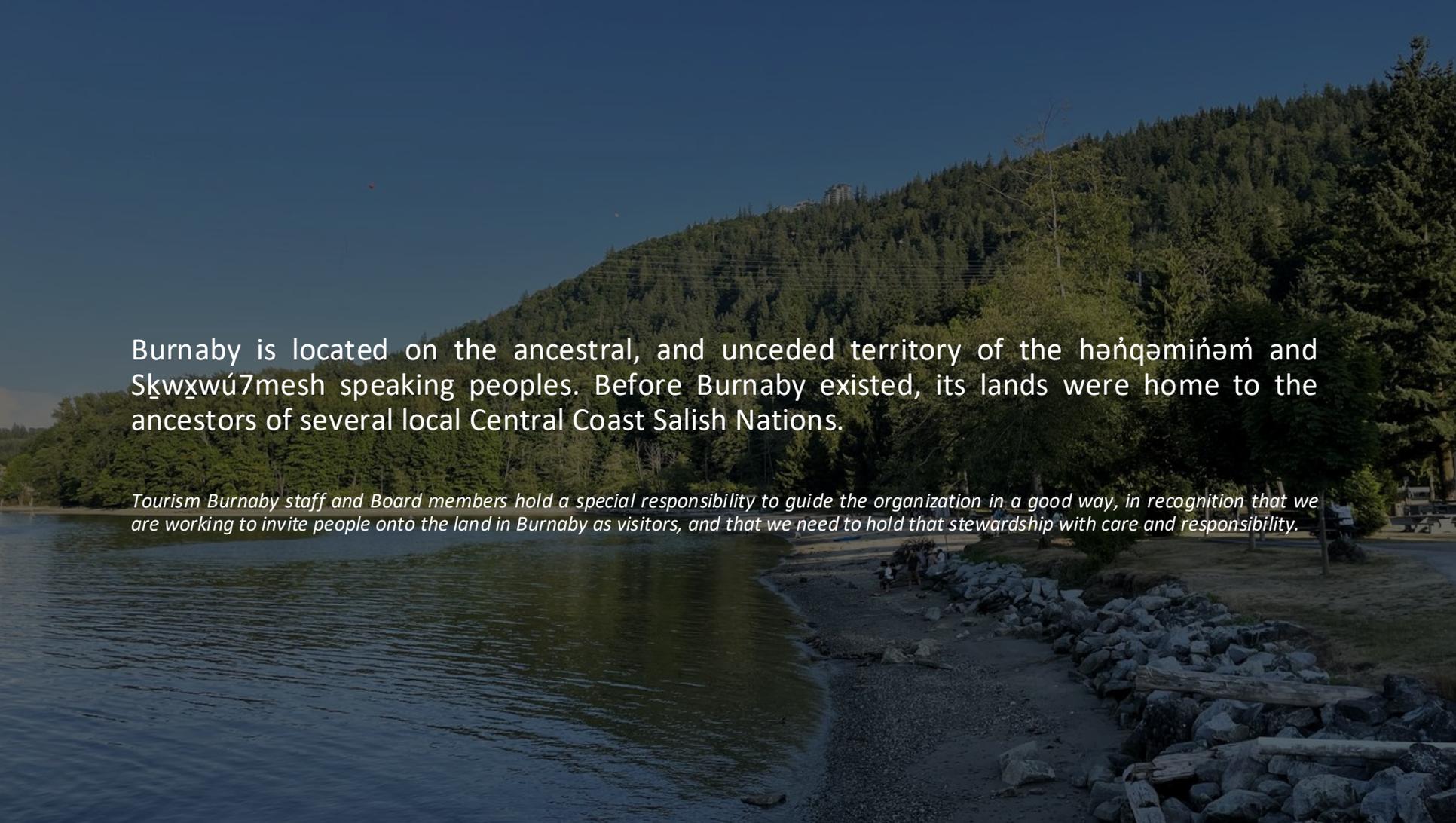




Tourism
Burnaby

2025 Strategic Plan

A scenic view of a forested hillside overlooking a body of water. The foreground shows a rocky shoreline with a small beach area. The background is a dense forest of evergreen trees covering a hillside. The sky is clear and blue.

