) Halifax Regional Municipality (L) Develop Nova Scotia (P) CCH (P) Culture Community / Private Sector (P)	Federal Tourism Strategy, NS Events Strategy, NS Culture Action Plan, Tourism Nova Scotia, Develop Nova Scotia	Mid-term priority
	Create an experience development program	Discover Halifax (L) Tourism Nova Scotia (P) RANS (P) Taste of Nova Scotia (P) Nova Scotia Indigenous Tourism Enterprise Network (NSITEN) (P) Black Cultural Centre (P) Fédération acadienne de la Nouvelle-Écosse (FANE) (P) Destination Canada (P)	Federal Tourism Strategy, Tourism Nova Scotia, Tripartite Forum,	First-term priority
	Develop the new waterfront Art District as a place for everyone to experience Nova Scotia art and culture	Art Gallery of Nova Scotia (L) Develop Nova Scotia (L) Halifax Regional Municipality (L)	Federal Tourism Strategy, ACAT, Tourism Nova Scotia, NS Culture Action Plan	Longer-term priority
	Complete a needs analysis for additional and enhanced outdoor performance venues	Halifax Regional Municipality (L)	NS Culture Action Plan, Tourism Nova Scotia	First-term priority
DEVELOP RESPONSIBLE TOURISM	Evolve Discover Halifax to become backbone organization for Integrated Tourism Master Plan	Halifax Regional Municipality (L) Discover Halifax (P)	Federal Tourism Strategy, Tourism Nova Scotia	First-term priority
	Develop a plan for managed growth of the cruise sector	Discover Halifax (L) Halifax Port Authority (L) Atlantic Canada Cruise Association (P)	Port of Halifax Cruise Plan	Mid-term priority

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	Support policy process through the Inclusive Economic Growth Model for short-term rentals	Halifax Regional Municipality (L) Discover Halifax (P)		First-term priority
	Action the Halifax Transit Rapid Strategy	Halifax Regional Municipality (L) Provincial and Federal governments (P)	Halifax Regional Municipality	First-term priority
	Implement the Peggys Cove Master Plan	Develop Nova Scotia (L) Tourism Nova Scotia (P) ACOA (P)	Federal Tourism Strategy, Tourism Nova Scotia, Peggys Cove Master Plan	First-term priority
	Fully implement the Harbour Islands Visitor Experiences Strategy (Georges and McNabs Islands)	Develop Nova Scotia (L) Parks Canada (L) Department of Lands & Forestry (Provincial Parks) (P)	Federal Tourism Strategy, Tourism Nova Scotia, Halifax Economic Strategy	First-term priority
	Support the development of Wije'winen (Reimagined Mi'kmaw Native Friendship Centre)	Mi'kmaw Native Friendship Society (L)	Federal Tourism Strategy, Tourism Nova Scotia	Mid-term priority
ESTABLISH, IDENTIFY, APPOINT TOURISM LEADERSHIP	Evolve Discover Halifax to become backbone organization for Integrated Tourism Master Plan	Halifax Regional Municipality (L) Discover Halifax (L)	Federal Tourism Strategy, Tourism Nova Scotia	First-term priority
	Develop a plan for managed growth of the cruise sector	Discover Halifax (L) Halifax Port Authority (L) Atlantic Canada Cruise Association (P)	Port of Halifax Cruise Plan	Mid-term priority
	Develop the business case for heritage tourism in Halifax	Heritage Trust of Nova Scotia (L) Department of CCH (P)	Tourism Nova Scotia, Halifax Economic Strategy	Longer-term priority
	Support the development of Wije'winen (Reimagined Mi'kmaw Native Friendship Centre)	Mi'kmaw Native Friendship Society (L)	Federal Tourism Strategy, Tourism Nova Scotia	Mid-term priority



