



Tourism Burnaby 5 Year Plan 2024-2028

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Burnaby is located on the ancestral, and unceded territory of the hənq̓əminəm and Skwxwú7mesh 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.



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Strategic Context: Global and National

The following **global and national tourism context** is the results of a comprehensive review. These have been identified as the most important considerations that guided the plan creation.

- Tourism has a bright future ahead. Global, Canadian and provincial forecasts show significant potential for tourism with projected increases in visitation and revenues.
- Destination Management Organizations around the world continue to evolve their role in response to changing consumer behavior and competitive pressures. There is a stronger focus on the industry's ability to support economic, social, cultural, and environmental benefits to residents and businesses.
- Residents are increasingly important to the social license of the industry and need to be engaged in the role tourism plays in their community. It is important to help people understand the benefits of tourism and its full potential.
- The evolution of marketing practices and destination management in an increasingly competitive industry requires continued focus on smart marketing, accelerated digitization and data-driven decision making.
- Consumer behaviours and values have shifted, creating a new playing field for travel preferences. Travel trends include frictionless travel, domestic travel, responsible travel, nature-based travel, health and wellbeing, and remote work lifestyles. Consumers expect brands to be purpose-driven and to align to their values.
- While Indigenous tourism experiences have been in demand by international travellers for many years, domestic markets have now increased their interest. Indigenous tourism development and partnerships presents significant opportunities and has the power to influence and educate.
- Increasing visitor dispersion, both geographical and seasonal, remains a key goal for British Columbia.
- Destinations around the world, within Canada and BC are taking a values-based approach to prioritizing visitors who will leave a positive impact on the destination.
- The urgency of addressing climate change is now undeniable. Tourism must visibly become part of the solution.
- Lack of affordable housing regionally and nationally create challenges for overnight accommodation; it is profitable for hotels to convert to housing or redevelop land for condos. Lack of accommodation inventory creates increased demand for short term rentals which removes long term rental supply.
- Increased demand drives rate at available accommodation, in turn raising expectations for visitor experience which will tarnish reputation of destinations due to value gap.

Strategic Context: Burnaby Specific

The following **context specific to Burnaby** is the results of a comprehensive review. These have been identified as the most important considerations that guided the plan creation.

- Burnaby is BC's third largest city with significant population growth. Growth is focused on the four city centres, with additional development in village hubs. These developments are changing the definition of Burnaby and there is a role for Tourism Burnaby to be at the table to represent tourism and industry opportunities.
- The development at Burnaby Mountain/SFU provides opportunities for the creation of new destination experiences for visitors.
- Burnaby includes significant ethnic diversity that can be celebrated – 120 languages from 80 origin countries and 8 different First Nations. Our values of celebrating diversity and inclusion can help make Burnaby a destination of choice.
- With limited capacity in Burnaby, particularly with sporting venues and hotels in the summer months, it will be a priority to increase accommodation supply, balance resident and visitor needs, and increase seasonal dispersion of visitors and events.
- The expansion of the film industry in Burnaby presents an opportunity for film tourism.
- The City of Burnaby is updating the Official Community Plan and Economic Development Strategy. It is also catching up on needed infrastructure development, which may not be sufficient for community growth moving forward. Sustainability, climate action and housing have been growing priorities for the City of Burnaby. Tourism in Burnaby needs to be in alignment with the City of Burnaby priorities.
- There is a need to present a strong united voice from industry to the City of Burnaby on priorities for tourism, including Tourism Burnaby and the Burnaby Board of Trade.
- Tourism Burnaby works within a local, regional, provincial and national ecosystem of stakeholders, partners and community. These relationships are critical to maximize tourism potential for the community.
- There is opportunity with the concentration and expansion of large BC industries in Burnaby, including gaming, high-tech and education.

