

EVOLVED

Tourism Burlington's
2022-2024 Strategic Plan

Burlington
BURLINGTON, ONTARIO

Photo by Michael Lyons

TABLE OF CONTENTS

03

Acknowledgments

05

Vision

08

Introduction

11

Methodology

12

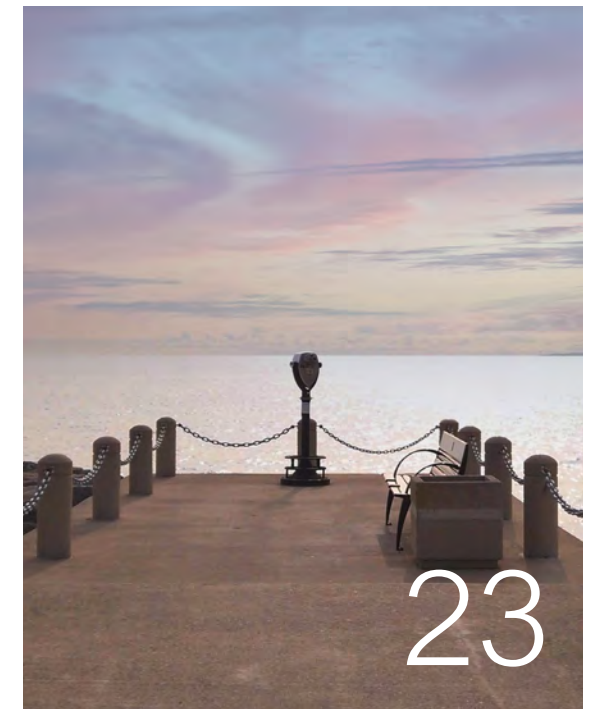
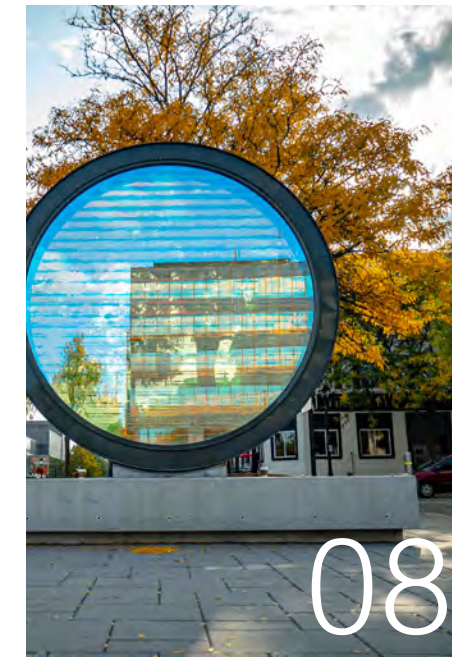
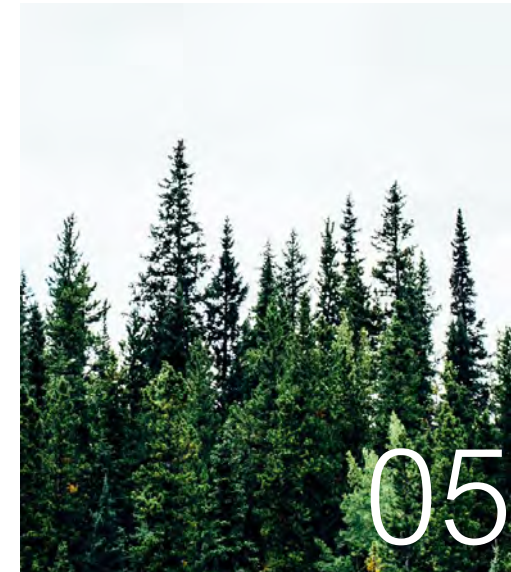
Insights

17

Strategy

23

Implementation



ACKNOWLEDGMENTS



Evolved
/i'vɑ:lvd –
having
developed
through a
gradual
process.

