



**BURNABY
NORTH ROAD**
— BUSINESS IMPROVEMENT ASSOCIATION —



**Burnaby North Road
Business Improvement Association
Strategic Plan: 2026-2031**

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Introduction

The Burnaby North Road Business Improvement Association (BNRBIA) enters the 2026–2031 renewal term at a time of rapid growth and transformation along the North Road corridor. Ongoing high-rise development continues to add thousands of new residents, creating both opportunities and challenges for local businesses. In this context, the BNRBIA has an essential role in guiding the area’s evolution into a safe, clean, and distinctive destination for the community and the region.

As a business improvement association, our purpose is to strengthen the district’s economic vitality and character. We do this by supporting members through marketing and promotions, fostering an attractive public realm, and advancing initiatives that enhance safety and security. These efforts ensure that businesses can succeed while visitors experience North Road as an engaging and welcoming place.

Over the past term, the BNRBIA has taken important steps to establish North Road’s identity. The North Road Festival, hosted twice with strong attendance, brought record levels of foot traffic for some businesses and demonstrated the potential of the corridor as a cultural destination. Seasonal promotions and community events have further amplified awareness and contributed to positioning the area as the heart of Korea Town in the Lower Mainland.

Our work has also relied on strong partnerships. The BNRBIA has built productive relationships with the City of Burnaby, other levels of government, and policing agencies such as the RCMP and Transit Police. Together with property managers and private security providers, these collaborations have helped maintain a safer, cleaner environment for businesses and the public.

To prepare this Strategic Plan, we gathered input from our membership through an online survey completed by approximately 40 businesses. Members emphasized the importance of increased foot traffic, a stronger and more recognizable North Road identity, and practical support for business vitality and promotions, including assistance in navigating government programs.

This 2026–2031 Strategic Plan reflects that feedback and builds on the progress of the last five years. It sets out clear goals and outcomes across key areas—marketing, safety and security, member relations, public realm, BIA area, and organizational excellence—while sharpening the focus on branding, business vitality, and landmark initiatives that will shape the corridor’s next chapter.



Executive Summary

The proposed five-year renewal of the Burnaby North Road Business Improvement Association (BNRBIA) will begin on April 1, 2026, with a levy of \$317,954.94, increasing annually by 4.95% to keep pace with rising operating costs and expanded program needs.

Since the last renewal, the BNRBIA has advanced the corridor's profile through cultural programming, community events, and safety initiatives. The North Road Festival, hosted twice, drew record attendance and generated exceptional foot traffic for businesses on the North Road. In addition, the BIA organized a variety of smaller community activities and partnered with neighbouring municipalities on business support initiatives, including a government procurement seminar.

Seasonal promotions and cultural celebrations further contributed to positioning North Road as the heart of Korea Town in the Lower Mainland, while providing tangible benefits for local merchants.

Partnerships remain central to the BIA's work. Close collaboration with the City of Burnaby, other levels of government, and private & public security providers has improved safety, cleanliness, and community engagement along the corridor.

A membership survey conducted in 2025 confirmed the importance of attracting more foot traffic, strengthening North Road's identity as a destination, and expanding business vitality and promotions, including support to navigate government programs.

Looking ahead, the BNRBIA will focus on branding and landmarking initiatives to elevate Korea Town and North Road as a recognized destination, strengthening safety and cleanliness through coordinated partnerships, supporting business vitality and promotions for local merchants, and advancing beautification and public realm improvements that make the area more inviting and accessible.

This Strategic Plan builds on past achievements while addressing new opportunities created by rapid redevelopment and population growth. With Council's approval, the BNRBIA will continue to deliver programs that sustain a vibrant, safe, and distinctive commercial district for Burnaby.



Board of Directors

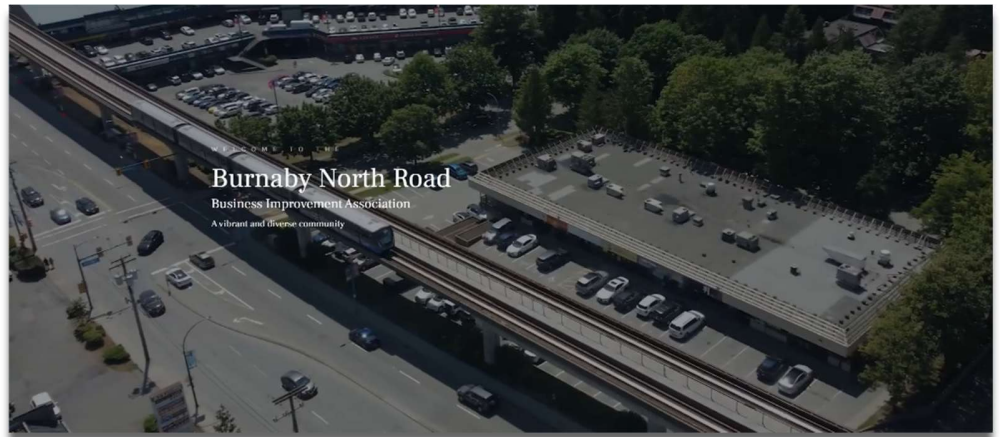
1. **Calvin Lee**, *CSCP, FRM, President*
2. **Cindy Lee**, *JD, Vice President*
3. **June Park**, *Executive Director*
4. **Young Kim**, *CPA, Treasurer*
5. **Ian Barraclough**, *LLB, CD, Director*
6. **Grace Kim**, *MEd, Director*
7. **Carol Ye**, *LLM, CPA, Secretary*

Burnaby North Road BIA Strategic Plan 2026–2031

Background & Context

The Burnaby North Road Business Improvement Association (BNRBIA) is a committed group of property and business owners who work together to strengthen the prosperity and visibility of the North Road corridor. Since its inception, the BIA has steadily advanced

initiatives that increase customer activity, support local businesses, and foster a safe and attractive environment for the community.



We continue to collaborate with strategic partners—including the City of Burnaby, neighbouring municipalities, law enforcement agencies, and private stakeholders—to address the evolving needs of our members. These partnerships allow us to respond to key issues such as safety, mobility, and business vitality while positioning North Road as a recognized landmark destination in the region.

Looking ahead, the rapid growth of residential towers and commercial activity around The City of Lougheed and along the North Road corridor will bring thousands of new residents and visitors. The BNRBIA's long-term vision is to ensure this growth translates into a thriving, pedestrian-friendly district that highlights Korea Town's cultural identity, supports small businesses, and integrates seamlessly as one of Burnaby's four major town centres.



Vision

To ensure North Road develops as a safe, clean, and distinctive corridor where diverse businesses can prosper, residents feel connected, and visitors recognize the area as a vibrant place to visit.



Mission (by 2031)

Our mission for the 2026–2031 term is to achieve the following key results in direct support of our members:

- Marketing & Branding – promote the diversity and uniqueness of North Road businesses, increasing customer reach and positioning the area as a recognized destination.
- Safety & Security – ensure a secure and clean environment where businesses can operate confidently, through strong collaboration with the RCMP, private security, and local stakeholders.
- Member Relations – maintain clear and responsive communication with all members, offering practical support and building a sense of shared purpose.
- Public Realm & Accessibility – advocate for improvements to streetscapes, access, and beautification that directly enhance customer experience at member businesses.
- Business Vitality & Promotions – deliver events, promotions, and access to government programs that help small businesses adapt, grow, and stay competitive.
- BIA Area & Partnerships – BNRBIA will coordinate non-financial joint initiatives (such as shared marketing and promotions) while ensuring Burnaby-collected levy funds are expended solely within Burnaby, in accordance with City policy.

Key Result Areas – Priorities for 2026–2031

Over the next five years, the Burnaby North Road BIA will focus on the following strategic priorities. These areas of work build on the Association’s proven track record and respond to the evolving needs of our business community. They represent a comprehensive framework for growth, visibility, and sustainability.

1. Branding, Marketing & Communications

North Road’s cultural diversity, with a strong Korean presence, is a defining asset. The BIA will strengthen the district’s identity while positioning it as a vibrant, multicultural destination recognized across the region.

- Expand branding through banners, decorative lighting, murals, and public art.
- Promote North Road’s story through media outreach, marketing campaigns, and partnerships with tourism and cultural organizations.
- Launch integrated communications across social media, digital, and print, supported by professional promotional materials.



2. Business Vitality & Foot Traffic

Festivals and cultural programming have proven effective in drawing visitors, with the Kimchi & K-Food Festival alone attracting more than 50,000 attendees in 2025. The BIA will continue to design experiences that convert visitors into repeat customers and long-term supporters of local businesses.

- Deliver flagship festivals and seasonal & yearly events that showcase local restaurants, retailers, and services, as well as the North Road as a whole.
- Explore new promotional opportunities such as shopping campaigns, loyalty programs, and cross-business collaborations.
- Strengthen North Road’s reputation as a must-visit culinary and cultural corridor.



3. Member Support & Advocacy

The BIA is a trusted source of information and advocacy for its members. From hosting tax and benefits seminars to organizing government procurement workshops, the Association provides access to resources that strengthen local businesses.

- Provide timely updates on government funding, grants, and relief programs.
- Offer training sessions and seminars to build member capacity and resilience.
- Represent member interests in discussions with all levels of government.

4. Safety & Security

Safety remains a top priority for both businesses and visitors. The BIA has consistently worked with the RCMP and community partners to address vandalism, loitering, and crime prevention. Moving forward, the Association will take a proactive approach to enhance security and confidence in the district.

- Advocate for increased patrols and stronger partnerships with law enforcement.
- Explore expanded private mobile security patrols as a visible deterrent.
- Support community education on crime prevention and reporting.

5. Beautification & Public Realm

The appearance and cleanliness of the district shape public perception and business success. Initiatives such as the North Road Community Clean-Up have shown the value of collective action.

- Continue graffiti removal, landscaping, and regular maintenance of public spaces.
- Invest in decorative elements such as themed signage, planters, and seasonal displays.
- Collaborate with City departments on larger streetscape improvements including, street banners renewal and Korea Town gateway signage along North Road.



6. Regional Partnerships

The North Road corridor is shared with Coquitlam, and collaboration across municipal boundaries will create broader benefits. The BIA will support the development of a Coquitlam BIA and pursue joint initiatives that benefit businesses in both cities.

- Work closely with Coquitlam businesses as they move toward forming their own BIA.
- Develop shared projects and branding initiatives that strengthen the corridor's regional profile.
- Expand partnerships with cultural and community organizations to deliver impactful initiatives.