SWOT

Strengths	Weaknesses/Challenges
<ul style="list-style-type: none"> • Viewed as part of Vancouver, one of the most desirable visitor destinations in the world • Central location within Metro Vancouver with easy transportation access • Proximity to Vancouver as an alternative to higher cost accommodations • Beautiful natural setting with abundant parks, lakes and waterfront. One of the continent's highest ratios of dedicated parkland • Diversity of shopping areas • Range of high-quality sporting venues • Variety of brand name hotels and meeting spaces • Diversity of culture: people, food, festivals • Simon Fraser University, Canada's top ranked comprehensive university • Film industry growth • Burnaby has become an innovation industry magnet including higher education and tech business • Growing population base leads to infrastructure improvements and investment • Working with/leveraging regional and provincial collaborations 	<ul style="list-style-type: none"> • No name recognition even within Canada • No well-known attractions; lack of true destinations • Demand for more hotels in varied locations and price points; lack of hotel supply/space • Lack of large conference space • No direct access to the airport • No vacancy in summer months • Higher ADR and maximized space at sports venues makes Burnaby less competitive in the sports market • Lack of strong, unique identity for Burnaby that is compelling to visitors • Not everyone in Burnaby sees/understands the benefits of tourism • Need for strengthened relationship with City of Burnaby staff and departments • Red tape bureaucracy within City of Burnaby • Signage and wayfinding • Need for strengthened policy and governance controls

SWOT

Opportunities	Threats
<ul style="list-style-type: none"> • Burnaby is one of the fastest growing communities in Canada • Location awareness • Partnerships with tech/green companies to create home-grown events • New convention/events centre • Expansion/renewal of Rowing Pavilion would make it one of two world-class facilities in Canada • Enhanced tennis facilities • Creative product packages and cross-marketing that capitalize on existing assets – parks, multi-cultural restaurants, shopping areas • Shoulder season activities • Indigenous experience development and events • Film industry tourism • Burnaby Mountain development including gondola and SFU facilities and experience development • Events and event enhancement, including e-sports, night market, food trucks • Upgraded Bill Copeland arena • Development of a Burnaby Sport Park • Potential of a new art gallery • Destination BC's development of the compelling places and routes (aka Iconics) • Experience the Fraser development • Underutilized spaces, e.g., parking lots • City of Burnaby Official Community Plan planning is underway • City of Burnaby revamping the signage and wayfinding strategy 	<ul style="list-style-type: none"> • High Average Daily Rate (ADR) and low availability becomes a deterrent and long-term growth suffers • Sport complexes outside of BC that can offer better availability and lower room rates • Similarly diverse hotels and meetings spaces in other Metro Vancouver municipalities • Highest rents in Canada • Continued housing and office space shortage which incentivizes developers to build more condominium complexes and office towers rather than investing in hotels • Limited City of Burnaby staffing and funding resources • Potential loss or shifts in tourism funding programs, e.g., Government of BC MRDT program • Climate change • Larger Metro Vancouver DMO or amalgamation • Local resident displeasure with tourism

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.

Goals

Four goals were identified for Burnaby:

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.

