

Focus 2020





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Introduction

With the City of Burlington completing their 40 year Strategic Plan and BEDC developing Burlington's Economic Vision, Tourism Burlington undertook their Strategic Planning process mindful of aligning to the broader Vision and goals for the City.

In 2011 Tourism Burlington developed a comprehensive Strategic Plan that had successfully guided the organization. It was decided a refresh rather than an overhaul was required to guide the next 5 years. A Business and Marketing Plan was developed for 2014 – 2017 and a detailed Marketing Plan is updated and reviewed by the Marketing Committee and Board annually. These exercises all involve consultation with the board, committees and key stakeholders so that the plans reflect the tourism priorities in Burlington.

The tourism landscape has changed significantly since these plans were developed. With increased involvement from the Regional Tourism Organization and the termination of the Destination Marketing Fee Tourism Burlington have fewer resources available. In addition, the City's upcoming branding initiative will play a role in how Tourism is positioned going forward. Based on these considerations the methodology was developed.



Methodology

A collaborative process was developed to engage community partners to ensure the new plan focuses on initiatives that will support the local tourism industry and assist in increasing visitation to the City.

Community Partner Survey: An online survey was sent to key stakeholders (50) and included in the community partner e-news (370), with a (10%) response rate. Responses were summarized and analyzed with findings shared in the Board and Marketing Committee Visioning Workshop.

Visioning Workshop: A half-day session brought the Board and Marketing Committee together to picture Tourism Burlington in 2021. The organization's guiding principles and values, mission, vision statement and strategic directions were refined to reflect the tourism landscape. Ideas were clustered and connected to the Community Partner Survey findings to guide what actions could be taken to grow tourism in Burlington. While everyone agreed Burlington has much to offer visitors, it was acknowledged work needs to be done to communicate Burlington's unique differentiator through building the brand.

Strategic Focus: With multiple Tourism and Community partners that directly and indirectly influence visitor attraction and the visitor experience Tourism Burlington's role involves leading and supporting initiatives with multiple stakeholders to achieve the desired outcome. Working with multiple stakeholders requires supportive tools that summarizes and simplifies concepts and information to ensure everyone is on the same page. Contextual models were developed to accomplish just that.