BNRBIA HIGHLIGHTS

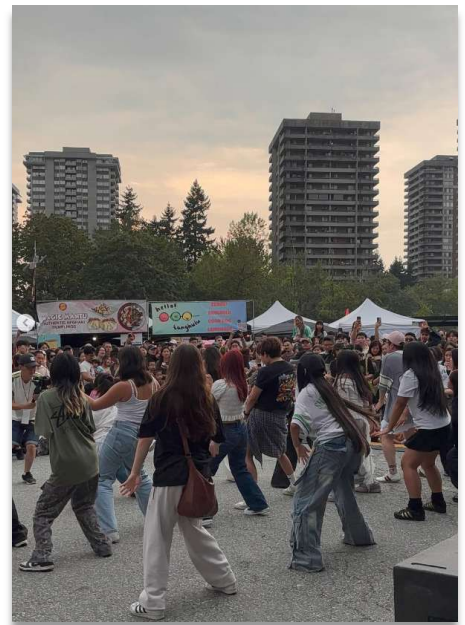
Major Festivals & Events

- **North Road Festival 2023:** Attracted more than 25,000 visitors, with 80 vendors and 20 live performances. The event boosted foot traffic, supported local sales, and began to establish the corridor as a cultural hub.



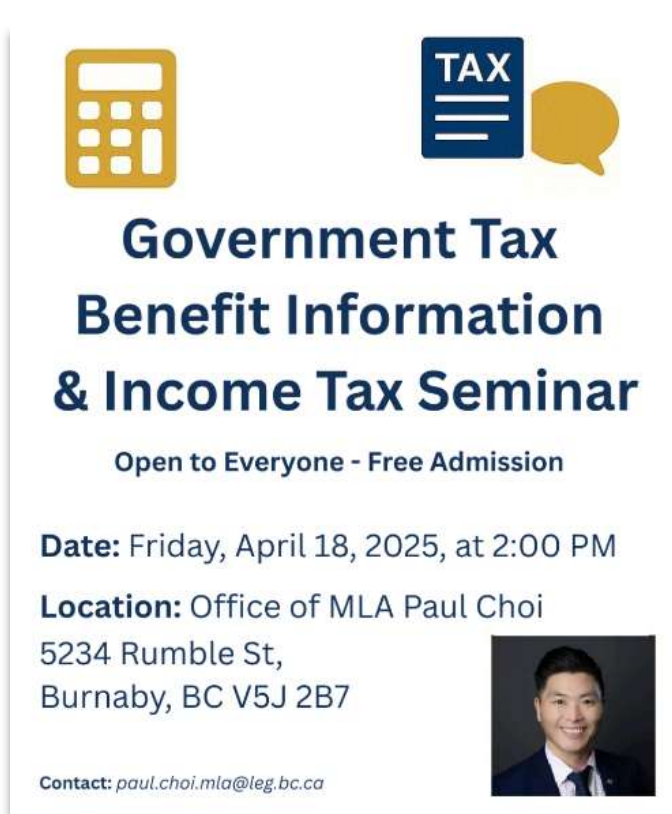


- **North Road Festival 2025 (Kimchi & K-Food Festival):** Expanded to include 140 vendors and over 50 live performances, drawing more than 50,000 visitors. The festival significantly increased regional visibility and reinforced North Road as one of Metro Vancouver’s most distinctive business and cultural destinations.



Business Support & Advocacy

- **Income Tax & Benefits Seminar:** Co-hosted with MLA Paul Choi, providing members with tools to navigate tax regulations and government benefit programs.
- **Government Procurement Virtual Workshop:** Introduced businesses to federal and provincial procurement opportunities, expanding potential revenue streams.



Government Tax Benefit Information & Income Tax Seminar

Open to Everyone - Free Admission

Date: Friday, April 18, 2025, at 2:00 PM

Location: Office of MLA Paul Choi
5234 Rumble St,
Burnaby, BC V5J 2B7

Contact: paul.choi.mla@leg.bc.ca



Join **BONITA ZARRILLO**
Member of Parliament, Port Moody - Coquitlam
and Public Services & Procurement Canada Representatives:

Tara Hartley
Regional Director

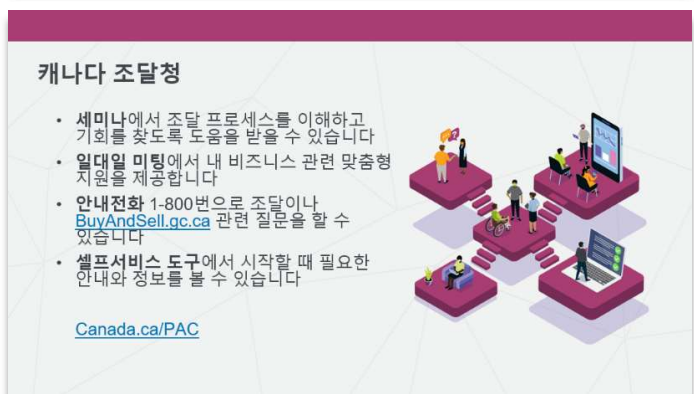
Sarah Anne Hrycenko
Procurement Advisor

Thursday, July 20th, 10-11AM PST
Virtual Discussion (in Korean) about Government of Canada Procurement Policies

Did you know the Government of Canada purchases approximately 24 billion dollars of goods and services each year? Please join MP Bonita Zarrillo and special guests Sara Anne Hrycenko and Tara Hartley from Public Services and Procurement Canada, for a virtual discussion, in Korean, about the basics of selling to the Government of Canada including opportunities for smaller and diverse businesses, contracting, finding opportunities, building networks and becoming a supplier.

RSVP Required at <https://bonitazarrillo.ndp.ca/virtual-seminar>

More information: (604) 664-9229



캐나다 조달청

- 세미나에서 조달 프로세스를 이해하고 기회를 찾도록 도움을 받을 수 있습니다
- 일대일 미팅에서 내 비즈니스 관련 맞춤형 지원을 제공합니다
- 안내전화 1-800번으로 조달이나 BuyAndSell.gc.ca 관련 질문을 할 수 있습니다
- 셀프서비스 도구에서 시작할 때 필요한 안내와 정보를 볼 수 있습니다

Canada.ca/PAC

- **Korean Business Connections Reception:** In partnership with the Burnaby Board of Trade, hosted a networking event linking Korean businesses across Western Canada with local supply chains and infrastructure partners.



Burnaby Board of Trade BURNABY NORTH ROAD

PAUL CHOI
North Road BSB

JONGHO KYUN
Consul General of the Republic of Korea in Vancouver

DOUGLAS YIU
Korean Air

JAMES S.Y. HWANG
World Federation of Overseas Korean Traders Association

Korea Business Connections Reception

June 27 | 3:00 - 6:00 PM | ARISU

Voice in Government & Partnerships

- **Premier's Business Walk:** Coordinated a visit by Premier David Eby, giving North Road businesses a platform to share concerns directly with the Province of BC.



- **Historic MOU with KBABC:** Signed a formal agreement with the Korean Businessmen's Co-op Association of BC, opening new opportunities for networking and inter-provincial collaboration.



Community & Youth Engagement

- **Korean Community Day 2024:** Supported as a main sponsor, celebrating cultural diversity and fostering ties between the Korean community and the broader public.



- **North Road Community Clean-Up:** Partnered with KCYAS youth volunteers to improve the local environment, reduce litter, and strengthen community pride.
- **National Mathematics Competition 2025:** Supported student participation in a Canada-wide competition, reinforcing the BIA’s commitment to education and youth engagement.

2025 National Canada-wide Mathematics Competition

AKCSE

The goal of the NMC 2025 is to inspire a love for mathematics and encourage future careers in Science and Engineering.

THE ASSOCIATION OF KOREAN-CANADIAN SCIENTISTS AND ENGINEERS | <https://www.akcse.ca>

The competition is open to all students in Canada from Grade 4 to Grade 11, regardless of nationality or cultural background.

DATE
11:00 AM – 12:30 PM on May 3, 2025

QUALIFICATION
Students in BC (Grade 4 - Grade 11)
*Calculators are not allowed during the competition.

LOCATION
Simon Fraser University, Burnaby Campus
8888 University Drive, Burnaby, BC

ONLINE REGISTRATION
April 1 – April 28, 2025 (\$30)
Scan QR code or visit <https://www.sfu.ca/physics/akcse>

INQUIRY
Eundeok Mun (SFU, Physics)
akcsevancoover@gmail.com

PARENTS PROGRAM
To be announced

AWARD
National Winners: 1st & 2nd & 3rd Place
Results Announcement: By May 29, 2025
Award Ceremony Date: To be announced

KC-ST **AKCSE** **Consulate General of the Republic of Korea in Vancouver**





#220 - 800 McBride Blvd
New Westminster, B.C. V3L 2B8

Tel. (604) 435-1150
Fax. (604) 544-8700
info@kimaccounting.com

COMPILATION ENGAGEMENT REPORT

To the Shareholders of Burnaby North Road Business Improvement Association

On the basis of information provided by management, we have compiled the balance sheet of Burnaby North Road Business Improvement Association as at March 31, 2025 and the statement of income and retained earnings for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information.

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

New Westminster, B. C.
July 26, 2025

J.Y. Kim & Associates Inc.

Chartered Professional Accountants

**BURNABY NORTH ROAD BUSINESS IMPROVEMENT ASSOCIATION
BALANCE SHEET
As at March 31, 2025**

	2025	2024
ASSETS		
CURRENT ASSETS		
Cash	\$ 77,501	\$ 40,335
Due from government agencies	5,114	6,467
Prepaid rent	-	16,800
Rent deposit	1,470	1,470
	84,085	65,072
PROPERTY, PLANT AND EQUIPMENT(note 2)	11,248	15,135
	\$ 95,333	\$ 80,207
LIABILITIES & FUND BALANCE		
CURRENT LIABILITIES		
Accounts payable	\$ 8,184	\$ 7,349
	8,184	7,349
FUND BALANCE		
Unrestricted fund balance	87,149	72,858
	\$ 95,333	\$ 80,207

BURNABY NORTH ROAD BUSINESS IMPROVEMENT ASSOCIATION
STATEMENT OF INCOME AND RETAINED EARNINGS
For the Year Ended March 31, 2025

	2025	2024
REVENUE		
City of Burnaby member contributions	\$ 227,480	\$ 219,785
Sponsorship income	-	17,545
Interest income	2,584	229
Sundry income	219	456
	230,283	238,015
EXPENSES		
Administration	166,557	148,401
Advertising and promotion	4,962	11,766
Amortization	3,887	4,530
Bank charges and interest	214	437
Conference	1,190	4,201
Insurance	1,935	3,170
Licence and fees	38	-
Membership	2,024	1,311
Office and miscellaneous	12,911	11,801
Professional fees	3,086	4,497
Rent	16,400	18,655
Special events	2,788	92,194
	215,992	300,963
Excess(shortage) of revenue over expenses	14,291	(62,948)
Unrestricted fund balance at beginning of year	72,858	135,806
UNRESTRICTED FUND BALANCE AT END OF YEAR	\$ 87,149	\$ 72,858

- End -

BURNABY NORTH ROAD BUSINESS IMPROVEMENT ASSOCIATION

STATEMENT OF OPERATIONS, ACTUAL VS BUDGET

For the Year Ended March 31, 2025

	<u>2025</u>	<u>Budget</u>	<u>Variance</u>
REVENUE			
City of Burnaby member contributions	\$ 227,480	\$ 227,480	\$ -
Sponsorship income	0		0
Interest income	2,584	3,200	-616
Sundry income	219		219
	<u>230,283</u>	<u>230,680</u>	<u>-397</u>
Operating Expenses			
Administration & Marketing	166,557	151,180	15,377
Conference & Membership	3,252	5,200	-1,948
Insurance	1,935	4,515	-2,580
Office and miscellaneous	33,412	29,540	3,872
Professional fees	3,086	4,870	-1,784
Special events	2,788	21,500	-18,712
	<u>211,030</u>	<u>216,805</u>	<u>-5,775</u>
Excess(shortage) of revenue over expenses	19,253	13,875	5,378

Burnaby North Road Business Improvement Association Budget

April 1, 2026-March 31, 2027

Income		
Membership Contributions		317,955
Interest Income		1,987
Total for Income		319,942
Expenses		
Software		5,628
Insurance		3,495
Administration & Advertisement		156,784
Professional Fees		4,883
Promotional and Meetings		6,065
Travel		2,924
Utilities & Bank		2,475
Beautification		8,900
Membership		945
Net Office		28,450
Other Net Promotion		2,350
Special Events		95,000
Total Expense		317,899
Net Ordinary Income		2,044
Net Income		2,044

5 Year Budget (2026–2031)

The proposed renewal term of the Burnaby North Road BIA is April 1, 2026 to March 31, 2031. The total budget for this five-year period is 1,755,147.81, which reflects a proposed annual increase of 4.95% to address rising costs and program expansion.