Branding

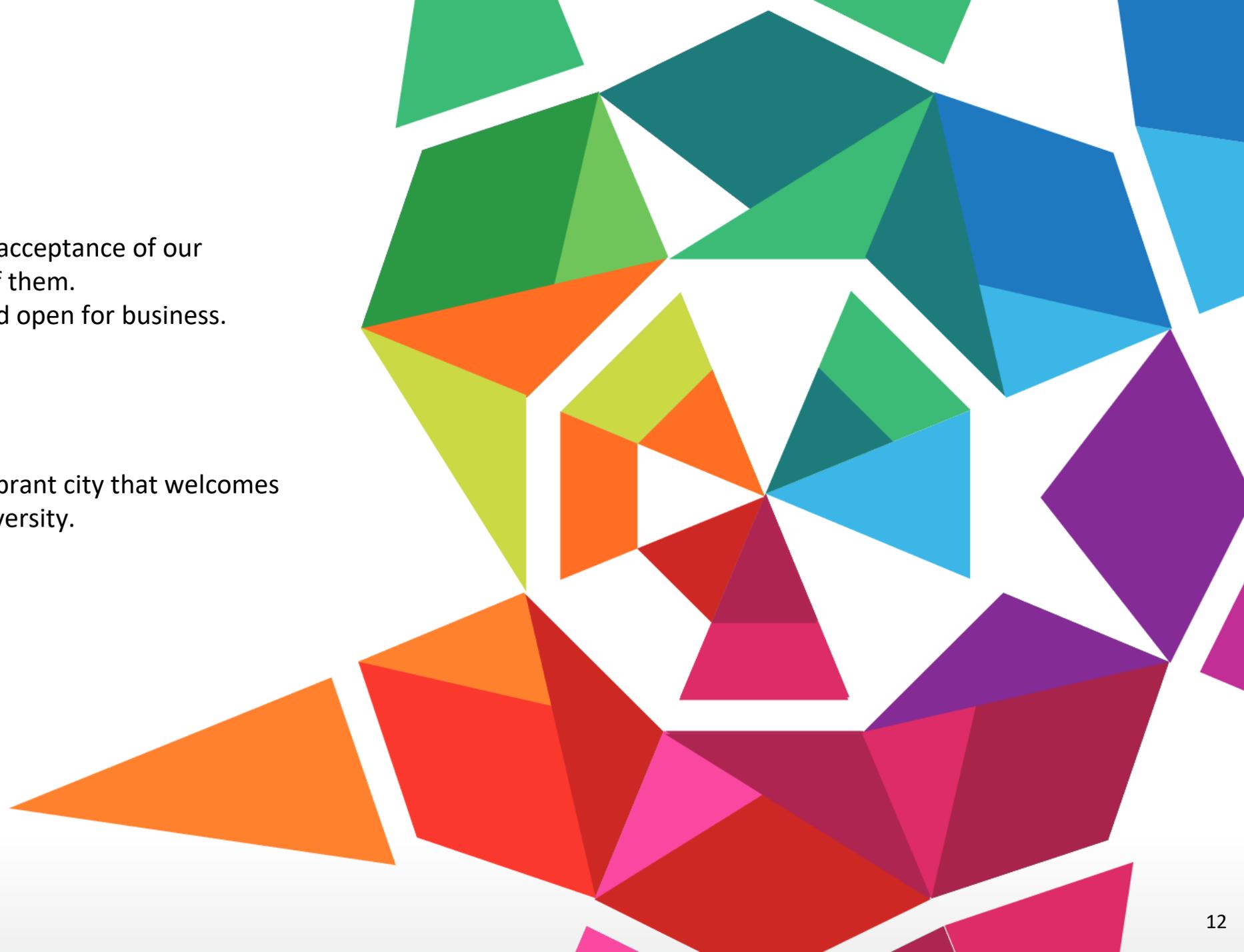
Burnaby was built not just on the acceptance of our differences, but the celebration of them.
Opening minds, opening doors and open for business.

Brand Promise

Burnaby will be recognized as a vibrant city that welcomes the world with a celebration of diversity.



Burnaby
Diverse City



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:



Explore
Burnaby

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

Seasonality: Year-round

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



Sport
Burnaby

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)



Meet in
Burnaby

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

Strategic Area: Leisure Travel

1. Build on the marketing foundation Tourism Burnaby has created to inspire more travellers to choose Burnaby as a destination.

Leisure travel has been driving value to Burnaby’s tourism industry. We will strategically use marketing efforts to create additional awareness for the destination, help position Burnaby as a compelling choice within Metro Vancouver and attract the high-value visitors that bring maximum economic, social, cultural, and environmental benefits to the community year-round. These efforts are also needed to increase visitor dispersion to the shoulder seasons and optimize revenues to the tourism industry during times of peak demand.