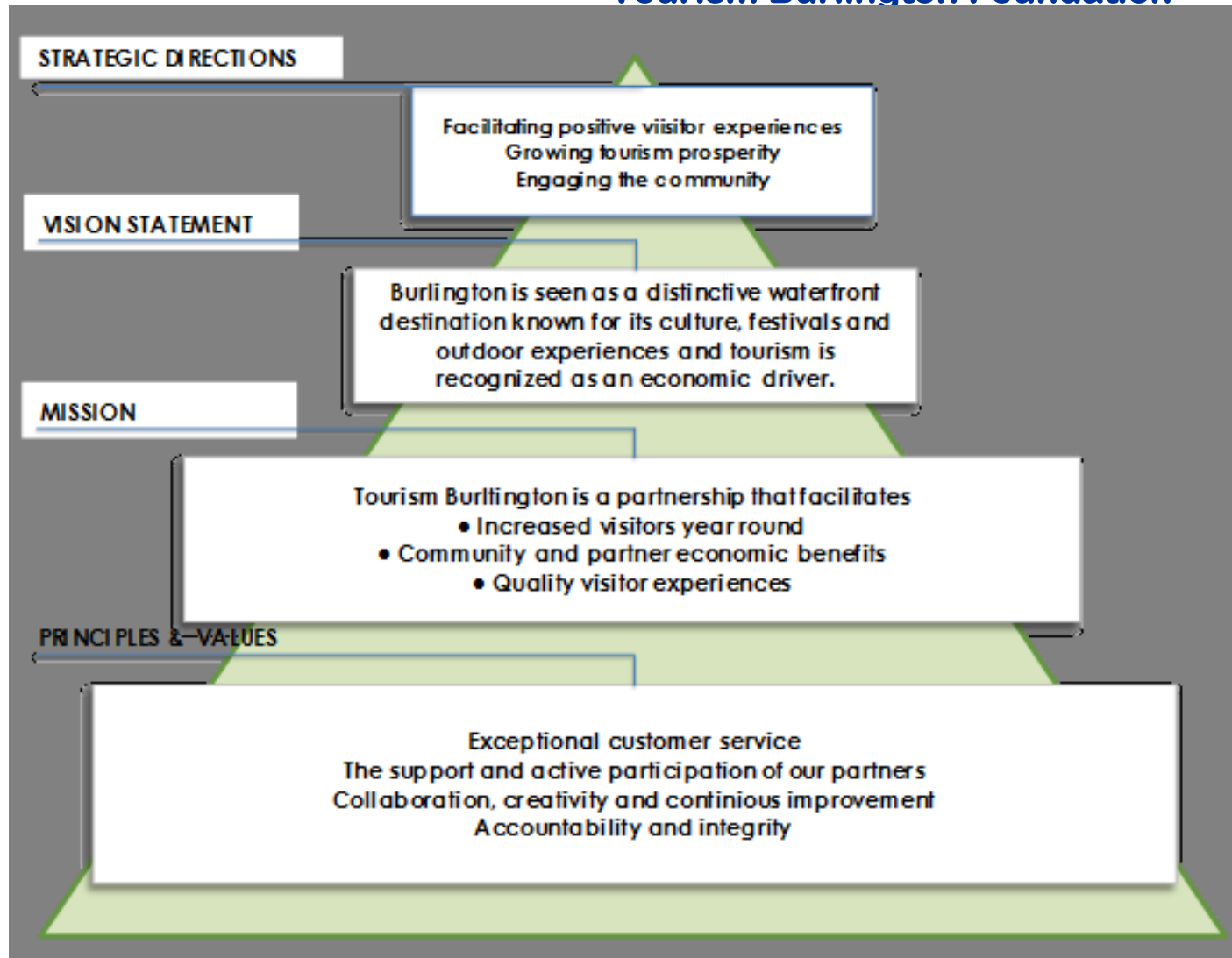


Explanations

The renewed foundation was captured in the Cultural Pyramid. For each of the Strategic Areas current activities were identified. It was determined these activities provide high value and should continue. These activities are part of the business plan and as such undergo continuous improvement for both effectiveness and efficiencies. Future activities were identified using feedback gathered from the survey and workshop. The Tourism Burlington Market Summary was developed to provide an overview of the tourism market to guide developing priorities. These priorities were sequenced by year stating Tourism Burlington's role as a lead or partner. Items highlighted in red are tentative pending funding/winning bid. The Tourism Burlington Strategy Road Map provides a top level view of the 2016 plan.

The overarching goal of Tourism Burlington is to attract more visitors to Burlington. To achieve this a number of lead indicators are tracked and measured. These measures are part of the business plan and reported on monthly.

Tourism Burlington Foundation



Foundation

The Cultural Pyramid outlines Tourism Burlington foundations to help focus resources and identify what matters most. When considering a new initiative this is a tool to ensure you stay true to your core and use your Values, Mission and Vision to guide decisions. The Strategic Directions are used to categorize and then prioritize what will make the most of resources and yield the highest return.

Strategic Directions

Strategic Directions	Current Tourism Activity	Future
Facilitating Positive Visitor Experiences – through training, information and partnerships	<ul style="list-style-type: none"> • Visitor Information Centre - open 355 days/year – extended summer • Seasonal Infomobile @ Waterfront • Event Welcome Services– major leisure, conferences, tournaments • Tourism Industry Ambassador Training & Customer Service Awards • Collateral – guide, maps, lure cards, souvenirs, welcome translations • Digital Support – website, mobile, virtual tour, social media 	<ul style="list-style-type: none"> • Webinars for ambassador training • Implementation of social media plan
Growing Tourism Prosperity – differentiating & marketing the destination to increase tourism opportunities and economic impact	<ul style="list-style-type: none"> • Lead Generation & Bid Support – conferences/sports/events/groups • Product Development – Culinary, Taste of Burlington, Chocolate Trail, cycling • Partner Marketing Support – events, services, packages • Partner Capacity Building – E-news, Bd./Committees, training, resources • Collaborative Partnerships – City, BHA, RTO#3, Region of Halton, etc. • Project Support – City, regional, industry initiatives to grow tourism 	<ul style="list-style-type: none"> • City branding initiative • Marketing collaborations Team Burlington + • Expanded cycling promotion
Engaging the Community – engage Burlington residents to gain their support and to encourage them to be brand ambassadors	<ul style="list-style-type: none"> • Visitor E-newsletter/Social Media • Famous Burlingtonians – website and testimonials • National Tourism Week – FAM tours/promotion • New Resident Welcome Packages/Referrals • Local Presentations/Media Events/FAMs • Event Participation – Bloomfest, Doors Open, Culture Days, Treats in Streets, Shop the Neighbourhood, Christmas Window, etc. 	<ul style="list-style-type: none"> • VFR strategy • Canada 150 – “Come Home 2 Burlington” campaign

