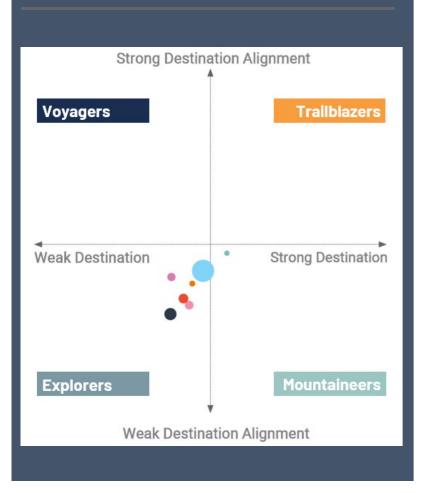


Sales & Destination Management Effective Organization Alignment



VISION

To be world-renowned for iconic beaches, endless adventures and memorable experiences

MISSION

Driving economic and community vitality through destination promotion

2022-2025 STRATEGIC GOALS

Sales & Marketing

Destination Management

Effective Organization

Destination Alignment

2022-2025 KEY INITIATIVES

- Develop a clear and differentiated destination brand for the Halifax Area Advertising Authority Taxing District
- Continue to expand and diversify leisure travel markets through effective advertising and promotion
- Further enhance communication and coordination of sales efforts between the CVB and the Ocean Center and other facilities
- Continue to expand and diversify group business based on post-pandemic market conditions

- Expand business intelligence on visitor experiences and satisfaction for leisure, business, and group delegates
- Advocate for improvements in infrastructure and beautification that enhance the visitor experience
- Collaborate with community stakeholders on managing events and their impacts on tourism
- Complete a destination master plan to identify and prioritize infrastructure and product needs with involvement from government leaders and key stakeholders

- Align staff responsibilities and levels with strategic priorities
- Encourage participation in board meetings by key stakeholders
- Ensure organizational training and resources to build capacity to meet strategic priorities (board and staff)
- Strengthen collaboration with economic development leaders, local government agencies and business organizations while promoting the value of tourism
- Increase resident support & understanding of the benefits of the visitor economy and tourism promotion
- Facilitate awareness of the needs of visitors and industry through communication and alignment with local governments
- Collaborate with community partners to expand data collection and business intelligence to inform investment decisions (beachside and beyond; new and existing businesses)

2022-2025 TARGETS

- Complete a brand study and execute the brand across all channels by 2023
- Establish benchmarks for target leisure audiences, set goals and measure progress annually
- Implement protocols for enhanced communications and data collection with key facilities
- Generate 350 qualified leads for group business by YE 2024-25

- Establish visitor and delegate benchmark satisfaction surveys with targets for improvement realized by 2025.
- Establish an advocacy committee and advocacy plan to articulate and promote HAAA priorities
- Complete a destination master plan by 2025 (RFP by 2023)
- Optimize the organization's structure and resources to ensure implementation of strategic initiatives by YE 2025
- Implement a professional development plan for staff and board by YE 2023
- Improve DNEXT assessment scores on alignment with local government and stakeholders by 2024
- Establish a resident sentiment index with targets for improvement to be achieved by 2024
- Establish an advocacy committee and advocacy plan to articulate and promote HAAA priorities
- Create a dashboard with key data points accessible to investors and stakeholders by 2024-25