Priority Initiatives	Measures
Clearly articulate what Diverse City means for differentiating Burnaby in the eyes of visitors and how that translates into the work Tourism Burnaby is doing and decisions being made. Develop a toolkit and training for industry and partners to help deliver on the brand promise. <i>(This priority initiative links to Sport Hosting, Business Events and Festivals.)</i>	<ul style="list-style-type: none"> • Toolkit developed and shared • Staff, Board, industry and partners ability to articulate the brand and Burnaby’s differentiation • Industry brand alignment
Increase awareness of Burnaby as a destination and visitor understanding of the benefits to choosing Burnaby as the preferred destination. Showcase the unique, competitive, and motivating features of Burnaby as a distinct choice and compelling alternative to surrounding Metro Vancouver communities. <i>(This priority initiative links to Sport Hosting, Business Events and Festivals.)</i>	<ul style="list-style-type: none"> • Awareness • Perception of Burnaby as a travel destination
Continue to activate year-round always-on leisure travel marketing strategies and campaigns to drive short-term and long-term results for Burnaby, including content creation, travel trade, travel media, influencers, and social media to generate conversion and spend.	<ul style="list-style-type: none"> • Content creation • Engagement, Reach, Impressions • Length of stay, Spend • % of visitation and spend by primary travel motivation
Develop marketing strategies, campaigns and content to increase overnight leisure stays during spring, winter and fall.	<ul style="list-style-type: none"> • Seasonality • Length of stay, Spend
Develop an understanding of the potential of Tourism Burnaby dedicating resources towards leveraging film tourism opportunities and wedding planning opportunities. Consider partnerships with film commissions and wedding planners.	<ul style="list-style-type: none"> • Staff and Board knowledge building • Articulated role for Tourism Burnaby

Strategic Area: Sport Hosting

2. Strengthen Burnaby's value and competitive advantage in the sports tourism market.

Burnaby has achieved good success as a sport hosting destination within a growing and extremely competitive market in BC. In particular, sport hosting is a valuable contribution to the shoulder and winter seasons. Tourism Burnaby plays a key role in booking sporting events to Burnaby. Now, it is time to elevate what we are doing through a 'fewer, bigger, better' approach. We need to maximize opportunities within those few strategic sports that align to the needs of Burnaby, complement resident needs, and support the destination brand proposition. This includes focusing on the shoulder and winter seasons when leisure travel isn't as strong and hotel capacity exists, as well as summer events at SFU. New and upgraded sports venues and bookings bring new opportunities and benefits to the entire community.

Priority Initiatives	Measures
Develop a Sport Tourism strategy. Include considerations for: Diverse City brand and what that means for Sport Hosting, capacity utilization, collaboration with other DMOs on cross community events, generating efficiencies and leveraging spend where capacity exists (prioritize events/time).	<ul style="list-style-type: none"> • Sport Hosting Strategy is complete and being implemented
Create recognition and maximize the capacity of Burnaby as Canada's hub for sports training and event hosting. Activities include participating in tradeshow and events to fill the pipeline, event sponsorship, hosting grants and assisting national and international tournaments in Burnaby.	<ul style="list-style-type: none"> • Qualified leads • First time/repeat events • Ranking for event organizers • Seasonality, Spend • Maximize hotel metrics (RevPAR, ADR, occupancy rates)
Work with the City of Burnaby to evaluate the designation and development of the Burnaby Sport Park as a distinct Burnaby landmark and product. The collection of venues in the Kensington Ave/Burnaby Lake region is almost unparalleled in Canada and there exists a rare opportunity to develop a distinct Burnaby landmark and product. Influence infrastructure improvements for strategic sport hosting opportunities that benefit Burnaby, such as sport venues and hotel rooms.	<ul style="list-style-type: none"> • Number engagements with City of Burnaby • Information development to support City of Burnaby decision • New/enhanced infrastructure improvements include sport hosting requirements
Develop a long-term plan to evolve the Pat Quinn Classic to ensure it is modernized and meeting the needs of current and future hockey clubs, players and fans.	<ul style="list-style-type: none"> • Event plan is complete and being implemented

Strategic Area: Business Events

3. Boost business events travel to Burnaby while developing new capacity for future growth.

We will continue to drive high-impact revenue for the hospitality and event production community in Burnaby. Our aim to attract business events that complement the Diverse City brand proposition and industries in alignment with clean energy/hydrogen, tech, education, sustainability and climate adaptation, and e-sports. As there are capacity challenges with meeting room occupancy, we will find medium-sized business events that fits the size of current hotels and event space while working with the City of Burnaby and partners to develop new unique event space capacity for future growth.