Tourism Burlington has ***evolved*** over the years into something bigger than itself.

Photo by Michael Lyons
Kerncliff Park

EVOLVED, Tourism Burlington's 2022-2024 Strategic Plan, is the outcome of a highly participatory research and engagement process that saw a breadth and diversity of stakeholders in destination Burlington share invaluable insight, input, and feedback. Special thanks go to all residents of Burlington, who shared important perspectives on growing tourism in the place they call home; to existing and prospective partners, whom we look forward to collaborating with in the future; and to all the businesses and organizations who bring Burlington to life. **Without you we are not a destination.**

ACKNOWLEDGMENTS

Thank you to our entire 2020-2021 Board of Directors, including the following individuals:

Jaclyn Jones, Chair – Whiting & Holmes Marketing

Deanne Rodrigue, Vice-Chair – Royal Botanical Gardens

Nancy Brewer, Outgoing Treasurer

Dave Whale, Secretary – Joelle's Jeff's Guy Shop Graphic Design

Councillor Kelvin Galbraith – Council Representative

Jason Stone – Holiday Inn Burlington (Burlington Hotel Association)

Robin Ashton – Conservation Halton

Stephen Bell – Pepperwood Bistro

A big welcome to our two new Board members:

Chris Lambert, Incoming Treasurer – The Pearle Hotel & Spa

Myles Rusak – Sound of Music Inc.

Along with special thanks to Jaclyn Jones, Deanne Rodrigue, and Dave Whale, who played an active and ongoing role across the strategic planning process, we would like to extend thanks to our City of Burlington staff liaison, Chris Glenn, our weekend travel counsellors, specifically Maria Plazas, our Executive Director, Kris Smith, Kelly Harris, our Manager, Marketing & Special Projects, and Sally Fitzgibbon, our Visitor Services Coordinator.

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Photo by Hills
Royal Botanical Gardens



VISION

Flourishing

/'flɔːrɪʃɪŋ –
growing or developing
successfully

It can be said that the destination Burlington is **flourishing** when all its stakeholders are happy and satisfied.

Burlington is growing in the right direction, and as a destination Burlington is well-positioned to thrive now and into the future. We are committed to facilitating positive and lasting change through tourism that benefits everyone who visits, works in, and calls Burlington home.

Evergreen

/'ev.ə.'grɪ:n – remaining
both fresh and functional,
year-round

Just like an **evergreen** tree, Burlington welcomes each season with open arms.

Burlington is a flourishing and evergreen destination where visitors and community experience the arts, culture, outdoors, and more.



Photo by Michael Benz
Canadian Treeline

We are Tourism Burlington, a destination management and marketing organization that works with and on behalf of tourism stakeholders. We work in the back of the house. We work in the front of the house. We co-create value. We communicate this value.

Stakeholder

/'steɪk.hoʊl.də –
an individual or entity that has a vested
interest in and responsibilities to something

Stakeholders in destination Burlington include but are not limited to residents, businesses, and visitors, Tourism Burlington and the City of Burlington, industry and community groups, partner organizations and agencies.

VISION



Our **mission** is to facilitate values-driven and sustainable tourism for Burlington through leadership, partnership, and collaboration.

At the foundation of Tourism Burlington are our **VALUES**. These are non-negotiable reminders to us of what is most important to our organization and needed to fulfill our mission.

Accountability: we are accountable to a breadth and diversity of stakeholders in destination Burlington, so we accept and embrace the responsibilities associated with our role.

Synergy: we recognize that we are stronger and more impactful if we collaborate with those around us, so we work to produce positive outcomes that are greater than our organization.

Learning: we know skills and knowledge are invaluable forms of capital that we can use to deliver results, so we seek information and opportunities to learn while doing great.

Creativity: we believe in trying new things and bring unique solutions to challenges, so we will seek opportunities to innovate towards maximizing the value of our work.