This renewal will ensure that the Association can continue delivering its core programs while scaling up initiatives that members have identified as priorities. In particular, additional funding will allow the BIA to expand special events and outdoor festivals that drive significant foot traffic, generate economic benefits for local merchants, and elevate the district's regional profile.

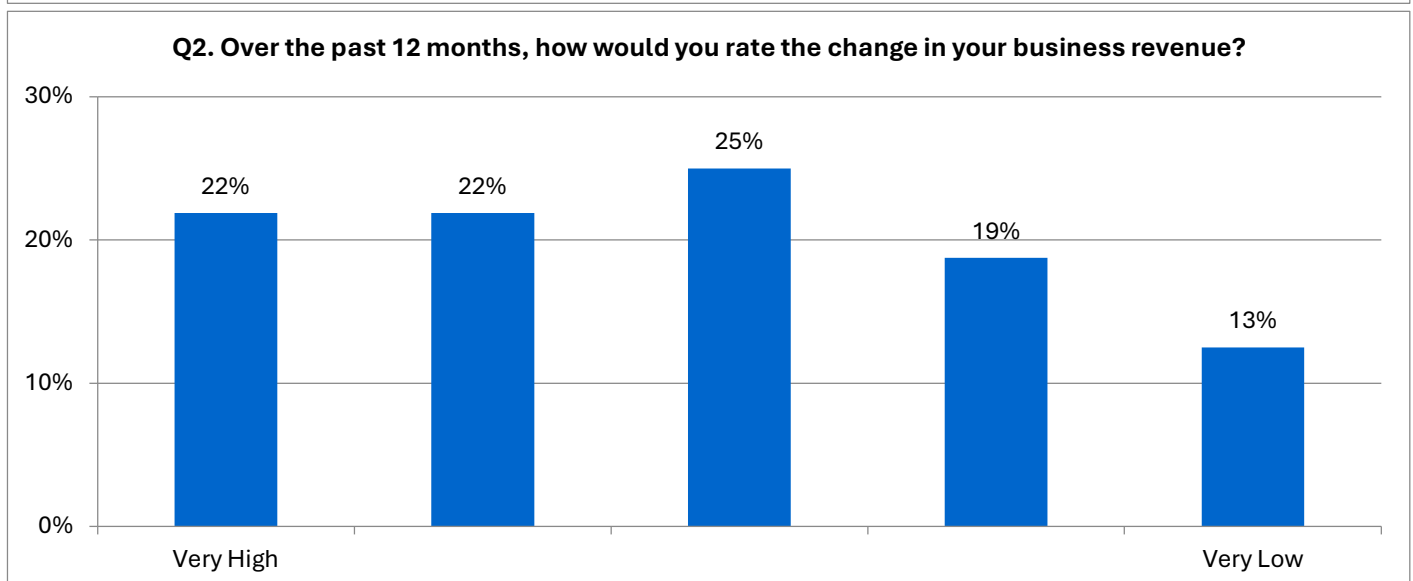
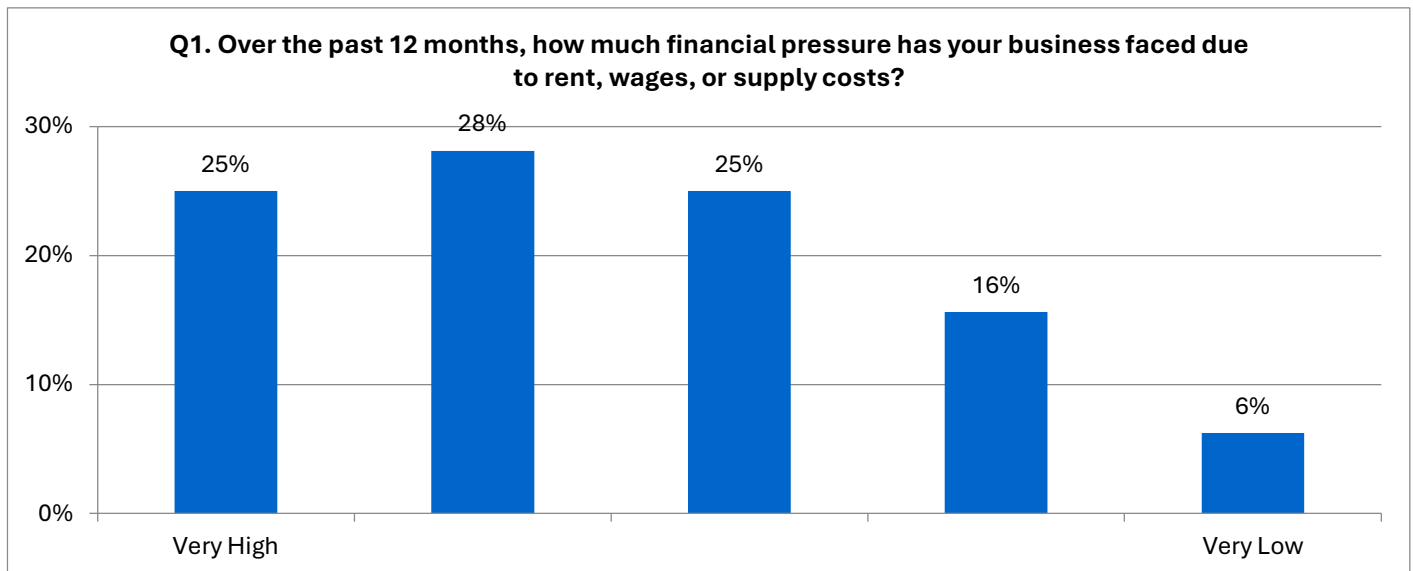
Council's continued support is sought in authorizing staff to undertake the necessary bylaw changes and commencement of petition proceedings for renewal of the BIA. This will facilitate continued recovery of annual funds granted by the City through means of a Local Service Tax.