Priority Initiatives	Measures
Continue sales and marketing efforts to maximize available capacity and community benefits from hosting business events in Burnaby. This includes sales and trade missions, targeting online advertising, business development trips, hosting grants and partnerships.	<ul style="list-style-type: none"> • Awareness of Burnaby as a business event option • Number of business events secured • Revenues from contracted and consumed room nights • Repeat visitation by meeting planners
Work with the City of Burnaby to secure a new event centre in Burnaby. Steps needed include updating City of Burnaby Feasibility Study projections, determining level of facilities needed, measuring lost businesses due to lack of capacity, and completing a request to the City of Burnaby. In tandem, we will identify additional gathering spaces within Burnaby that can accommodate 200+ people.	<ul style="list-style-type: none"> • Number engagements with City of Burnaby • Information development to support City of Burnaby decision • Lost business due to lack of capacity • Reporting to City of Burnaby
Engage with locally-owned, culturally diverse businesses that can offer relevant services to the meetings industry that supports the destination brand positioning and supports broader community benefits.	<ul style="list-style-type: none"> • Number of new businesses/ organizations supporting business events
Develop thought leadership on how Tourism Burnaby can maximize the future potential for meetings to provided larger benefits to Burnaby beyond tourism.	<ul style="list-style-type: none"> • White paper created (document that articulates future potential)

Strategic Area: 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.

Festivals & Events play a strong role in helping create vibrancy in Burnaby. We know that being a great place to live makes Burnaby a great place to visit, so we are strong supporters of our local community and the abundance of cultural diversity within. We want to create outstanding festivals that lift the spirits of visitors and residents alike and lift up the ability of local cultural communities to benefit more from visitor participation in their events. We also want to support the many smaller community events put on by cultural groups that are supported by the City of Burnaby and showcase the diversity and uniqueness of Burnaby.

Priority Initiatives	Measures
Continue to establish Burnaby as Canada's premier Halloween destination by 2027 through building the Burnaby Halloween Festival. Create a detailed business plan with revenue targets and visitor projections. Evaluate event in 2026 before further investment in Tourism Burnaby resources for 2027 and beyond.	<ul style="list-style-type: none"> • Detailed business plan in place • 50 events combined between City of Burnaby and Tourism Burnaby • Determined a must-visit event • Meet or exceed budget goals • Visitor and resident satisfaction • Sponsorship revenue generation
Continue to promote and develop Bites of Burnaby into a force for supporting restaurants during the slower winter months. Consider shifting to a January or February timeframe to better support restaurants when they most need the business.	<ul style="list-style-type: none"> • # of participating businesses • Satisfaction of participating businesses • Impressions • Sponsorship revenue generation
Continue to strengthen partnered events, including Burnaby Neighbourhood House Stride Arts Festival, Burnaby Pride and Burnaby Drum Festival.	<ul style="list-style-type: none"> • Value of marketing support • Value of community grants
Expand the community grants program to groups that create festivals and cultural events for the local community. Including National Indigenous Day, Hats Off Day, Edmonds City Fair and SFU Street Fest.	<ul style="list-style-type: none"> • Value of marketing support • Value of community and Indigenous grants
Develop a Community Tourism Events strategy that considers: the role of the Festivals Burnaby organization; community event sponsorship and promotion; calendar of events; and, the development of a multicultural community event that brings small community events together under one branded umbrella event.	<ul style="list-style-type: none"> • Feasibility study complete

Strategic Area: Destination Development

5. Strengthen Tourism Burnaby’s role in moving destination development projects ahead in Burnaby and the region.

The time is right for Tourism Burnaby to activate a stronger role in destination development. We need to be at the table to capture potential tourism opportunities and build community-wide capacity as Burnaby grows and evolves as a destination. We can connect the dots, provide the industry big picture, establish and sit on working groups, participate in planning and enable tourism activation. Opportunities in Burnaby are endless, including a new BC Parkway and gathering space under the Skytrain, Swangard Stadium redevelopment, Korean town branding, new building at BCIT, and lots of park spaces.

We recognize labour shortages continue to be a challenge for many tourism businesses and will continue to support partnerships that provide help for businesses.