Tourism Burlington Market Summary

Key Markets	Leisure /Events	Sports Tourism	Meetings / Conferences	Group Travel
Purpose of Visit *	23% Pleasure trips 66% VFR = 89%	5%	5% business trips	N/A
Target Audience	Fun-loving families Nature lovers	Prov./Nat. sport organizations For profit business	GTA meeting planners, local businesses, associations	Nature Lovers Chocolate Trail
Partner Support	Local attractions Event organizers Restaurants, hotels	Local sport organizations Hotels Event organizers	Sales team – large hotels, meeting/banquet facilities, support services, delegate activities	Local attractions Group friendly restaurants, delegate activities
Marketing	Guide, map, displays, video, photos, targeted lures, website, e-news, SM	Display, video, maps, photos, lures, website, e-news	Display, video, photos, lure, website, e-news, SM	Photos, website, e-news, SM, step on guide
Budget	\$55,500 leisure/map \$38,200 taste Net zero	\$3,000	\$2,450	\$0
Value Proposition	Waterfront, RBG, Escarpment, events	Haber Rec. Centre, arenas, waterfront, artificial turf fields	RBG, unique meeting facilities, waterfront location	RBG, waterfront, AGB, aboriginal (JBM, CH)

Tourism Burlington Strategic Focus

Strategic Directions	2016	2017	2018	2019	2020
Facilitating Visitor Experiences	<ul style="list-style-type: none"> • Video vignettes/ Webinar training L • Chinese tour BEDC/ Team Burlington + P • Digital/social media strategy implement – Brand ambassadors • Volunteer recruitment L 	<ul style="list-style-type: none"> • Video vignettes L • Provincial Ringette championships P • Field Lacrosse provincials P • Trails Canada (Hamilton) P • American Garden Association (RBG) P 	<ul style="list-style-type: none"> • Visitor services review L • Taste of Burlington 10th anniversary L 	<ul style="list-style-type: none"> • Digital / social media strategy update L 	
Growing Tourism Prosperity	<ul style="list-style-type: none"> • Branding initiative City/BEDC/Partners P • Municipal innovation conference committee P • COB event strategy P 	<ul style="list-style-type: none"> • Marketing collaboration - team Burlington+ P • Halton region cycling strategy P • (RTO #3) Cycling product development & marketing P • Branding implementation –L • Culinary Strategy - P • DMP discussion BHA P 	<ul style="list-style-type: none"> • 5 year business plan update L • TMAC Conference committee (bid 18-19) P • DMP implementation P • Tourism Summit (Hamilton) P 		<ul style="list-style-type: none"> • Strategic plan update L
Engaging the Community	<ul style="list-style-type: none"> • Canada 150 committee support P & campaign creation L 	<ul style="list-style-type: none"> • VFR strategy L • Canada 150 Come Home 2 Burlington campaign implementation L 	<ul style="list-style-type: none"> • Come Home 2 Burlington transition to ongoing L 	<ul style="list-style-type: none"> • Plan 50 year anniversary visitor services (2020) L 	<ul style="list-style-type: none"> • 50 year anniversary VIC implementation L

L=Lead | P=Partners; Items highlighted in red are tentative pending funding/winning bid

Tourism Burlington Strategy Road Maps

VISION: Burlington is seen as a distinctive waterfront destination known for its culture, festivals and outdoor experiences and tourism is recognized as an economic driver

MISSION: Tourism Burlington is a partnership that facilitates: increased visitors year round; community and partner economic benefits; quality visitor experiences

STRATEGIC DIRECTIONS: Tourism Burlington's Focus is:

Facilitating
Positive Visitor
Experiences

Growing
Tourism
Prosperity

Engaging the
Community

VALUES: *Exceptional customer service; the support and active participation of our partners; collaboration, creativity and continuous improvement; accountability and integrity*

GOALS: **Destination Marketing** – increase tourism revenues **Visitor Services** – provide cost effective service **Partnerships** – develop strong relationships & represent industry **Organization Capacity** – align with funding partners, effective, and viable

STRATEGIES:

Through training, information
and partnerships

Differentiating & marketing the
destination to increase tourism
opportunities and economic impact

Engage Burlington residents to gain
their support and to encourage them
to be brand ambassadors