Burnaby is located on the ancestral, and unceded territory of the hə́ŋqəmińə́m and S̓kwx̓wú7mesh speaking peoples. Before Burnaby existed, its lands were home to the ancestors of several local Central Coast Salish Nations.

Tourism Burnaby staff and Board members hold a special responsibility to guide the organization in a good way, in recognition that we are working to invite people onto the land in Burnaby as visitors, and that we need to hold that stewardship with care and responsibility.

Letter from the Executive Director and the Board Chair

As we move into the second year of our five-year strategy, we proudly introduce the 2025 plan, "Deep Dive." Building upon the groundwork laid by "Inception," this year's focus shifts towards a deeper understanding of our assets, visitors and community needs.

1. Diving Deeper into Visitor Insights

"Deep Dive" is about uncovering new depths of understanding through comprehensive research and analysis. We are committed to exploring visitor preferences, industry trends, and emerging opportunities. This deeper insight will inform our decisions, allowing us to tailor our offerings and create experiences that resonate with travelers. With data as our compass, we aim to position Burnaby as a premier destination that meets the ever-evolving needs of our visitors.

2. Strengthening the Burnaby Brand Identity

In 2025, we dive deeper into the story of Burnaby's brand. A new website and brand story will be the cornerstones of our refreshed brand story. By refining our messaging and leveraging targeted marketing strategies, we aim to make our destination identity even more compelling. We will focus on sharing the unique experiences that define Burnaby, from its diverse cultural events to its beautiful natural spaces. Our goal is to ensure that the Burnaby brand becomes synonymous with authenticity, warmth, and unforgettable memories.

3. Enhancing Partnerships to Expand Festival Offerings

A key strategy this year is to work closely with existing partners to expand the scope of our signature festivals, such as Bite of Burnaby and the Burnaby Halloween Festival. This includes offering additional days of programming, introducing special ticketed dinners featuring top wine and food providers, and creating exclusive experiences that highlight what makes Burnaby unique. By deepening these partnerships, we aim to enrich the depth and breadth of our marquee events, making them even more attractive to visitors and residents alike.

4. Highlighting Burnaby's Diversity in New Depths

In 2025, we remain deeply committed to celebrating Burnaby's diversity. Through "Deep Dive," we will introduce new initiatives to showcase the rich tapestry of cultures, stories, and experiences that make our city unique. By working closely with community partners, we will create content that ensures everyone feels welcome and represented. Our goal is to make Burnaby a place where diversity is not just acknowledged but is at the heart of every visitor experience.

5. Expanding Community Capacity Through Collaboration

"Deep Dive" emphasizes the importance of working together to achieve our goals. This year, we will focus on building stronger networks and partnerships with community organizations, local businesses, and tourism stakeholders. Through collaborative projects and shared resources, we will work to enhance the overall visitor experience while supporting the growth and prosperity of Burnaby's residents.

6. Advancing Organizational Excellence and Adaptability

To achieve our goals, we must continue to evolve as an organization. "Deep Dive" is about ensuring our internal processes, team skills, and technological tools are finely tuned for success. We will invest in staff development, adopt new technologies, and refine our strategies to stay agile in a changing environment. This also means having a board that is **engaged, educated, and empowered to ensure the long-term health and relevancy of Tourism Burnaby.**

7. Looking Ahead with "Deep Dive"

"Deep Dive" represents our commitment to understanding Burnaby in a more profound way. It is a year of exploring new depths, both in our approach to tourism and in our connection with the community. As we build on the progress of "Inception," we look forward to a year of enriched insights, elevated experiences, and strengthened relationships. Our continued dedication to sustainability, inclusivity, and reconciliation will guide our efforts, ensuring a bright future for our Diverse City.