Priority Initiatives	Measures
<p>Work with partners and the City of Burnaby to:</p> <ul style="list-style-type: none"> • Ensure tourism has a voice at the table for any City owned/built infrastructure and plans that can be leveraged for tourism, such as Town Centre, Villages, Willingdon Lands Cultural Centre, film studios and potential new art gallery; • Build accommodation, conference and event centre capacity in Burnaby; and, • Explore the potential to leverage Burnaby’s park space to further enhance resident use and enjoyment, while also identifying tourism applications. 	<ul style="list-style-type: none"> • Tourism Burnaby is meaningful engaged in development that impacts tourism • Number of new and planned destination experiences/facilities developed
<p>Develop a strategy to identify best opportunities to elevate the transformation of Burnaby Mountain into a world class destination, leveraging SFU and the Burnaby Mountain gondola as all season, anchor attractions. Work with BBOT, SFU and the City of Burnaby to develop a long-term working group.</p>	<ul style="list-style-type: none"> • Working group established • Burnaby Mountain Destination Development Strategy complete
<p>Continue to work with the Metro Vancouver Destination Management Council to determine hotel rooms needed, and work with the City of Burnaby and developers to develop creative strategies and actions to secure accommodation development for Burnaby. <i>(This priority initiative links to Leisure, Sport Hosting, Business Events and Festivals.)</i></p>	<ul style="list-style-type: none"> • Increase in available accommodations rooms
<p>Continue to support the partnership between go2HR and the Vancouver, Coast & Mountains Tourism Region, focused on supporting strong and strategic HR practices for tourism and hospitality businesses within the area.</p>	<ul style="list-style-type: none"> • Burnaby tourism businesses utilize HR Consultant role

Did you know? Since 2004, Burnaby has lost about 400 accommodation rooms, mostly small and medium sized rooms. Yet, we’re turning leisure, sport hosting and business event opportunities away due to lack of hotel rooms.

Strategic Area: Destination Development

6. Encourage and enable industry and partners to develop new or enhance current outstanding authentic destination experiences that support the Diverse City destination brand.

Burnaby has some outstanding and unique tourism offerings. However, there are gaps in the visitor experience. A larger quantity of compelling brand-aligned experiences is needed to enhance current offerings, address gaps or challenges, motivate travel and longer stays, and increase year-round visits.

Priority Initiatives	Measures
Work with the City of Burnaby to assess City owned assets for tourism potential, such as Hart House, heritage homes (potential for Halloween activation). Additionally, identify new partners such as retail operations, warehouses, and film studios that may have available space from time-to-time.	<ul style="list-style-type: none"> Assessment complete
Develop a feasibility study to determine the return on investment for providing rentals that encourage active transportation, such as bicycle, e-bike and scooters.	<ul style="list-style-type: none"> Feasibility study complete
Develop a Visitor Experience Development Framework that identifies criteria for supporting new experiences that can add to the overall appeal of visitors choosing Burnaby as a destination. This includes supporting existing businesses and organizations to offer new or enhanced experiences.	<ul style="list-style-type: none"> Framework complete and being used to evaluate opportunities
Implement an experiences development program to increase the quantity and quality of experiences and partnerships in Burnaby. Consider partnering with VCM/Destination BC through their experience development program offerings.	<ul style="list-style-type: none"> New experiences are developed and launched
Explore the development of a global passport that visitors can use to encourage visiting multiple businesses, such as 'Foods around Burnaby' or 'Choose Your Own Adventure' itineraries.	<ul style="list-style-type: none"> Evaluation of passport program feasibility

Strategic Area: 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.

As tourism and global values evolve, so too must Tourism Burnaby. We will provide our organization with purpose and direction that sets the tone for our interactions with customers, employees and other stakeholders. Our strategy defines what we need to do as an organization and our values outline how we will deliver. Social shifts that have been felt over the last few years in BC's tourism industry include a stronger emphasis on the UN Sustainable Development Goals; Diversity, Equity, Inclusion and Accessibility (DEIA); and support for lasting and meaningful reconciliation. We know we have a greater role to play.