Balance: we are ambitious but mindful of what can be achieved and when, so will we use strategy and planning to ensure that our resources and activities are proportioned for success.

VISION

Our **principles** guide everything that we do. They are operational manifestations of our commitment to realizing a vision that we know is achievable.



Photo by Hills
The Sunshine Doughnut Co.

Put people first: recognize the inherent value within people. Value they can and want to contribute to the collaborative development of Burlington as a destination.

Partner for success: establish long-term and working relationships that leverage resources, create economies of scale, and maximize impact.

Make informed decisions: collect and compile, use and share, relevant information, input, and resources.

Adapt to the times: turn challenges into opportunities and respond to external factors and events in constructive ways that build resilience.

Grow together: create a culture of inclusivity both within and outside the organization and cultivate a shared pride in place.

INTRODUCTION

Beginning in September 2021, we began our work to develop an ambitious but implementable strategy to guide Tourism Burlington in the years to come. The process of renewing our strategic plan took place during a time when the interconnections and dependencies existent within the tourism sector and its related industries were and continue to be acutely challenged by our shared pandemic experience. A range of political, economic, social, technological, legal, and environmental factors contextualize our strategic plan, and these along with new developments will continue to inform our strategies in the years to come.

Political

/pə- 'li-ti-kəl –
of or relating to
government,
a government, or the
conduct of government

Political factors that are close to our strategic planning process include the recent 2021 federal elections that resulted in a Liberal minority government and led to the naming of MP Randy Boissonnault as Minister of Tourism and Associate Minister of Finance. This development signals a continued support for our sector and a recognition of tourism's role at the national stage. Closer to home, our next municipal elections will be held in October 2022, and we will continue to work with governmental partners to have tourism be a priority for Burlington's future. Importantly, tourism plays a key role in Vision 2040, the strategic plan for the City of Burlington, and we have worked with purpose to align our vision, mission, and the strategy with this broader context.

Photo by Hills
Elgin Square



INTRODUCTION

Economic

/e-kə-'nä-mik—

of, relating to, or based on the production, distribution, and consumption of goods and services

Social

/'sō-shəl — of or relating to human society, the interaction of the individual and the group, or the welfare of human beings as members of society

We have seen both the hardship cause by and support resulting from the pandemic. From **economic** losses due to the near full-stop of tourism activity to recovery funds and programs being provided for our businesses and residents. The economic impacts of the pandemic on tourism have been exacerbated by the fact that the sector has been experiencing a labour shortage since well before its arrival. Rising inflation will play a role in the management of tourism and it is contrasted by an increase in household disposable income and excess savings across 2021. We've also seen the recent rise of the minimum wage in Ontario, which will impact our tourism businesses and their employees. A significant development for Burlington's tourism economy was the original Council approval in November of 2019 for a Municipal Accommodation Tax to be collected in Burlington. This will have big impacts on tourism in Burlington, with an estimated 50% of funds being directed to Tourism Burlington for developing and marketing the destination.

We are working to support Burlington's development as a tourism destination in collaboration with all members of **society**. There is a rise in the recognition of and the work needed to acknowledge, respect, learn from and include Indigenous peoples across Canada, and we need to continue to support this positive change here in Burlington. Similarly, our population is both growing and changing in demographics. While we have a population that is well educated and above provincial averages when it comes to income and age, we are also growing and seeing more newcomers call Burlington home. In fact, we are situated in the fastest growing area for population in the country, Southern Ontario. We need to work to make sure that Burlington is an appealing and welcoming place to call home as much as a place that attracts visitors.



Photo by Michael Lyons
RBG Retail

INTRODUCTION

Technological

/tek-nə-'lä-ji-kəl –
of, relating to, or
characterized by
technology

We have witnessed the rapid change brought on by **technological** innovations over the last decades and have felt these being accelerated, particularly for tourism industries, across the pandemic. From the adoption of digital technologies for consumption to the rise of consumer expectations for more contactless and automated purchasing processes, tourism needs to continue adapting and innovating. We have also seen more recent demographic changes brought on by the rise of Toronto's tech scene. While it is important that we continue to innovate, we also need to ensure that all our residents have access to information and can enjoy our destination regardless their level of technological literacy.