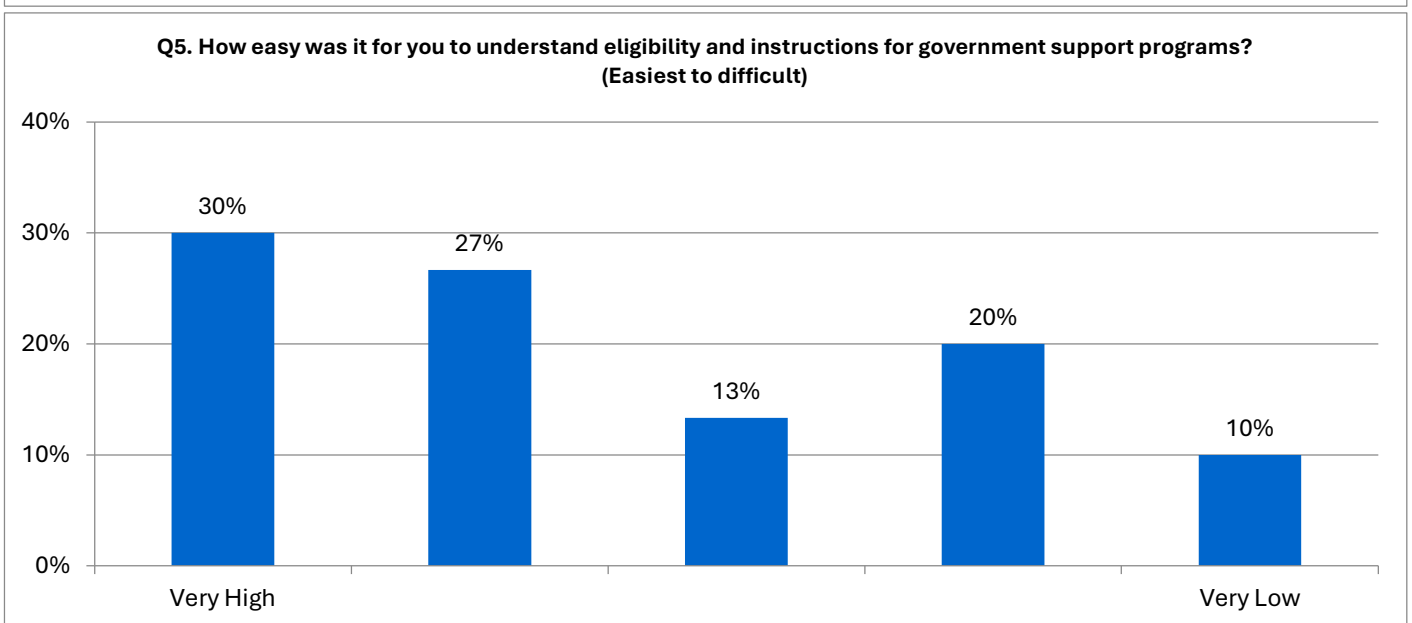
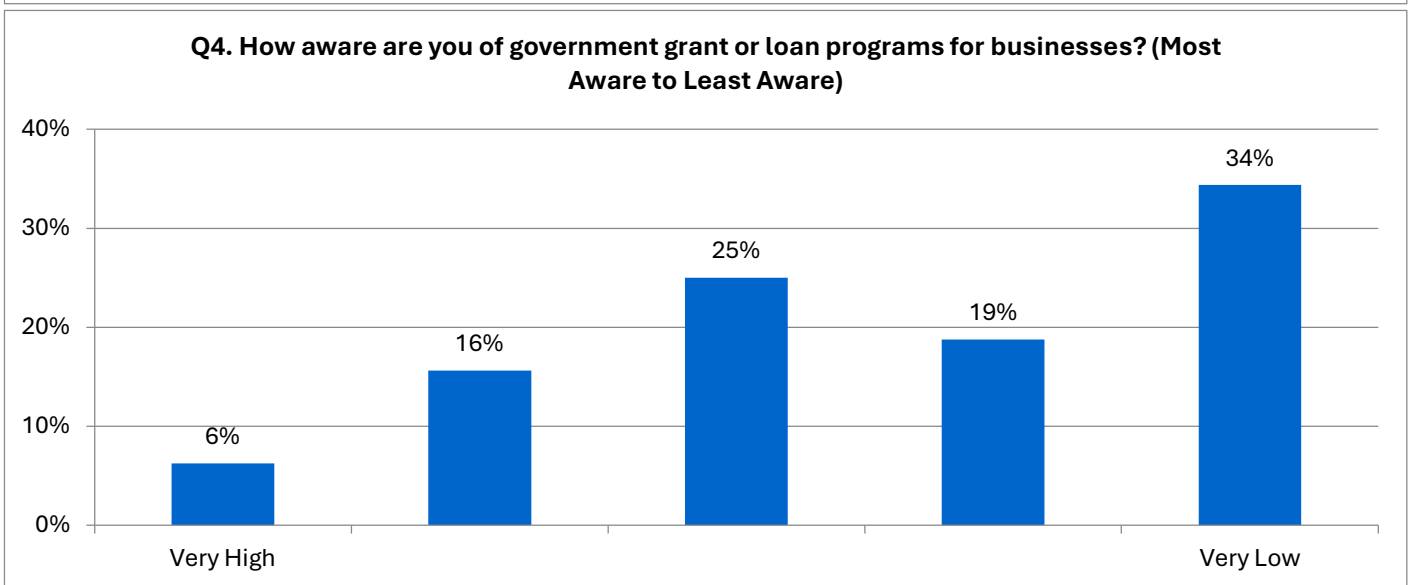
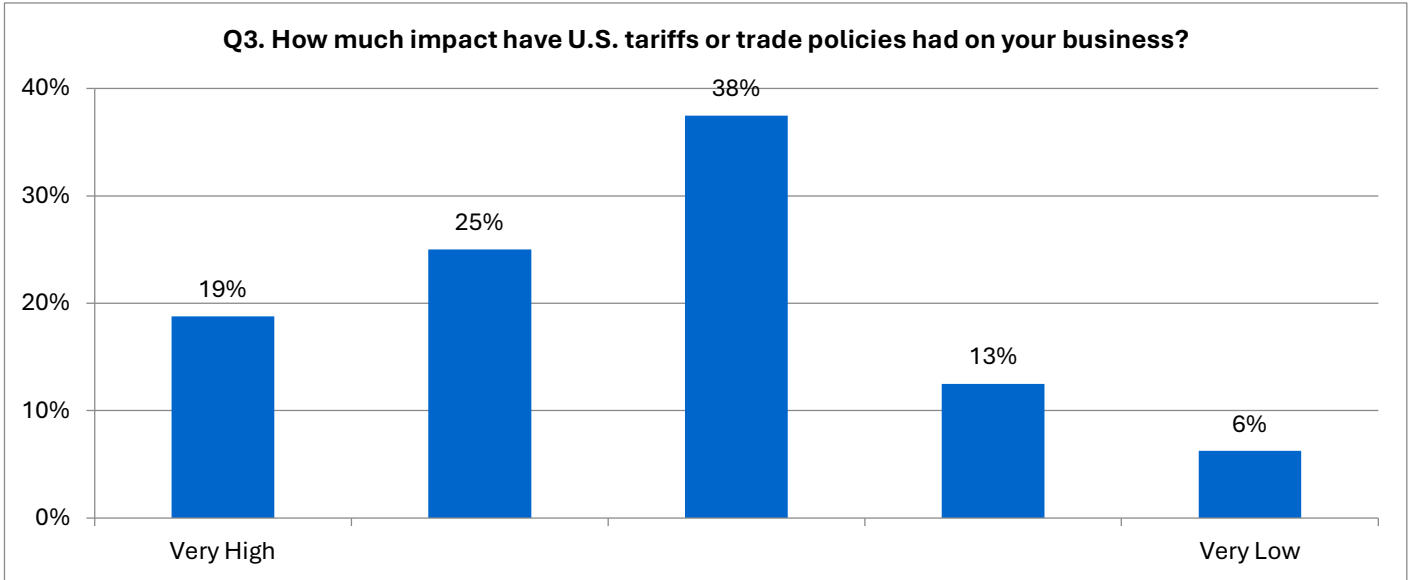
April to March	% Increase	Levy Amount
2026–2027	4.95%	\$317,954.94
2027–2028	4.95%	\$333,693.71
2028–2029	4.95%	\$350,211.55
2029–2030	4.95%	\$367,547.02
2030–2031	4.95%	\$385,740.60
Total Bylaw Funding	--	\$1,755,147.81

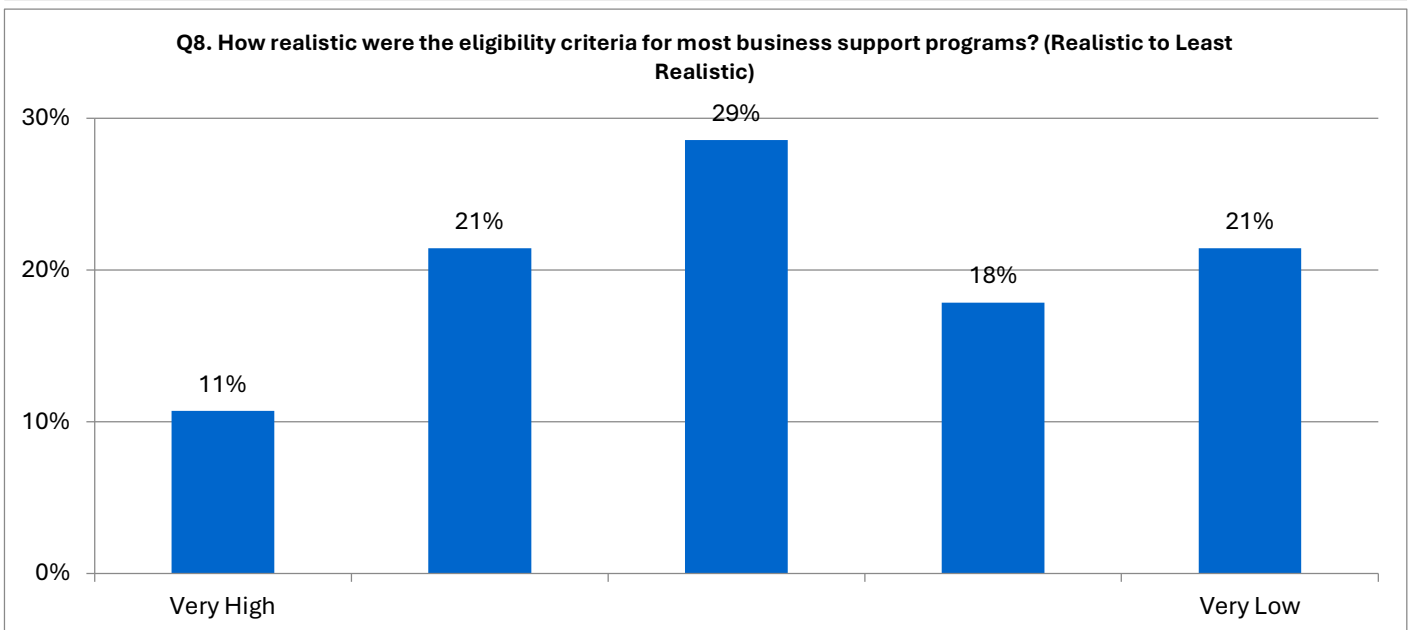
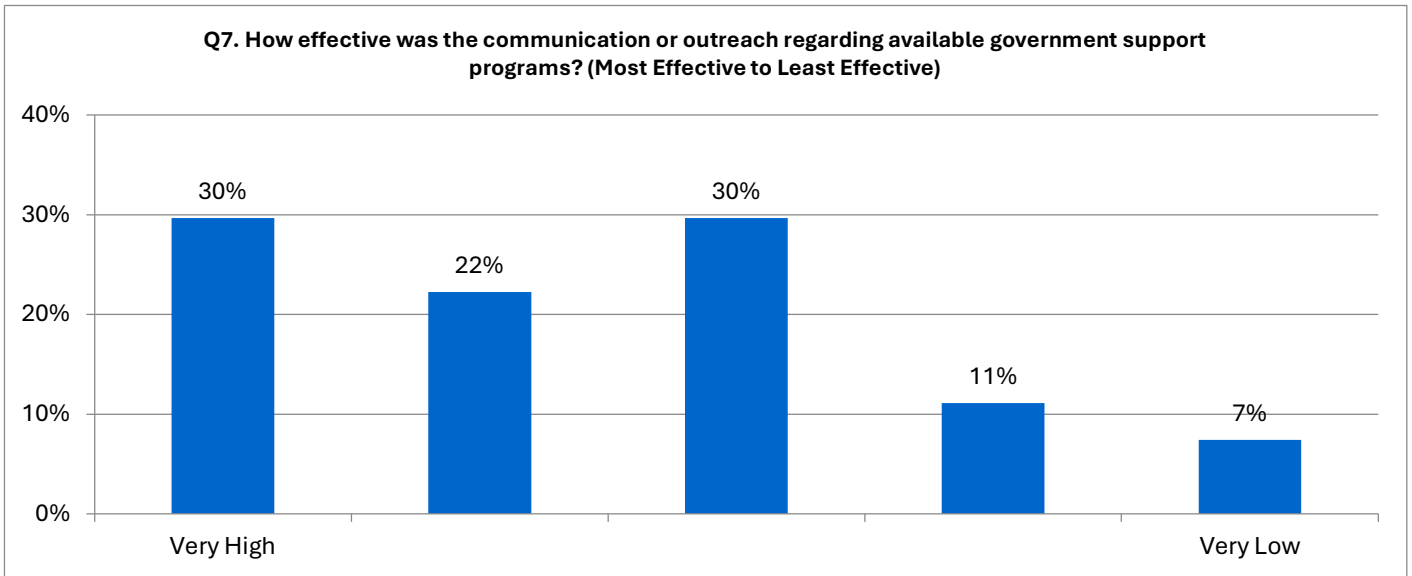
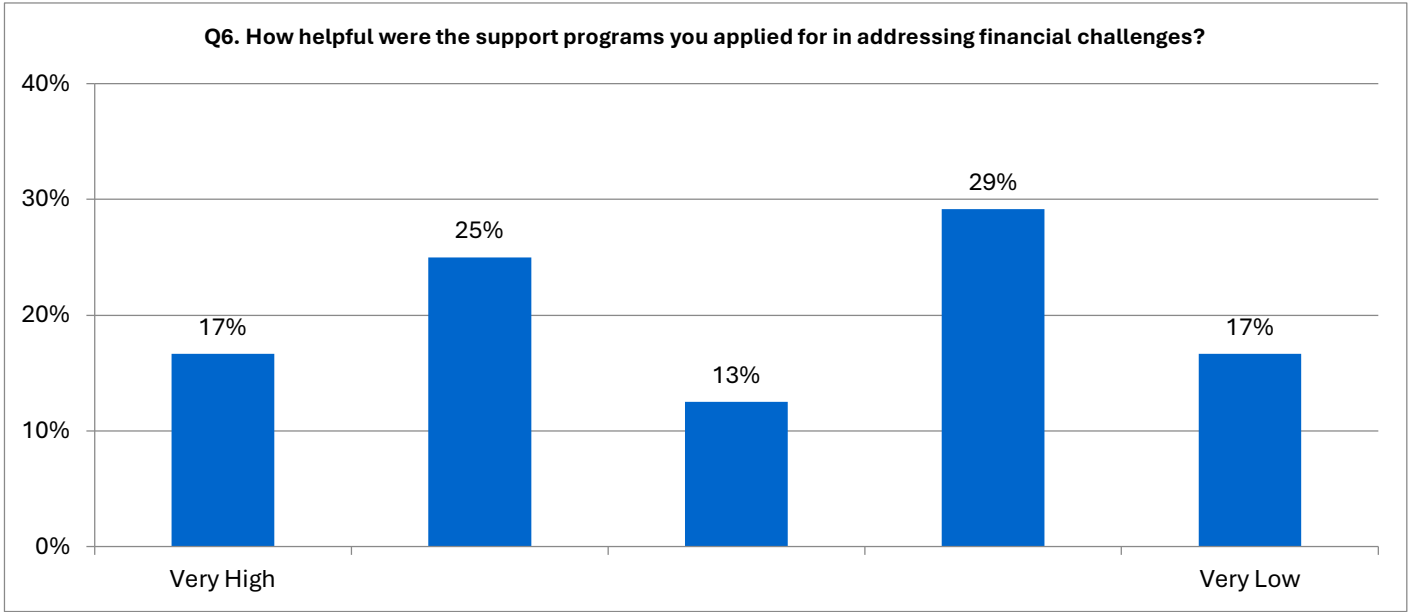
Burnaby North Road BIA Strategic Planning Survey Results – Supplementary Graphs