Chris Peters

Executive Director

Tourism Burnaby

Chris Browne

Board Chair

Tourism Burnaby





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Vision and Mission

Our Vision

Burnaby is the heart of Metro Vancouver, sought-after for the diversity of outstanding authentic destination experiences and hosting capabilities.

Our Mission

Helping the world discover Burnaby to meet, learn, live and play, while leaving a lasting, positive impact on our community and beyond. We strive to do this by focusing on tourism's economic, social, cultural, and environmental impacts.

Target Markets

As Burnaby has limited capacity at some times of the year, it is important to prioritize target markets that best suit the nature of the destination and the nature of business, especially for recreational facilities used year-round by residents and accommodations in the summer months.

The following target markets and order of importance was determined:



Geographic Target: BC, AB, ON, WA, OR, CA

Seasonality: Year-round

Strategic Focus: Food, Wellness, Arts & Culture, Signature Events, Shopping



Geographic Target: BC, National, International (select sports)

Seasonality: Fall, Winter, Spring when capacity exists (plus summer at SFU)

Strategic Focus: Events generating 500+ nights with sports that complement Burnaby assets and complement resident needs — Racquet (tennis, pickleball, table tennis, badminton), Water (rowing, canoe kayak, dragon boat, aquatics), Field (soccer, lacrosse), Rink (hockey, ringette)



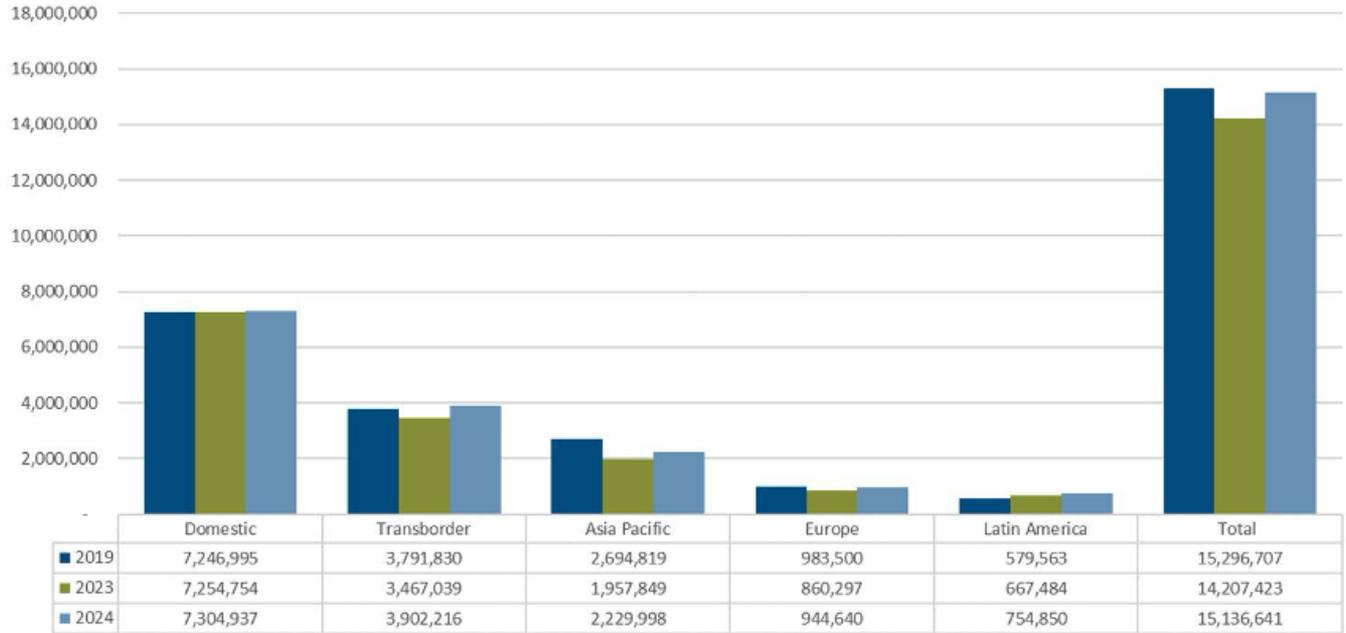
Geographic Target: AB, ON, WA, OR, CA

Seasonality: October through April

Strategic Focus: Aligned to Burnaby industries—clean energy/hydrogen, tech, education, sustainability and climate adaptation, and e-sports

Market Conditions Overview

YVR's passenger numbers year-to-date are almost back at pre-pandemic levels.