Legal

/'lē-gəl –
of or relating to law,
a binding custom
or practice of a
community

Our structure as a not-for-profit organization is affected and prescribed by the **legal** system. A recent development that informs our strategic direction is the Ontario Non-for-Profit Corporations Act, which introduces both new concepts and operating realities for organizations like ours. We have also seen increased legal requirements for tourism business across the pandemic, from evolved workplace safety plans to new cleaning and sanitizing requirements. We need to continue to evolve in a manner that is responsive to the legal context and one that also helps to shape the policies that affect tourism businesses, organizations, and activities.

Environmental

/in ,vīrən 'men(t)l –
relating to the natural
world and the impact
of human activity on
its condition

We are both lucky and privileged to have such natural beauty amid our urban spaces. From the accessible waterfront to our beautiful gardens and the many parks and trails across our destination. Importantly, a rise in awareness and education has led to increased action to address and mitigate the impacts of climate change, with the City of Burlington Council approving a Climate Action Plan in 2020. As a steward of the destination Burlington, we need to continue to push for climate action, and work to ensure a sustainable future for our destination by collaborating with our stakeholders to protect and nurture the **environments** that are home to not only tourism and leisure activities but also a variety of flora and fauna.



METHODOLOGY

At the onset of our strategic planning process, we identified four objectives to guide our research and engagement of stakeholders in the co-creation of a 2022-2024 strategic plan. We are confident in the direction that we planned and the methods that we used to meet our objectives.

- | | |
|----|---|
| 01 | To identify Tourism Burlington’s stakeholders, including businesses and partner organizations |
| 02 | To first confirm and then build awareness around Tourism Burlington’s mission and mandate |
| 03 | To plan with existing assets, activities, and developments (e.g., One Brand Project) in mind |
| 04 | To explore Tourism Burlington’s business model as part of the strategic planning process |

Our research and consultation phase began with a comprehensive background review, and this was followed by a research scoping exercise that including identifying a main and supplementary questions to ask over the course of the project. We conducted research into macro factors affecting tourism in Burlington, and parallel to this we identified stakeholders in destination Burlington, including but not limited to residents, businesses, visitors, our staff and Board members, the City of Burlington, industry groups, and partner organizations. It was important for us to identify our stakeholders so that we could strategize around how to best engage them while building awareness about tourism and our Tourism Burlington in the process. It was also important for us to consider not only the wider context surrounding this strategic but also areas of alignment with existing assets, activities, and initiatives.

We successfully engaged 562 residents and 45 members of the Burlington tourism industry through online surveys, 17 key informants—including industry members, key partners, Tourism Burlington staff and Board members—in one-on-one interviews, and 16 representatives from 13 partner organizations in a partners’ focus

group. Each of the data sets generated through the research engagements was analyzed independently, and all the analysis summaries informed an integrated analysis that was included in an environmental scan report. The insight, input, and feedback that each of the stakeholders we engaged provided was invaluable to the shaping of this strategic plan and our future work.

An in-person workshop with Tourism Burlington’s Board and staff took place in December 2022. This included reflection and discussion on the findings and everyone participating in important conversations around the role of Tourism Burlington as a destination steward. As part of the process, the Flourishing Business Canvas and accompanying activities were used to co-design a vision for our 2025 business model, which informed decision-making on this strategic plan.

Our strategic planning process helped us to map our strategic direction for the next few years. It also invited us to reflect upon our identify, consider our business model, and explore our role and responsibilities as an organization within a context and future that demands we be good stewards of the destination we are so privileged to champion.