2016 Key Deliverables:

- Video vignettes/webinar training-L
- Chinese tour BEDC-P
- Digital/social media strategy implement – brand ambassadors-L
- Volunteer recruitment-L

- Branding initiative City/BEDC/Partners-P
- Municipal innovation conference committee-P
- COB event strategy-P

- Canada 150 committee support-P
- Campaign creation-L

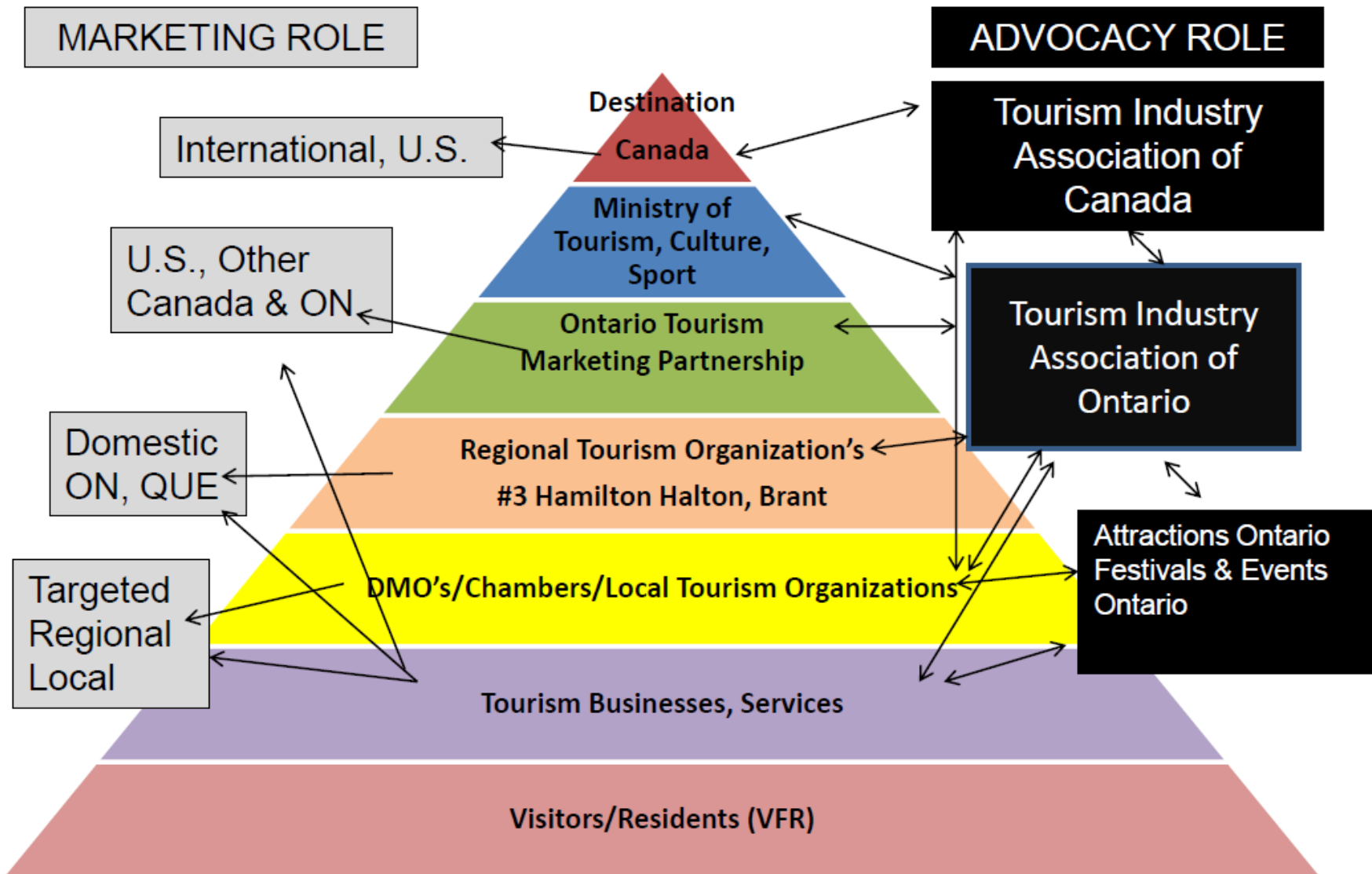
L=Lead | P=Partners

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Tourism Structure in Ontario



Glossary of Terms

Attractions: General all-inclusive term travel industry marketers use to refer to products that have visitor appeal, like museums, historic sites, performing arts institutions, preservation districts, theme parks, entertainment & national sites.