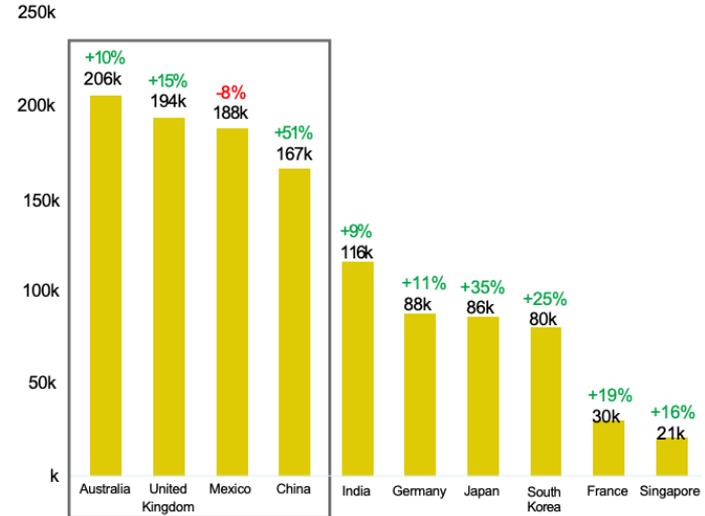
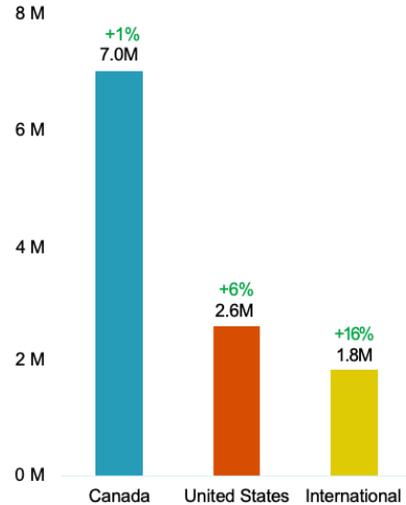
Market Conditions Overview

cont.

2024 Forecast: Overnight Visitors to Vancouver

Overall growth of **+4.4%** expected in 2024

4.4% Increase in visitation for Vancouver for 2024 with domestic travel flat and major growth in international markets.