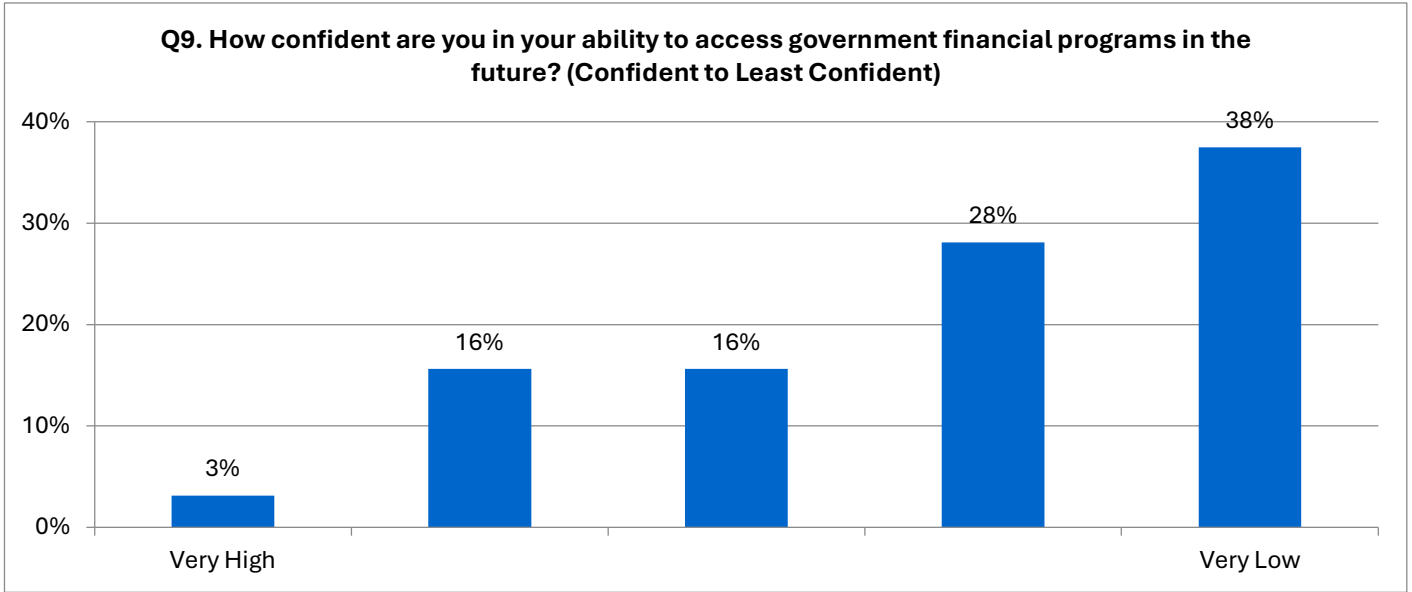
The 2025 Member Survey was conducted in English and Korean between July 15 and September 30, 2025, reaching approximately 150 businesses within the BIA boundary. A total of 32 responses were collected (response rate 21%). The survey covered six categories: Economic Conditions, Safety, Branding, Marketing, Community Engagement, and Public Realm. It is important to note that each graph represents 100% of the responses for that item but the left hand scale is calibrated based on the highest number of responses to any of that items options. Each graph therefore provides a quick visual comparison for that particular item of how the responses vary across the scale for that item only as well as an indication of the percentage of responses for each option.

Economic/Financial

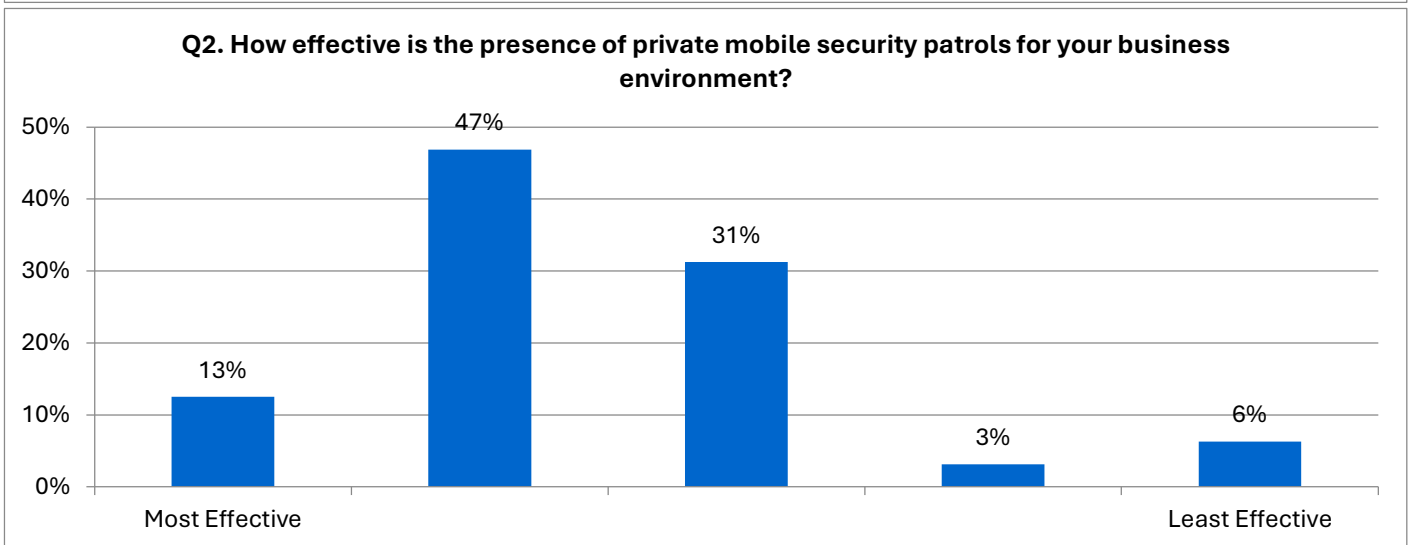
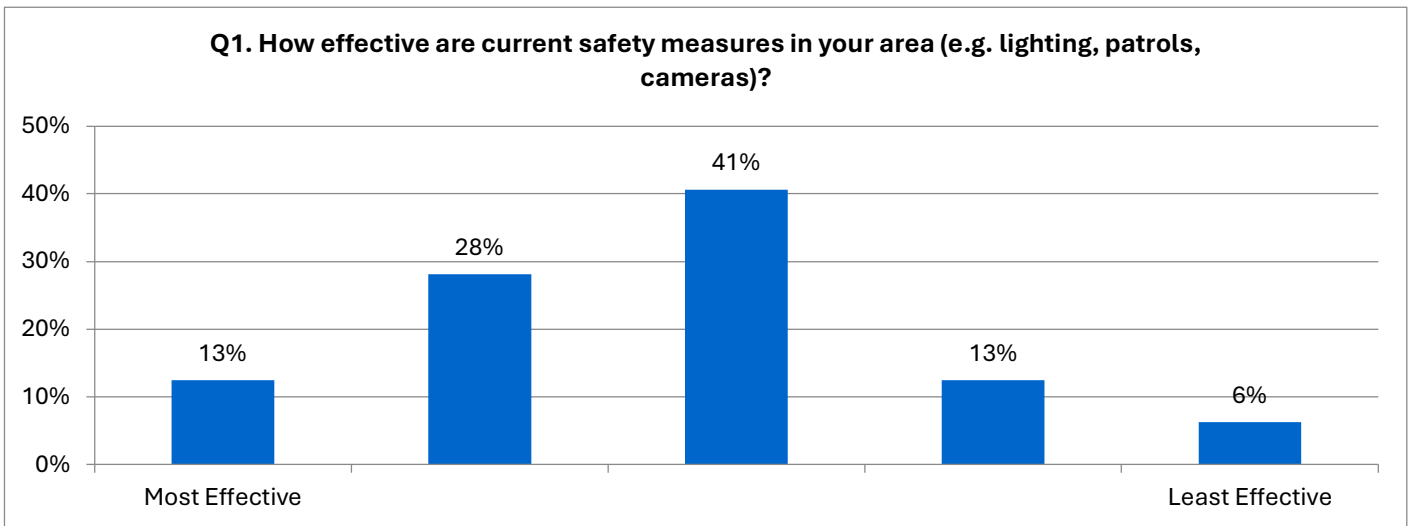