Culture: is a set of distinctive, spiritual, material, intellectual & emotional features of society or a social group, & that culture encompasses in addition to arts & literature, lifestyles, ways of living together, value systems, traditions & beliefs.

Destination: The place to which a traveler is going; or any city, area, region or country is marketed as a single entity to tourists.

Destination Marketing Organizations: Destination marketing organizations (DMOs) are organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. For visitors, DMOs are like a key to the city. As an unbiased resource, they can serve as a broker or an official point of contact for convention, business and leisure travelers. They assist planners with meeting preparation and encourage business travelers and visitors alike to visit local historic, cultural and recreational sites.

Familiarization Trip (FAM): A complimentary or reduced-rate travel program for travel agents, airline or rail employees or other travel buyers, designed to acquaint participants with specific destinations or suppliers and to stimulate the sale of travel. Familiarization tours, also called FAM tours, are sometimes offered to journalists as research trips for the purpose of cultivating media coverage of specific travel products.

Heads in Beds: Industry slang referring to the primary marketing objective of accommodations & most destinations – increasing the number of overnight stays.

Itinerary: Travel schedule provided by a travel agent for his/her customer. A proposed or preliminary itinerary may be rather vague or specific. A final itinerary however provides all details – flight numbers, departure times, & reservation confirmation numbers – & describes planned activities.

Leisure Travel: Travel for recreational, educational, sightseeing, relaxing & other experiential purposes.



Glossary of Terms

Mission: Defines why you exist and acts as a filter to assess new opportunities.

Occupancies: A percentage indicating the number of bed nights sold (compared to number available) in a hotel, resort, motel or destination.

Package: A fixed price salable travel product that makes it easy for a traveler to buy and enjoy a destination or several destinations. Packages offer a mix of elements like transportation, accommodations, restaurants, entertainment, cultural activities, sightseeing and car rental.

Pleasure Trips: Includes holiday, vacation, visiting second home, cottage or condo, and attending events and attractions.

Rack Rate: The rate accommodations quote to the public. Group rates, convention, trade show, meeting and incentive travel rates are negotiated by the hotel and program organizers.

Same-day: Same-day travelers who enter and leave a country/city in less than 24 hours.

Sport Tourism: Any activity in which people from out of town are attracted to a particular location as a sport event participant or spectator, or attendee at sport attractions or business meetings as defined by the Canadian Sport Tourism Alliance (CSTA). It differs from a recreation activity in that it is organized and competition based. The CSTA further qualifies a sport tourism activity by the distance traveled (>40km one way) and/or the number of days away from home (minimum two).

Step On Guide: A representative from a community, attraction, or DMO that can “step on” the bus and provide guide services for tour groups.

Target Audience/Market: A specific demographic, sociographic target at which marketing communications are directed.

Tour Operator: A company that creates and/or markets inclusive tours and/or performs tour services.

Glossary of Terms

Tourism: The definition of tourism follows that adopted by the World Tourism Organization and the United Nations Statistical Commission: "the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes."

Tourism Industries: Tourism industries would cease to exist or would continue to exist only at significantly reduced levels of activity in the absence of tourism. Examples of tourism industries include air transportation and accommodation.

Tourism Gross Domestic Product (GDP): Tourism GDP is the unduplicated value of production, within the boundaries of a region, of goods and services purchased by tourists. In the NTI, GDP is calculated at basic prices in both current and constant dollars. Only direct GDP is calculated in the NTI. GDP is also generated indirectly in the upstream production chain of a good or service. Although these indirect effects can be linked to tourism, they are not included in GDP.

Tourism Employment: Tourism employment is a measure of employment in tourism and non-tourism industries. Tourism employment measures the number of jobs in an industry generated by, or attributable to, tourism spending on the goods and/or services produced by that industry. It is based on an estimate of jobs rather than "hours of work". Thus, someone who works 10 hours a week counts for as much, by this measure, as someone who works 50 hours a week.

Values and Principles: Represents what you stand for and acts as a compass to guide behaviour.

Vision: Describes what you aspired to be or build and acts as a destination to develop your strategic plan or road map.

Visitor: Person visiting a destination for a day trip (travelling 40 km or more) or staying overnight.

Visitors Centre: Travel information centre located at a destination to make it easier for visitors to plan their stay; often operated by a convention and visitors bureau, chamber of commerce or tourism promotion organization.



Strategic Planning Model