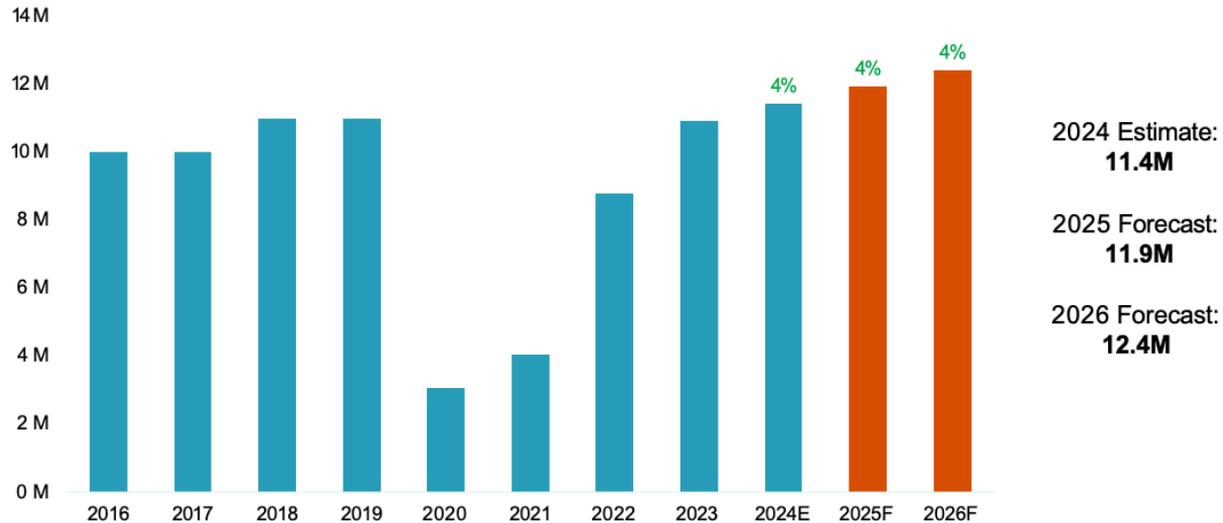


Source: Conference Board of Canada, Destination Vancouver.

2025 Forecast

Total Travel to Vancouver

Travel growth expected to continue in 2025 (+4.4%) and 2026 (+4.1%)



Source: Destination Vancouver/Conference Board of Canada.

2025 Forecast cont.

Forecast Summary: Overnight Visitors to Vancouver

Continued growth expected in 2025 and 2026 from all markets



	2024 Estimate	2025 Forecast	2026 Forecast	2024/2023 Growth	2025/2024 Growth	2026/2025 Growth
Canada	7.0M	7.2M	7.4M	+1%	+3%	+3%
United States	2.6M	2.7M	2.8M	+6%	+4%	+5%
Mexico	188K	199K	210K	-8%	+6%	+6%
Australia	205K	214K	223K	+10%	+4%	+4%
United Kingdom	194K	208K	222K	+15%	+7%	+7%
India	116K	125K	134K	+9%	+8%	+8%
China	167K	187K	207K	+51%	+12%	+11%
Germany	88K	94K	99K	+11%	+7%	+4%
South Korea	80K	90K	101K	+25%	+12%	+12%
Japan	86K	99K	109K	+35%	+14%	+11%
Singapore	21K	22K	23K	+16%	+4%	+4%
France	30K	32K	33K	+19%	+4%	+3%
Other	653K	767K	835K	+18%	+17%	+9%
Total	11.4M	11.9M	12.4M	+4.4%	+4.4%	+4.1%

Growth Index

< 0%

0 – 10%

> 10%

2025 looks to be trending similarly to 2024 with notable increases from Asian markets. Total visitation is expected to increase by 4.4%.

Source: Destination Vancouver/Conference Board of Canada.

5 Year Plan Goals

1. Increase awareness and positive perceptions of Burnaby as a destination.
2. Increase year-round benefits from tourism to the entire Burnaby community
3. Maximize capacity and value contributions from Burnaby's tourism amenities, infrastructure and assets.
4. Strengthen Tourism Burnaby's organizational excellence as a destination management organization.



Strategic Areas

These six strategic areas were identified to best propel tourism in Burnaby forward towards the vision.

Priority initiatives were identified for each strategic area along with measures of success.

Leisure	1. Build on the marketing foundation Tourism Burnaby has created to inspire more travellers to choose Burnaby as a destination.
Sport Hosting	2. Strengthen Burnaby's value and competitive advantage in the sports tourism market.
Business Events	3. Boost business events travel to Burnaby while developing new capacity for future growth.
Festivals & Events	4. Create and support high performing festival and community event activation that gives visitors a compelling reason to visit and enhances Burnaby as a place to live.
Destination Development	5. Strengthen Tourism Burnaby's role in major destination development projects in Burnaby and the region. 6. Encourage and enable industry and partners to develop new or enhance current outstanding authentic destination experiences that support the Burnaby brand.
Organizational Excellence	7. Build a modernized corporate culture, where staff are supported to do their jobs well within a continually changing environment and the entire organization is further along the journey of evolution towards sustainability, inclusivity and reconciliation. 8. Create stronger collaboration and partnerships to achieve greater tourism success for Burnaby. 9. Deliver operational excellence in all aspects of Tourism Burnaby's work.