INSIGHTS

We heard from industry, residents, and key informants that Tourism Burlington exists to promote Burlington as a destination, and this includes providing

visitor services, and marketing and promoting tourism businesses. We learned that our visitor information services, and marketing activities are seen as the leading functions of Tourism Burlington and to a lesser degree our work in representing the city at tourism conferences and advocating for tourism. As such, we recognize that industry members, key informants, and residents all understand our role as a destination marketing organization but there is work for us to do to increase awareness and understanding of our work and role as a destination management organization.

We learned that we need to clearly articulate our mission, vision, values, guiding principles and mandate. We need to communicate the outcomes that we are working towards as well as provide more information to stakeholders around how we are working to achieve these outcomes. Related to this, we need to expand our role and related responsibilities

to include more destination management. This means going beyond visitor services, marketing and promotion, and advocacy to include initiatives and activities that both facilitate and assist with coordinating how the economic, social, and environmental dimensions that make up our home and destination are managed.

Our partners have echoed the opportunity for us to expand our advocacy role, encouraging Tourism Burlington to work as not only a leader but also a connector of the tourism industry, and prioritize inclusivity across our activities by engaging with diverse groups from across the region. An additional insight that our partners shared is the need for Tourism Burlington to collect and redistribute tourism data. We have learned that there is a gap in Burlington-specific tourism data and information that can be used to inform strategic decisions and sustainable development, and we are excited collaborate with our partners to identify pressing areas of need for research and information-sharing opportunities.

Top 5 activities that stakeholders feel we can implement:



- 01 Building and engaging community**
- 02 Demonstrating the value and viability of tourism to stakeholders**
- 03 Defining and attracting key markets for our destination**
- 04 Representing and connecting diversity and culture**
- 05 Supporting itineraries and product development**

INSIGHTS



We have lived through as well as experienced challenges created by the ongoing COVID-19 pandemic, and we know that pandemic lockdowns, travel restrictions, and capacity limits, among other disruptions, have amplified pre-pandemic pains, such as the labour shortage and seasonal constraints

affecting the industry. We appreciate that not all impacts of the pandemic have been negative. Partners pointed to both growing and strengthening community ties and an augmented lens on issues of diversity and inclusion important developments. We recognize the continued need for us to support our tourism industry navigating

the recovery of tourism, both directly—by connecting industry to resources that will help them to continue to adapt, innovate, and market themselves—and indirectly—by collecting and sharing information that will help to inform their decisions.

We know now that we can work in more deliberate, aligned, and transparent way as a steward of destination Burlington. This includes showcasing how we address social and environmental matters through our work, and the benefits these activities are creating for our stakeholders. We will do this by leveraging our existing partnerships and creating new ones that focus on co-creating social and environmental benefits and well-being through tourism.

We also know that we have been co-creating value with and for our stakeholders. More specifically, we heard from residents and key informants that our work to attract visitors to Burlington and engage residents in the building of pride in place is recognized. We are excited to support both the creation of opportunities for residents as well as visitors to participate in tourism activities while continuing to support businesses in their development and delivery of high-quality tourism experiences.

INSIGHTS

To activate this strategic plan, we know we will need resources and supports, and we have heard loud and clear that there is much anticipation amongst our staff, Board members, and partners for the implementation of the Municipal Accommodation Tax (MAT) in Burlington. The MAT represents a significant stream of revenue that our organization can access for the delivery of outcomes identified in this plan. It would also assist us in diversifying our funding sources and contributing to our financial viability; in other words, establish a more sustainable business model.

Top 3 ways we are currently meeting partner needs:

- | | |
|----|---|
| 01 | Collaborating and connecting tourism businesses and partners |
| 02 | Advocating for the needs of tourism businesses and the importance of tourism |
| 03 | Providing leadership amongst the tourism industry by working to bring the industry together on common goals |



Photo by Michael Lyons
Pineview Orchards

We also see much value in the formalization of partnerships with other organizations, which will facilitate the exchange of tangible and intangible resources, reveal economies of scale, and create synergies. By continuing to work in partnership we will be able to co-create value for stakeholder in destination Burlington that is more than anything we can create by ourselves. Working through mutually beneficial partnerships is key for alleviating staffing limitations, amplifying our communications, conducting relevant research, including collecting input and feedback on developing tourism in Burlington from diverse groups and organizations.