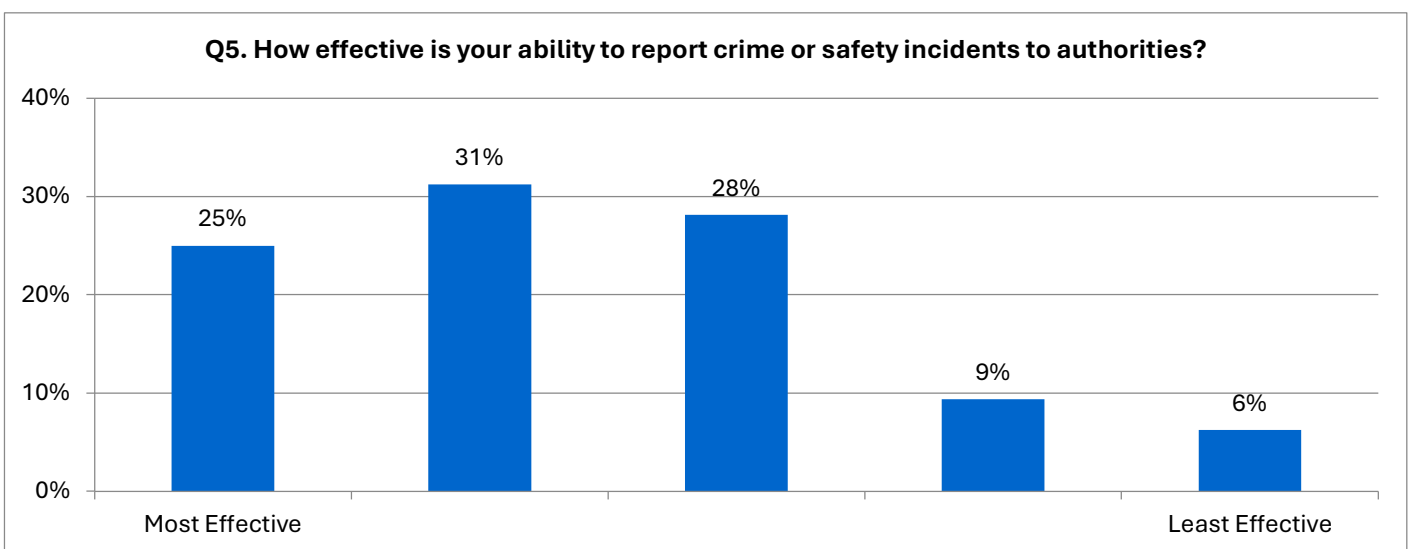
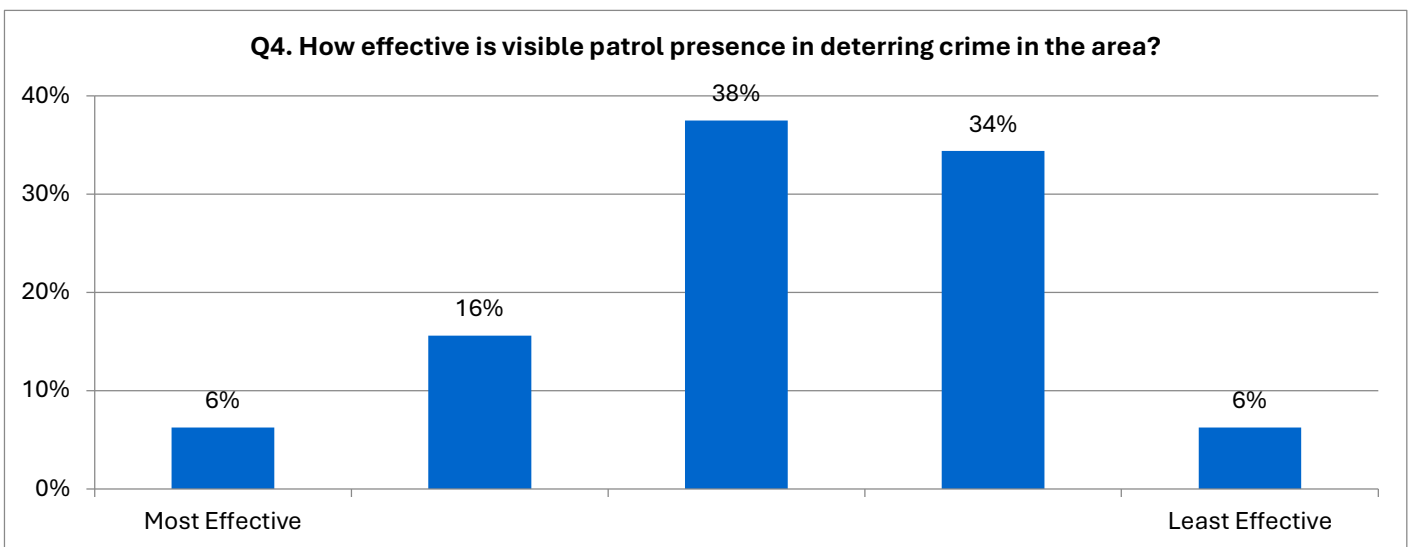
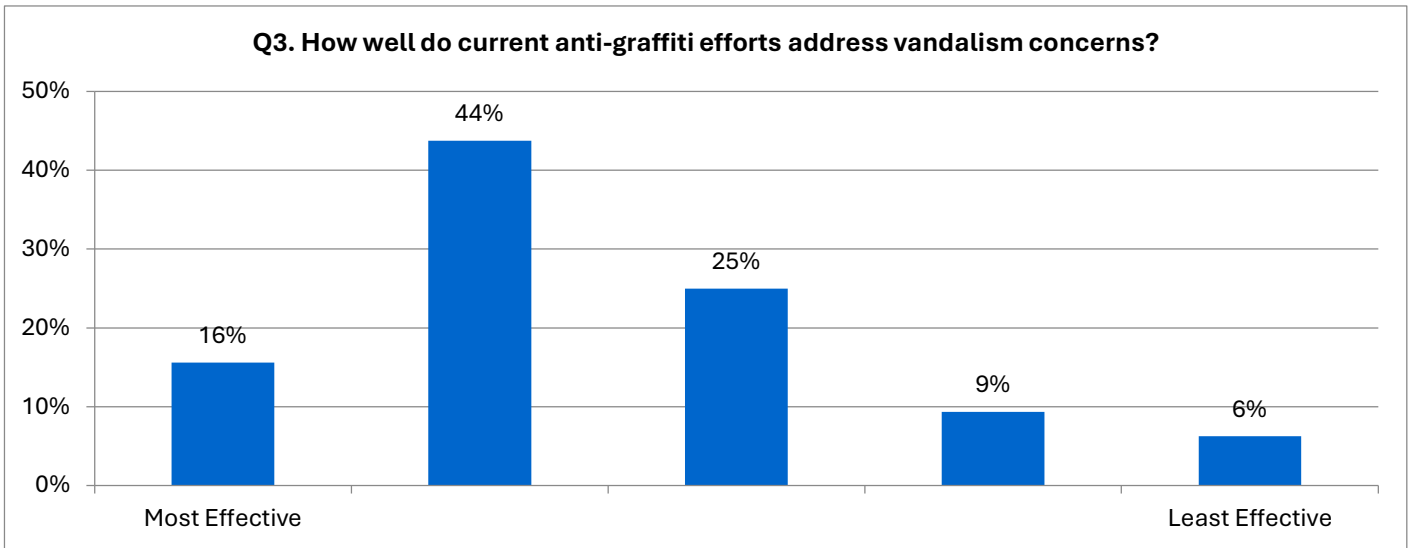