Priority Initiatives	Measures
Create organization values that current and future staff can look to exemplify the values of our organization. Use these values to make decisions that help us inspire the world to visit Burnaby.	<ul style="list-style-type: none"> Organizational values are created and supported by all staff
Develop a Diversity, Equity, Inclusion and Accessibility Action Plan for Tourism Burnaby, aligned with the City of Burnaby.	<ul style="list-style-type: none"> DEIA Action Plan complete DEIA training complete for all staff and Board members
Strengthen Tourism Burnaby's relationships with Indigenous communities. Take action to increase inclusivity and raise awareness of Indigenous cultures and communities in Burnaby.	<ul style="list-style-type: none"> Continued steps along the relationship building journey
Continue to build organizational knowledge and organizational capacity to take action for truth and reconciliation.	<ul style="list-style-type: none"> Indigenous relations training for all board and staff
More deeply include Indigenous voices, stories and values within all aspects of Tourism Burnaby's work, including marketing, sport hosting, business events and festivals.	<ul style="list-style-type: none"> Indigenous presence in marketing and sales efforts
Adopt and support the implementation of the City of Burnaby Environmental Sustainability Strategy (ESS) and connect the tourism industry in Burnaby to City, regional, provincial, and national sustainability and climate adaptation programs.	<ul style="list-style-type: none"> Number of businesses taking action to improve their impact on the environment Tourism Burnaby is a signatory to an international pledge for sustainability

Strategic Area: Organizational Excellence

8. Create stronger collaboration and partnerships to achieve greater tourism success for Burnaby.

We know the best way to make a bigger impact within tourism is to collaborate with partners. We will strengthen our partnerships to maximize benefits for the entire community through tourism. We will be the “go-to” partner with the City of Burnaby, the Burnaby Board of Trade and other strategic partners active in the development of ideas and initiatives to attract new business and propel tourism forward in the right way. We will join with our non-government partners in strategic advocacy so that we are a unified voice on those important policy decisions that impact the tourism industry’s ability to be successful.

Priority Initiatives	Measures
Work with the City of Burnaby, including Parks and Recreation, to create a tourism working group that can help create solutions to challenges and act as a conduit for tourism to work in alignment with new economic development plan.	<ul style="list-style-type: none"> • Tourism working group in place and actions are being implemented
Build stronger relationships with Burnaby-based organizations to identify collaborative efforts on shared strategic initiatives, including Burnaby Board of Trade, Burnaby’s Business Improvement Areas, TransLink and major shopping centres.	<ul style="list-style-type: none"> • Formalized MOUs and structure for collaboration
Continue with collaborative marketing partnerships that help amplify Burnaby’s marketing and sales abilities, including Co-op Marketing Partnerships Programs and Business Events collaborations with Penticton and Nanaimo.	<ul style="list-style-type: none"> • Partnerships are achieved agreed-upon results
Continue to work with Destination BC and the Vancouver, Coast & Mountains tourism region on strategic priorities, such as travel trade, travel media, content development, and the Metro Vancouver Destination Management Council.	<ul style="list-style-type: none"> • Tourism Burnaby is well represented within provincial marketing and destination development efforts
Work with tourism industry and sector organizations to advocate for provincial policy environment that achieves greatest success for tourism businesses and communities, including Tourism Industry Association of BC (TIABC) and BC Destination Management Organizations Association (BCDMOA).	<ul style="list-style-type: none"> • Burnaby is well represented within provincial and regional advocacy efforts
Build relationships with tourism businesses and partners to better understand their needs and limitations and how Tourism Burnaby can best support business, community and collective success.	<ul style="list-style-type: none"> • Industry stakeholder satisfaction

Strategic Area: Organizational Excellence

9. Deliver operational excellence in all aspects of Tourism Burnaby's work.

At the core of any organization is their ability to execute on their mandate well. To do this we will take steps to modernize the way we work while continuing to evolve those areas we are already doing well. This includes building new staff and Board knowledge and expertise, using research and data, strengthening people and culture practices, fortifying our financial stability, improving our corporate technology, and increasing resident engagement in tourism.