Deep Dive: 2025 Strategic Plan



Deep Dive Metrics

Description	Success Measurement
<p>1. Improve Tourism Burnaby's ability to use research and insights to make business decisions, create more impact and manage operations.</p> <p>Alignment with 5 Year Plan Strategic Area: All areas</p>	<ul style="list-style-type: none"> • Partner Dashboard <ul style="list-style-type: none"> • Board Reporting • Stay Stats • Press Releases • Member opportunities • World Cup Action plan • Economic Impact Analysis done on all TB events, and for partner events on request.
<p>2. Increase Directly Attributable Overnights Stays from sport, leisure, and business events as a result of Tourism Burnaby marketing and sales efforts.</p> <p>Alignment with 5 Year Plan Strategic Area: Leisure, Sport, Business Events, Festivals & Events</p>	<ul style="list-style-type: none"> • Overnight stays • Impressions on websites and Social
<p>3. Implement the new brand strategy.</p> <p>Alignment with 5 Year Plan Strategic Area: Leisure, Sport, Business Events, Festivals & Events, Destination Development</p>	<ul style="list-style-type: none"> • New Website • Inclusive representation for all content • Total Media Value
<p>4. Generate new and enhance existing winter events (leisure, sport, business).</p> <p>Alignment with 5 Year Plan Strategic Area: Leisure, Sport, Business Events, Festivals & Events</p>	<ul style="list-style-type: none"> • Resident sentiment (reduction in percentage of residents who would like to see more tourism in Winter) • Event overnight stays in winter months
<p>5. Continue to build on organizational excellence foundations through evolution and adoption of new policies, training and resources.</p> <p>Alignment with 5 Year Plan Strategic Area: Organizational Excellence</p>	<ul style="list-style-type: none"> • DEIA plan being actioned • Media training complete for Board Executive • Crisis strategy complete • HR processes and guidebooks are in place
<p>6. Continue to build momentum on destination development initiative to improve the year-round visitor experience over the long term.</p> <p>Alignment with 5 Year Plan Strategic Area: Destination Development</p>	<ul style="list-style-type: none"> • Evidence it's being worked on and reporting of progress

Measuring Success

Benchmarking: Measure and Report out to create a baseline for future years.

Completion: Major tasks to be completed in 2025

Performance: Demonstrating Year-Over-Year Improvement.

- Under 85% *Underperforming*
- 86%-99% *Threshold*
- 100%-105% *Performing*
- 105%+ *Exceeding*

Success Measurement	Reporting KPIs	Completion Date	Type
Partner Dashboard	Partner survey to include feedback and requests	June 30 th	Benchmarking
World Cup Action Plan	Completed action plan with partners and events confirmed	November 30 th	Completed by Deadline
Economic Impact Analysis on all TB Events	Ongoing throughout the year	December 31 st	Benchmarking
Partner requests for Economic Impact	Ad Hoc, based on request. Requirements for submission on partner website	December 31 st	Benchmarking
Overnight Stays (Sports and Meetings)	4% Improvement in total overnight stays (Jan-April and October-December)	December 31 st	Performance
Overnight Stays (Consumer)	Report on total packages sold as result of Festivals and any additional campaigns	December 31 st	Benchmarking
Impressions on website and Social Media Channels and Posts	15% increase over 2024 totals	December 31 st	Performance
New Website	Website launch with new content and brand messaging	November 30 th	Completed by Deadline
Earned Media Value	20% Increase in Earned Media Value from influencers compared to 2024	December 31 st	Performance
Resident Sentiment (reduction in percentage of residents who would like to see more tourism in Winter)	Reduce from 33.8% to 33%	November 30 th	Performance
Event overnight stays October through April	Measure and report total overnight stays (Jan-April and October-December)	December 31 st	Benchmarking
DEIA plan being actioned	Evidence of policy changes, total number of photos, videos, content featuring DEIA content	December 31 st	Benchmarking
Media training complete for Board Executive	Completion of media training for Chair and Chair-Elect	August 31 st	Completed by Deadline
Crisis Strategy Complete	Completion of Crisis Strategy Plan	June 30 th	Completed by Deadline
HR processes and guidebooks in place	HR Review of organization (policies, manuals, compensation)	August 31 st	Completed by Deadline