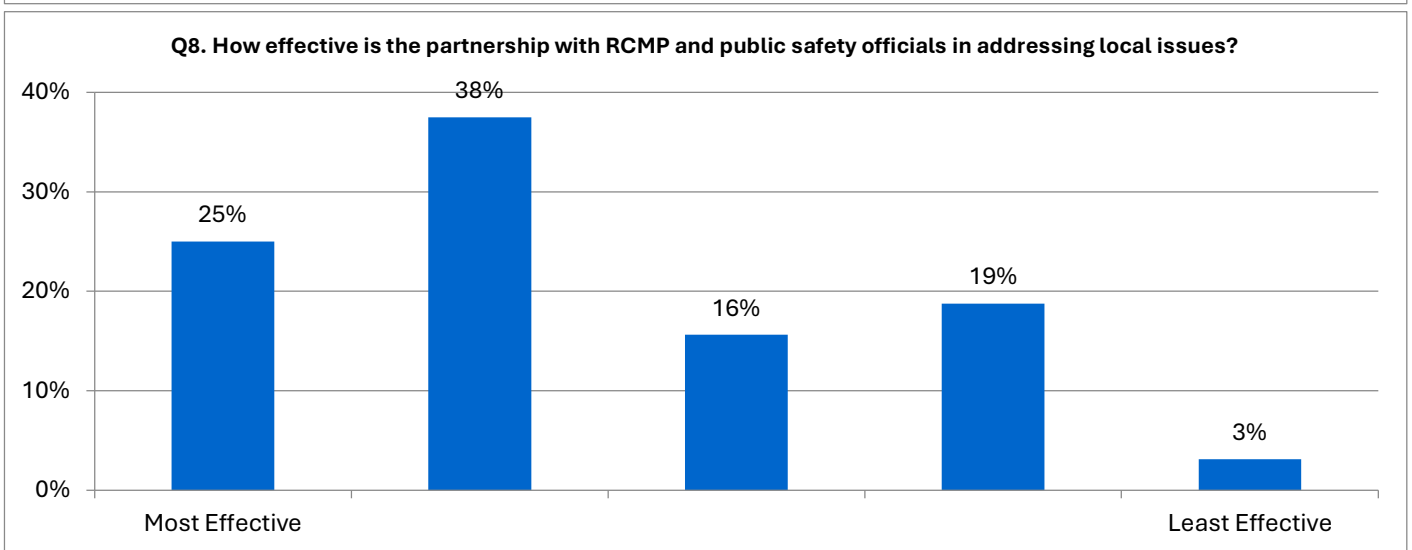
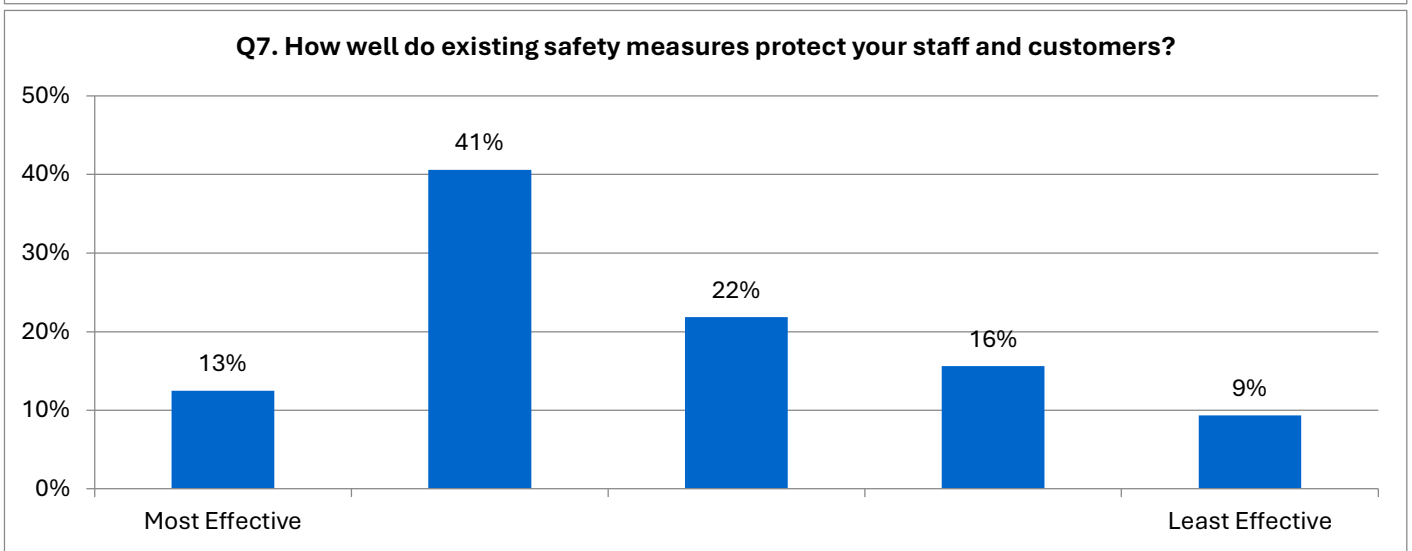
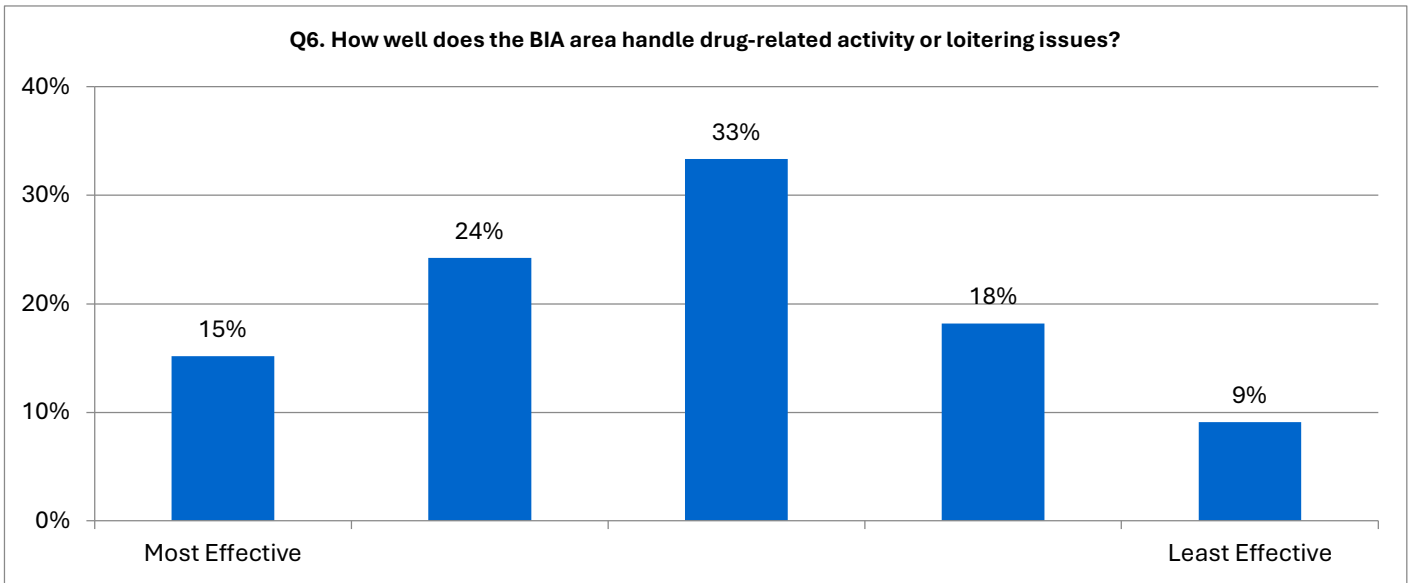


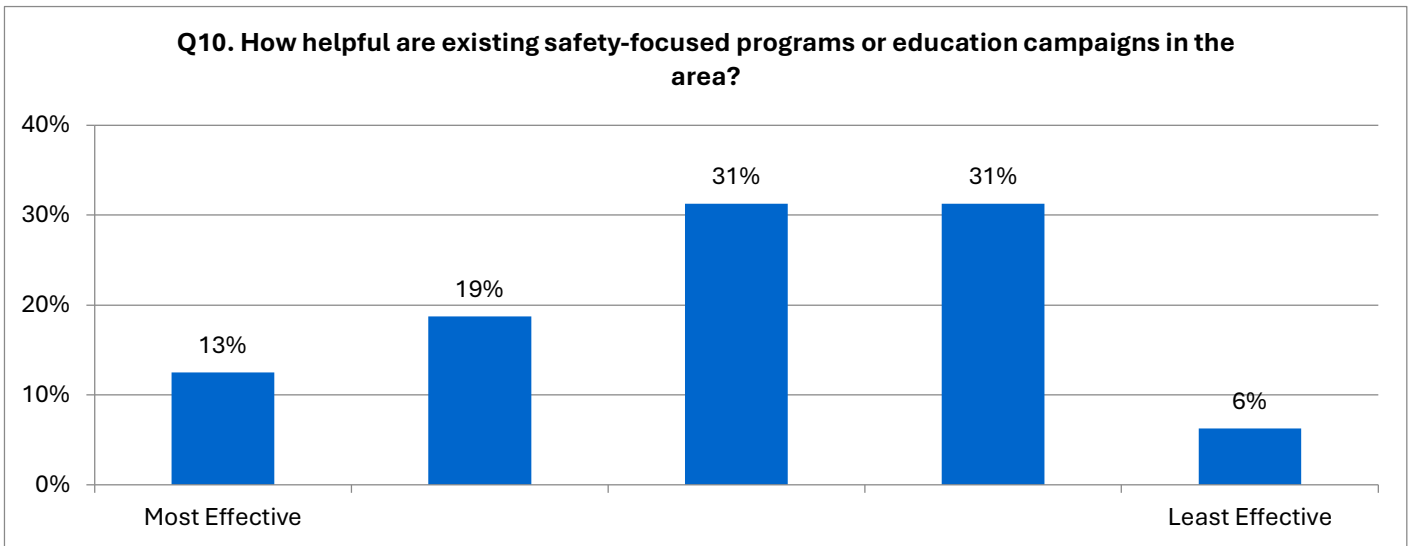
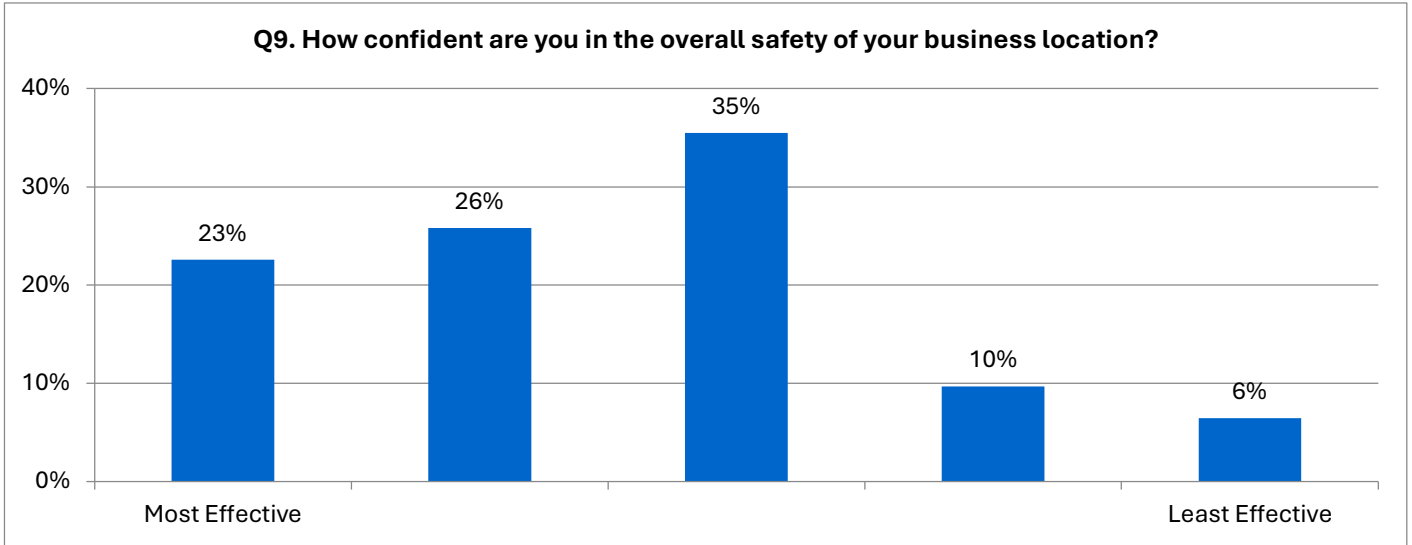


