

**TO:** MUNICIPAL MANAGER 1991 FEBRUARY 13

**FROM:** DIRECTOR PLANNING &  
BUILDING INSPECTION

**SUBJECT:** BURNABY TOURISM STRATEGY DEVELOPMENT

**PURPOSE:** To outline the process for preparing a tourism strategy for Burnaby, and to obtain authority to retain the services of a consultant to assist in the strategy preparation.

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**RECOMMENDATIONS:**

1. THAT Council adopt the tourism strategy development process outlined in this report.
2. THAT Council authorize the Planning and Building Inspection Department to initiate a call for proposals from consultants specializing in the field of tourism marketing and development to assist in the preparation of a Burnaby Tourism Strategy as described in this report.

**1.0 SUMMARY:**

The purpose of this report is to outline a process for the preparation of a Municipal tourism strategy pursuant to the adopted Economic Development Strategy and the general philosophy for tourism in Burnaby adopted by Council on 1991 January 28. This report recommends that the Municipality retain the services of a consultant specializing in tourism marketing and strategy development to assist in the preparation of the tourism strategy using a process similar to that used in the development of the Economic Development Strategy.

**R E P O R T**

**2.0 BACKGROUND INFORMATION:**

- 2.1 Arising from the discussion of Burnaby's participation in the Tourism Vancouver Municipal Initiative Program, Council on 1990 September 24 adopted the following resolution:

"THAT Municipal staff prepare a report recommending a process for overall implementation of a tourism strategy based on the Burnaby Economic Development Strategy and suggesting tangible actions to be taken in the shorter term."

- 2.2 On 1991 January 28, Council received a report on the general philosophy for tourism in Burnaby at which time the following recommendation was adopted:

"THAT Council adopt the principles outlined in Section 3.1 of this report to represent the general philosophy for tourism in Burnaby and act as a guide for the preparation of a Municipal tourism strategy."

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**3.0 GENERAL DISCUSSION:**

3.1 The strategy preparation process is similar to that used in the recently completed Economic Development Strategy. The process should include the establishment of an appropriate advisory committee to represent the full range of interests in the tourism industry. Representation from the Municipality, the hotel industry, small business, the arts, recreation, multicuture, education, Chamber of Commerce, tourist attractions, retail and travel sectors on the committee will ensure that a comprehensive approach to the subject is incorporated in the tourism strategy. The strategy development process will be managed by the Municipal Economic Development Coordinator.

3.2 The tourism strategy should include the following specific components:

- a) The establishment of a tourism advisory committee whose membership will be broadly based to reflect the full range of tourist related interests in Burnaby. A generic membership list is attached as Appendix A and may include some of those people who served on the Economic Development Advisory Committee. This committee will meet over a period of time to fully explore a variety of relevant topics and provide input to the preparation of a draft strategy document.
- b) The tourism strategy must fully reflect the recently adopted principles which represent the general philosophy for tourism in Burnaby along with the Burnaby Economic Development Strategy, the Official Community Plan and all other relevant Municipal policies including those of social and environmental concerns.
- c) An examination of all relevant organizations and businesses operating in Burnaby involved in tourism promotion and development. Other external organizations whose activities impact Burnaby should also be included. A description of each organization's mandate, programs and budget should be obtained.
- d) The identification of all existing and potential tourist attractions and related facilities in Burnaby along with an outline of their respective current tourist markets served.
- e) The identification of potential tourist facilities that could be developed in Burnaby taking into consideration Burnaby's specific tourism philosophy, attributes, facilities and relative position in the lower mainland region. This will include opportunities for new capital investment in facilities and infrastructure.
- f) The identification of current and future market opportunities based on the market trends.
- g) An examination and identification of an appropriate new Burnaby based organization that can act as a clearing house or provide a coordinating role for tourist-related initiatives in the Municipality.
- h) The provision of a specific means for implementing the tourism strategy once an appropriate coordinating organization or body has been established. This will include assignment of responsibilities, reporting relationship, any requirements for staffing, budget, etc.
- i) The provision of a framework for marketing the various tourist and related facilities or features in Burnaby to include cost and budget implications.

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- j) The exploration of the various sources of funds available from both the public and private sector to assist in tourism marketing of Burnaby.
  - k) Recommendations concerning the distribution of municipal funds/grants relating to tourism promotion and enhancement both in the Municipality and in the region.
  - l) The preparation of an interim and final draft tourism strategy document for submission to the Director, Planning and Building Inspection. The Director, Planning and Building Inspection will then submit the final draft tourism strategy to Council with a covering report to include an evaluation of the draft strategy and appropriate recommendations.
- 3.3 It is recommended that a consultant be retained by the Municipality to assist in the strategy preparation process. The consultant would facilitate the work of the committee and provide the necessary expertise in tourism marketing and strategy development. In this regard, the consultant would provide an objective perspective of the tourism industry in Burnaby within the framework of the adopted tourism philosophy, the expertise to identify realistic and viable opportunities for tourism, and the ability to facilitate a diverse working committee towards the preparation of a specific tourism strategy.

The consultant will be responsible for the following specific tasks:

- a) A review of all pertinent data, information, attractions, etc. related to the tourism industry along with all relevant Municipal policies as outlined by the Economic Development Coordinator.
- b) Facilitation of the tourism advisory committee meetings and attendance at public meetings and meetings of Council and/or Committees of Council as required.
- c) The preparation of an interim and final draft strategy document in consultation with the tourism advisory committee for submission to the Director, Planning and Building Inspection. All of the strategy components outlined in Section 3.2 above will included in the draft strategy.