Leisure

Strategic Overview

- Bite of Burnaby
 - Dine and Stay packages *NEW*
 - Ticket Events *NEW*
- Burnaby Halloween Festival
 - Ticket Packages for stays
 - Expand and Enhance mid-sized events
- Content Creator role to produce “owned” brand-specific content
- Co-Op Campaigns
 - Cineventure
 - West Coast Food and West Coast Curated
 - BC Ale Trail
 - BC Farmers Market

New for 2025:

Halloween Festival Partner Guide (brand and communications) - \$10,000

Bite of Burnaby Event Series - \$29,500

Bite of Burnaby Global TV - \$15,000

Website Update and Refresh - \$15,000

BC Farmer’s Market CO-OP - \$2,500

Sport Hosting

Strategic Overview

Target Markets:

Provincial/National/International:

- Racquet (tennis, pickleball, table tennis, badminton)
- Water (rowing, canoe kayak, dragon boat, aquatics), for 2025+
- Field (soccer, lacrosse)
- Rink (hockey, ringette) *dependent on construction timelines
- *Triathlon, endurance races, road races

Strategies and Objectives

- Targeting events and competitions that include underrepresented groups such as women's sports, and accessible sport events
- Continue to provide competitive and sustainable hosting grants with a focus on existing event enhancements and activations in 2025 for retention
- Build foundation and relationships for marquee target events for 2026+, with alignment in showcasing new City venues through hosting opportunities
- Attend tradeshows and business development opportunities to market Sport Burnaby
- Enhance the reputation of the Pat Quinn Classic to attract high level international teams
 - *New* Investing in program to sponsor some travel costs for 2-3 international high-profile teams each year to ensure that PQC has the highest level of competition, thereby attracting top-tier teams and driving international visitation
- Work with Vancouver Rise to make Swangard the home stadium



Business Events

Strategic Overview

- Engage local organizations to attract and create “home-grown” events
- Attend only relevant tradeshow/sales missions and invest in presence to create a more significant presence
- Clean Energy Conference

Confirmed Tradeshow for 2025

Go West	January
Destination Direct	February
CAEM	June
CanSPEP	June
CMEE	August
PCMA	November

Organizational Excellence

Strategic Overview

- DEIA Training and certification for staff and board to facilitate a more inclusive destination and inform strategies across all segments
- Truth and Reconciliation training and certification for board
- Board Budget for training and administration

Measuring Success

- Employee Satisfaction
- Board Governance Document
- Certification
- Media Coverage



Leadership

Tourism Burnaby is led by an eleven-member Board of Directors made up of representatives from across multiple organizations representing the visitor economy in Burnaby . Based on the mandate and direction of the Board of Directors, staff develop and execute a strategic plan to achieve results that are measured by specific key performance indicators.

BOARD OF DIRECTORS – 2023/2024

Chris Browne, Chair, Accent Inns Burnaby

Doug Spindler, Treasurer, City of Burnaby

Ellen Barbour, Earls Restaurants

Lara Johnson, BCIT

Scott de Savoye, Hilton Vancouver Metrotown

Councillor James Wang, City of Burnaby

Lara Graham, Burnaby Board of Trade (*Glacier Media*)

Larry Hayes, Burnaby Minor Hockey

VACANT – Hotel over 150 Rooms

VACANT – Hotel under 150 Rooms

VACANT – Retail Representative

STAFF

Chris Peters, Executive Director

Robyn Hughes, Director, Sport Burnaby

Catherine McCooey, Director, Marketing

Brad Styba, Manager, Business Development

Samuel Darmawan, Specialist, Events & Marketing

Sparsh Bajaj, Business Information Analyst

Taylor Lee, Office and Sport Administrator



Tourism
Burnaby

**THANK
YOU**