We know more about the many strengths we can draw from and become more aware of our weaknesses, which is key to the learning and improvement process. We have identified a bounty of opportunities for both our organizational and the destination; however, we maintain a realistic outlook toward these, knowing that there are and will be challenges along the way that will impact our work, but we will overcome these through strategic and collaborative action.

Strengths

We stand to benefit from the...

- + General awareness about us and positive relations with our stakeholders and partners
- + Diversity of Burlington's tourism assets, incl. cultural, culinary, natural, and festivals
- + Desirability of a mid-sized city to live in with an increasingly diverse population, great connectivity to surrounding population centres, and beautiful areas
- + Resident base that participates in tourism activities and attracts friends and relatives to visit
- + Industry support and for our marketing and promotional efforts of the destination
- + Increased awareness and valuing of "local" over COVID-19 pandemic
- + Existing supportive partnerships and municipal relationships we have
- + Strong and motivated staff and Board, along with our established organizational history

Weaknesses

We need to work to address and improve the...

- + Lack of consistent engagement and understanding about our specific roles and responsibilities
- + Lack of a differentiated destination brand, voice, and target audiences
- + Gaps in tourism-related participation among a full diversity of residents (age, race, etc.)
- + Lack of products and itineraries for all seasons
- + Limited organizational budget and staff capacity
- + Lack of recognized focus of our visitor services on Burlington
- + Perceived lack of dedicated supports for industry to develop and innovate
- + Lack of data-based understanding about tourism and target markets for the destination

Opportunities

We have the opportunity to...

- + Expand promotions with more partners to present Burlington as a destination in its own right
- + Highlight hidden gems such as trails/natural areas, parks, neighbourhoods, cultural attractions in our marketing and promotions
- + Support the creation of tourism packages/itineraries from departure to arrival and return for different seasons
- + Lead community engagement to inform destination development, increase awareness, and foster ambassadorship
- + Increase diversity and inclusivity initiatives through enhanced collaboration, outreach, information sharing, capacity development
- + Define and better understand markets/audiences
- + Conduct research and data collection and analysis to inform tourism and support understanding
- + Advocate for MAT to be implemented
- + Provide business supports for product development, business growth, advertising, and promotion

Challenges

We stand to be affected by the...

- + Competitor and emerging destinations close to Burlington (Toronto, Hamilton, Niagara)
- + Limited extended-stay options and activities in Burlington and across the seasons
- + Lack of public transportation and traffic congestion on weekends
- + Location and size of certain attractions (i.e., not immediately recognized as part of our destination)
- + Number and type of roles the organization is expected to play among industry and partners for its size and capacity
- + Continuing COVID-19 restrictions and impacts of last 2 years
- + Unclear future for funding structure/sources
- + Constraints to destination building, including rising costs for housing and North vs South divide
- + Staffing shortages in the sector

STRATEGY

In pursuit of our inspiring vision for Burlington, we have set our sights on four specific **goals**. Goals that both inspire and action us. Goals that we have the resources and capacity to achieve. Goals that we can strive towards over the next few years.



Photo by Michael Lyons
Summer Market

- 01 **Tourism Burlington is championing destination stewardship**
- 02 **Industry is being supported to deliver high quality tourism experiences**
- 03 **People are choosing Burlington as a place to visit**
- 04 **Tourism is creating positive impact for the environment and community**

STRATEGY

Over the next three years we will be working to achieve our goals through activities that align with our roles as the **destination management and destination marketing** organization for Burlington.