Priority Initiatives	Measures
Continue to keep up with modern trends that impact Tourism Burnaby's ability to operate with excellence, including within marketing, sales, destination management and partnerships. This includes developing staff knowledge and capabilities on digital marketing, Two-Eyed Seeing, sustainable and regenerative tourism, climate change, destination development, event activation, and partnerships.	<ul style="list-style-type: none"> • Staff training • Staff feel they have the knowledge and tools to do their job well
Develop a research plan that leads to usable information for decisions making and outlines the information needed to set the organization up for being a data and insights-driven organization. Considerations include implementation of a visitor panel, adding more data on different sports to identify best opportunities, and implementing a resident sentiment survey.	<ul style="list-style-type: none"> • Robust visitor and industry data is available to support decision making
Continue to strengthen People and Culture practices within Tourism Burnaby, ensuring staff are supported to do their jobs well and human resources practices set everyone and the organization up for success.	<ul style="list-style-type: none"> • Staff engagement scores • Staff recruitment and retention • Succession planning is in place
Continue to create a structured and effective approach to achieve financial stability and success.	<ul style="list-style-type: none"> • Value of funds secured from grant writing efforts • Continued MRDT funding in place
Complete a technology assessment for Tourism Burnaby to analyze IT infrastructure, security, management, and overall performance and take steps for improvements.	<ul style="list-style-type: none"> • Assessment is complete • Improvements are made
Development of an industry and resident engagement plan that includes the creation of a Burnaby value of tourism story.	<ul style="list-style-type: none"> • Stakeholder satisfaction ratings • Resident sentiment survey results

Funding Sources

There are a variety of funding programs and possibilities available to Tourism Burnaby.

MRDT

MRDT is the primary source of funding for Tourism Burnaby.

City of Burnaby

The City of Burnaby provides direct funding for promotion of events, printing, signage and distribution of materials.

Destination BC and Co-operative Marketing Partnership Program

Destination BC provides funds through the Co-operative Marketing Partnership Program, which is leveraged by Tourism Burnaby and marketing partners.

Provincial and Federal Government and Agencies

Specific grant funds are often available to support events and destination development activities.

Ancillary Funding

Tourism Burnaby also generates revenue or offsets costs through partnerships and sponsorships on individual events.

Budget

TO BE ADDED

Management, Governance and Administration

Tourism Burnaby is a non-profit destination marketing organization whose purpose is to support tourism promotional activities in order to increase visitation to the city. As part of its mandate, Tourism Burnaby is responsible for marketing, promoting, and selling the city for corporate meetings, pleasure travel, cultural, sports and special events.

The organization has six permanent team members including an Executive Director reporting to the Board of Directors. The Executive Director oversees all day-to-day administrative functions, manages and directs all activities of the Society and employs and discharges staff necessary to carry out of the work of the society within the budget approved by the Board.

According to the constitution, there shall be 11 Directors, comprised of eight categories:

- a) two Directors representing accommodation providers with less than 150 rooms
- (b) two Directors representing accommodation providers with 150 or more rooms
- (c) two Directors representing and nominated by the City of Burnaby
- (d) one Director representing and nominated by the Burnaby Board of Trade or a Business Improvement Area (BIA) located in Burnaby
- (e) one Director representing Sport in Burnaby
- (f) one Director representing Post Secondary Education in Burnaby
- (g) one Director representing a shopping centre or district
- (h) one Director representing a Burnaby restaurant

Terms for Board members are 12 months, with an AGM held each April. Board members may serve multiple terms.

To support the implementation of this plan, we will strengthen Tourism Burnaby's governance framework through five key actions:

1. Update Tourism Burnaby's corporate policies, including conducting a risk assessment with mitigation steps.
2. Increase engagement and involvement of Board members by evolving the Board Committees and information sharing protocols. Time on each agenda will be reserved for creative thinking and ideation.
3. Develop clear guidelines for how the Board meetings should operate, including utilization of an enhanced report card ahead of meeting to save time for dialogue and sharing during meetings.
4. Complete governance training for all Board members.
5. Continue to evolve the Board of Directors to reach the 50-30 Challenge goal for gender parity, with 50% of the Board positions being held by women and at least 30% being held by equity deserving groups. This includes Board representation for Indigenous people.

Risks to Implementation

Four possible risks to implementation of this plan have been identified, which should be addressed during implementation planning:

- Shifts in provincial funding programs such as MRDT that may result in lack of funds
- Ability for City of Burnaby staff and budget resources to support tourism
- Lack of resident engagement
- Political climate



Tourism
Burnaby