#### 4.0 STRATEGY PREPARATION COSTS:

- 4.1 The detailed costs of preparing a tourism strategy as described above have not been determined. However, for comparison purposes, the consultant fee associated with the recently completed Economic Development Strategy was approximately \$21,000. of which 50% was funded by the Provincial Ministry of Regional and Economic Development. The preparation of a tourism strategy is less encompassing than an Economic Strategy and is therefore expected to be less costly to undertake and should be completed within a shorter time period (six to eight months). Although no commitments have been made, preliminary discussions with staff from the Ministry of Regional and Economic Development indicate that the tourism strategy preparation costs may be eligible for 50% funding. Staff will make a formal submission to the appropriate Provincial Ministry for funding upon Councils' endorsement of this strategy process proposal.

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4.2 Tourism Vancouver have submitted a preliminary proposal regarding the 1991 Municipal Initiative Program. Based on their submission, Burnaby's financial commitment to the 1991 program will likely be considerably less than the \$18,164 that was provided in the 1990 Program and the budgeted amount for 1991 which is also \$18,164. It is expected that this savings can offset the majority, if not all, of the Municipal costs of preparing the tourism strategy on the assumption that this project is eligible for Provincial funding.

4.3 Since this project was not specifically included in the 1991 Provisional Budget of this Department, funds to cover the costs of preparing the tourism strategy will need to be obtained from the 1991 Municipal Provisional Operating Budget Contingency Account. This amount will be reflected by insertion of an appropriate amount in the Planning and Building Inspection Department's 1991 Annual Operating Budget.

**5.0 TENDER PROPOSALS FROM CONSULTANTS:**

Consultants who wish to be considered for this commission will be invited through newspaper advertisements to submit their proposal to include the following information:

- a) A description of the background of the consulting firm and the details of the relevant experience, qualifications, and specialized abilities in the field of tourism strategy development.
- b) The names of the principals with whom the client would be working, their curriculum vitae, charge out rates, and task assignment schedules.
- c) An explanation of the steps and methodology that are proposed to be utilized to carry out the preparation of the Tourism Strategy as described in Sections 3.2 and 3.3.
- d) Projected staff and cost estimates based on tasks to be performed.
- e) Total project costs and time schedule for project commencement and completion.

The consultant should have the following attributes:

- . Considerable experience in preparing regional and local tourism strategies.
- . Considerable experience in working with government and private sector organizations.
- . Expertise in the tourist industry in the areas of marketing, capital investment, consumer trends, etc.
- . Ability to work with people from a wide range of backgrounds and to organize, lead and facilitate meetings in a workshop environment.

Consultant submissions will be received by the Purchasing Agent and referred to an appropriate committee of staff for evaluation. Final selection of the preferred consultant will be recommended to Council.

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**6.0 SHORT TERM TOURISM INITIATIVES:**

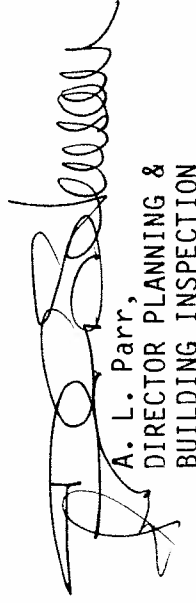
Until the tourism strategy is developed, the Municipality should continue with its current tourism related initiatives for 1991 which include participation in the Tourism Vancouver Municipal Initiatives Program and funding the operation of the Tourist Information Centre located within the Burnaby Chamber of Commerce offices on Sprout Street. Tourism Vancouver has reoriented their program to be more responsive to the needs of individual municipalities which at this point in time appears to be very promising. A companion report on a current matter related to pursuit of tourism services on an interim basis, pending the completion of the strategy development phase, appears separately elsewhere on this agenda.

**7.0 CONCLUSION:**

The preparation of a Municipal tourism strategy as outlined above will provide a clear direction for the implementation of numerous objectives and specific actions described in the adopted Economic Development Strategy while fully observing the principles which represent the philosophy for tourism in Burnaby which were recently adopted by Council. The Strategy preparation process will bring together all of the various tourist related interests (including the arts, culture, sports and recreation) to explore and identify practical means for furthering their mutual objectives to the overall advantage of the community. It will also identify opportunities for new capital investment in facilities and infrastructure and the improvement of existing facilities and community based endeavours in the arts, culture and recreation. Preliminary discussions with other staff and organizations regarding the strategy preparation have been supportive. The preparation of a tourism strategy should be given a high priority and pursued as soon as possible.

*Amf*  
PS/ds

Attach.

  
A. L. Parr,  
DIRECTOR PLANNING &  
BUILDING INSPECTION

APPENDIX A

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Representatives from the following groups, organizations or businesses will be invited to participate in the Strategy development.

- . Burnaby Municipal Council
- . Burnaby Chamber of Commerce
- . Burnaby Village Museum
- . Burnaby Arts Council
- . Burnaby Parks and Recreation Commission
- . Burnaby Parks and Recreation Department
- . Burnaby Planning and Building Inspection Department
- . Travel Agency
- . Restaurant
- . Hotel
- . Hastings Street Merchants Association
- . Retailer
- . Shopping Centre (Public Relations/Marketing)
- . Burnaby Multicultural Society
- . GVRD Development Services Department or Parks Department
- . B. C. Transit
- . Accountant
- . North Fraser Harbour Commission
- . SFU (Public Relations)
- . Tour Operator
- . Tourism Vancouver
- . Port of Vancouver