Destination Management

Partner Services:

Formalizing partnerships with environmental and community organizations; building internal awareness around tourism-related issues and our capacity to respond; co-developing with partners a statement of our commitments; encouraging businesses to partner with and/or support environmental initiatives.

Resident Relations:

Engaging residents in a regular and ongoing basis; continuing to collaborate with partners to ensure that residents can access and enjoy Burlington; including residents in our monitoring and evaluation activities.

Representation:

Continuing to be the voice of industry in tourism and broader conversations; continuing to participate in industry groups and associations.

Administration:

Reviewing and updating our internal policies and practices; developing an Anti-Racism Anti-Oppression framework to guide our work; implementing organizational best practices.

Capacity Development:

Co-creating a training/webinar series with our partners; developing resources for year-round use that supplement training/webinars; designing and implementing industry learning journeys and/or familiarization trips; building awareness around the positive and negative impacts of tourism.

Research:

Identifying and investing in research that will generate insights that stakeholders can act upon; packaging research into consumable and actional materials for industry; conducting research into organizational best practices and opportunities to meet high standards.

Monitoring and Evaluation:

Surveying industry on a regular and ongoing basis; establishing key performance indicators (KPIs) for our organization, the destination, and industry; baselining KPIs and then proceeding to collect data in collaboration with industry and partners.

Human Resources:

Attending relevant conferences and events; seeking out and building opportunities for job-related learning and career development; hiring a diversity of individuals, including volunteers; celebrating our employees and volunteers.

Finance:

Grant-seeking and applying for funding; engaging in co-operative sales; managing and reporting back on the Municipal Accommodation Tax.

Destination Marketing

Promotions:

Developing a marketing strategy to drive awareness of and increase consumer engagement; expanding our digital and social media presence through imagery and storytelling; profiling authentic experiences and characters that are unique to Burlington; geo-targeting our offerings to competing and similar regions.

Communications:

Reporting back to stakeholders on KPIs and organizational practices; communicating digital analytics on a regular basis; increasing our digital presence while limiting print as means to reduce our carbon footprint.

Branding:

Conducting a review of our brand identity to ensure it represents Burlington's character; clearly differentiating and positioning our brand while participating in related developments; defining and developing compelling stories that reflect our brand personality and show pride in place; tracking sentiment and using feedback to improve; updating our website and social media content to fully reflect our brand identity.

Product Development:

Restructuring our committees in support of product development; featuring spotlights with newly developed products, attractions, and experiences, re-engaging with past visitors on an emotional level.

Visitor Services:

Increasing awareness of the Visitor Services & Information Centre (VSIC) and its offerings to consumers, residents, and businesses; evaluating and enhancing the quality of VSIC offerings, including merchandise and souvenir programs; increasing wayfinding signage to direct visitors to the VSIC as a first stop; ensuring that content on our website and other digital channels creates excitement at the planning phase of the visitor journey.

Direct Sales:

Investigating a reservation system for group packages; support group sales by connecting businesses; collaborating with partners on eco-tour packages; and partnering with community-led events or locations to promote and sell packages on site.

STRATEGY

Outcomes and Measures of Success

Over the next few years, we will complete many activities, and these will produce outcomes for stakeholders in destination Burlington. We will also begin important work that will continue to support the sustainable development of tourism in the future. To monitor and evaluate our progress over time, we will be collecting both qualitative and quantitative data in relation to the activities we undertake and their measures of success. This data will be reflected upon, discussed both internally and externally, with our partners and other stakeholders, and used to inform both decision-making and changes.

Partner Services: cultivated and fostered healthy relationships with likeminded organizations

Resident Relations: included residents in the management and enjoyment of their home

Representation: shared information about the industry and advocated for their interests

Administration: both internalized and operationalized best practices in destination management and marketing

Capacity Development: united and empowered destination stakeholders through ongoing and targeted support

Research: collaborated on the generation of reliable data and insights for destination stakeholders

Monitoring and Evaluation: measured and shared destination performance, over time and in relation to the economy, society, and the environment

Human Resources: recruited, empowered, and trusted individuals that reflect and will champion destination Burlington

Finance: developed sustainable and diverse revenue streams for the organization

Promotions: used positive value propositions to create interest in and generate sales for the destination

Communications: used diverse channels to cultivate strong and lasting relationships with destination stakeholders

Branding: positioned Tourism Burlington as the lead organization for destination stewardship

Product Development: co-designed, developed, and supported the delivery of sustainable tourism products

Visitor Services: welcomed visitors to Burlington by connecting them to tourism information, services, and businesses

Direct Sales: generated revenue for the organization through the sale of high impact products and services that represent Burlington



Photo by Hills
Waterfront Compass Sunset



Photo by Michael Lyons
Rayhoon Village Square

Partnerships and Resources

We are in the business of co-creating value with, and for, stakeholders in destination Burlington.

Through our work, we participate in a collective response to the unique and diverse needs of many; for example: industry needs reliable information, connections, and opportunities to grow; visitors need to feel safe and be able to access high-quality meaningful experiences; and residents need to be able to enjoy their home and participate in tourism. For values-driven and sustainable tourism to really take shape, though, we need to continue with partnership as our modus operandi; in other words, we need to leverage the combined energy, effort, and experience of those organizations whom we have formalized partnerships with and those who we look forward to collaborating with soon.

Partnerships have and will continue to allow us to access and share both resources that we need to grow Burlington as a destination together. Intangible resources like connections, input, feedback, support, and good will. Tangible resources like tourism products, experiences, technology, human resources, and funding. As we proceed to utilize diverse resources to implement our strategic initiatives and activities, we will remember that tangible resources come from and remain connected to our natural environment. An environment that provides to us the natural beauty that visitors come to experience along with the inputs and processes that we need to responsibly manage and remind ourselves of as we proceed to share our place with the world.

Mission

Facilitating values-driven and sustainable tourism for Burlington through leadership, partnership, and collaboration.

Goals

01	Tourism Burlington is championing destination stewardship
02	Industry is being supported to deliver high quality tourism
03	People are choosing Burlington as place to visit
04	Tourism is creating positive impact for the environment and community

Values

- + Accountability
- + Synergy
- + Learning
- + Creativity
- + Balance

Principles

- + Putting people first
- + Partnering for success
- + Making informed decisions
- + Adapting to the times
- + Growing together

Destination Management

- + Partner Services
- + Resident Relations
- + Representation
- + Administration
- + Capacity Development
- + Research
- + Monitoring & Evaluation
- + Human Resources
- + Finance

Destination Marketing

- + Promotions
- + Communications
- + Branding
- + Product Development
- + Visitor Services
- + Direct Sales

Vision

Burlington is a **flourishing** and **evergreen** destination where visitors and community experience the arts, culture, outdoors, and more.

Photo by Hills
Waterfront Compass
Sunset

IMPLEMENTATION



Photo by Hills
Waterfront Compass Sunset

We have prepared an implementation plan that directly aligns with this strategy and the 52 related actions, of which many we are already working on. This internal working document, which we will use to guide our work, identified when each activity is taking place across the period Q2 2022 – Q4 2024 and includes detail on how activities relate to each other, who is responsible, what resources are required, who are the active and prospective partners, what is the estimated activity budget, how this relates to our organizational budget, and what key performance indicators we will be using to monitor and measure success.

If you are interested in learning more or would like to connect with us around ways you can support, including opportunities to collaborate. We would love to hear from you:

Kris Smith (she/her)
Executive Director
Tourism Burlington

414 Locust Street,
Burlington, ON L7S 1T7

P: 905.634.5594 ext. 7241

E: kristene.smith@burlington.ca

www.tourismburlington.com

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Burlington
BURLINGTON, ONTARIO

Photo by Michael Lyons