Crime, Safety & Security

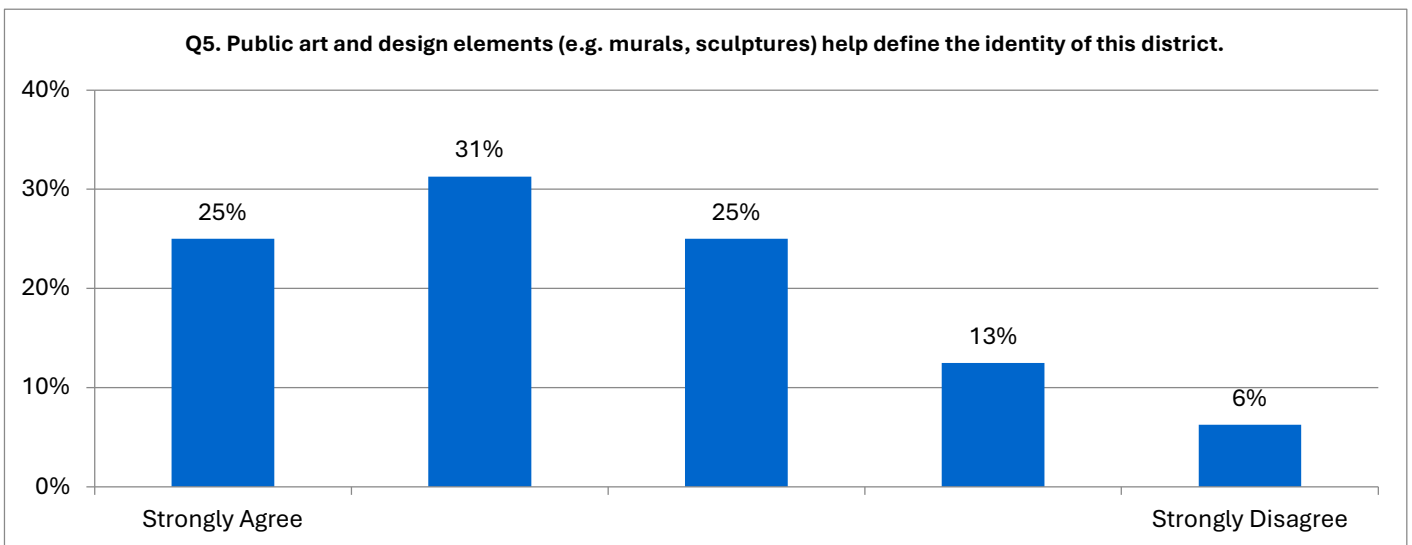


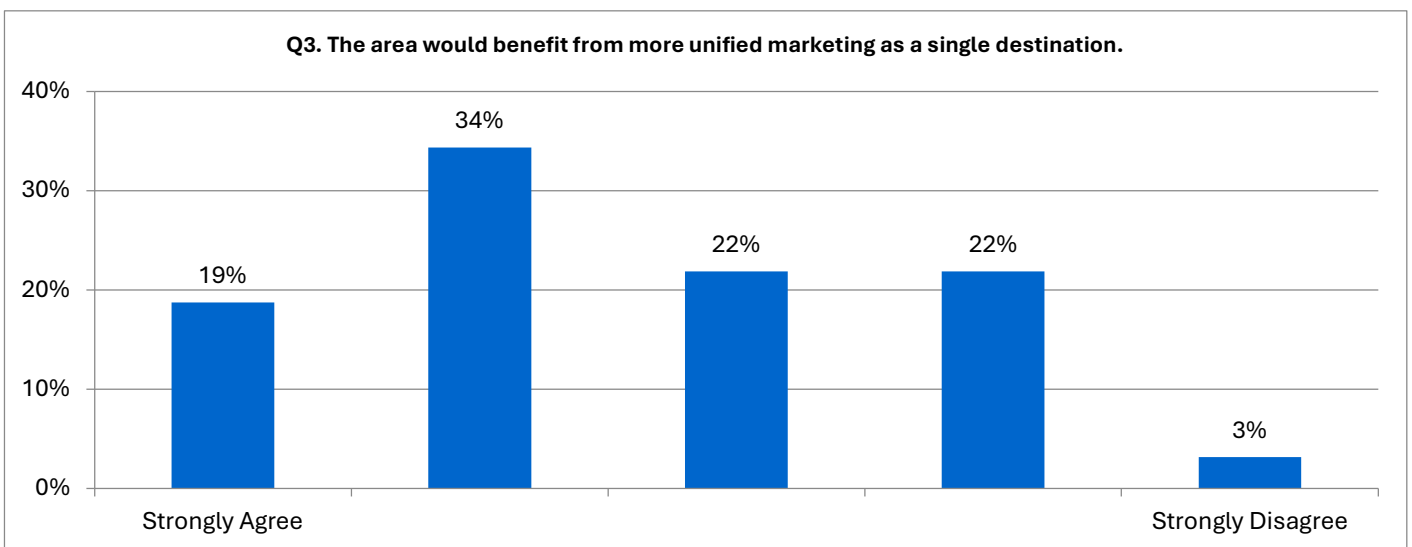
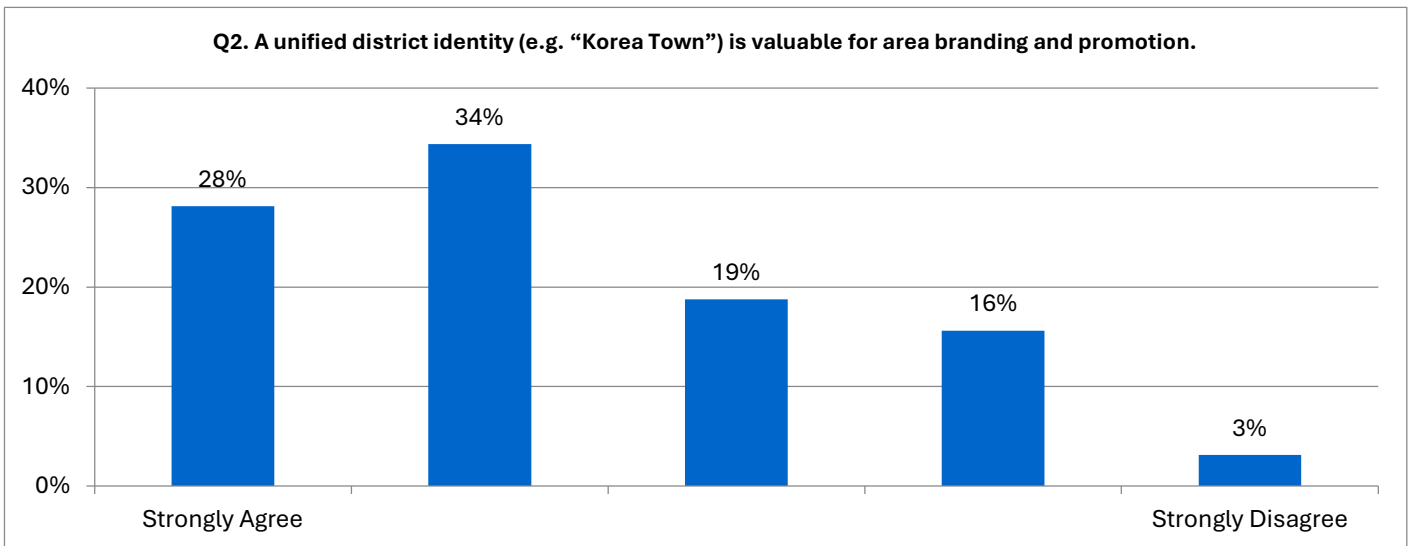
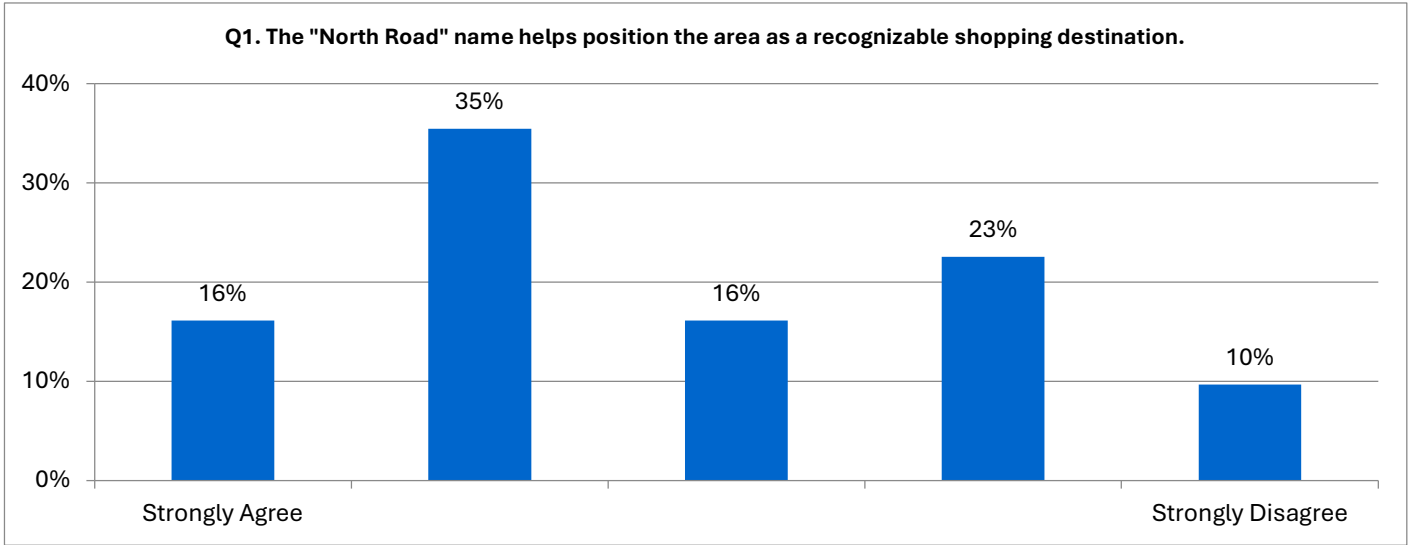


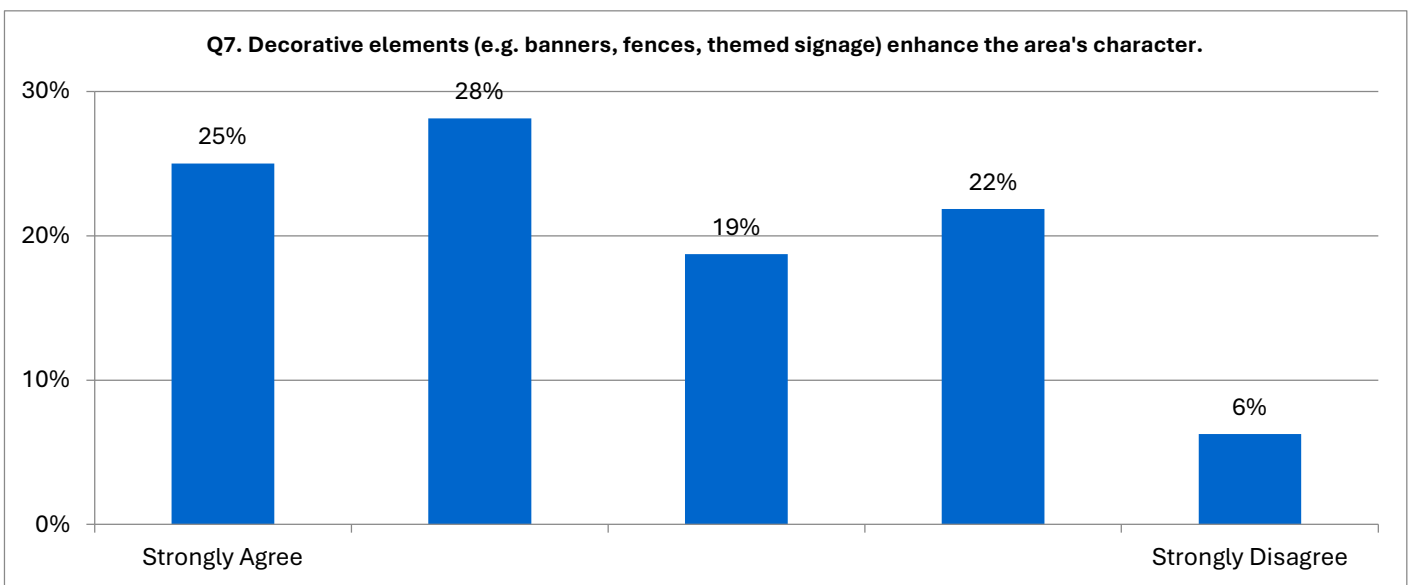
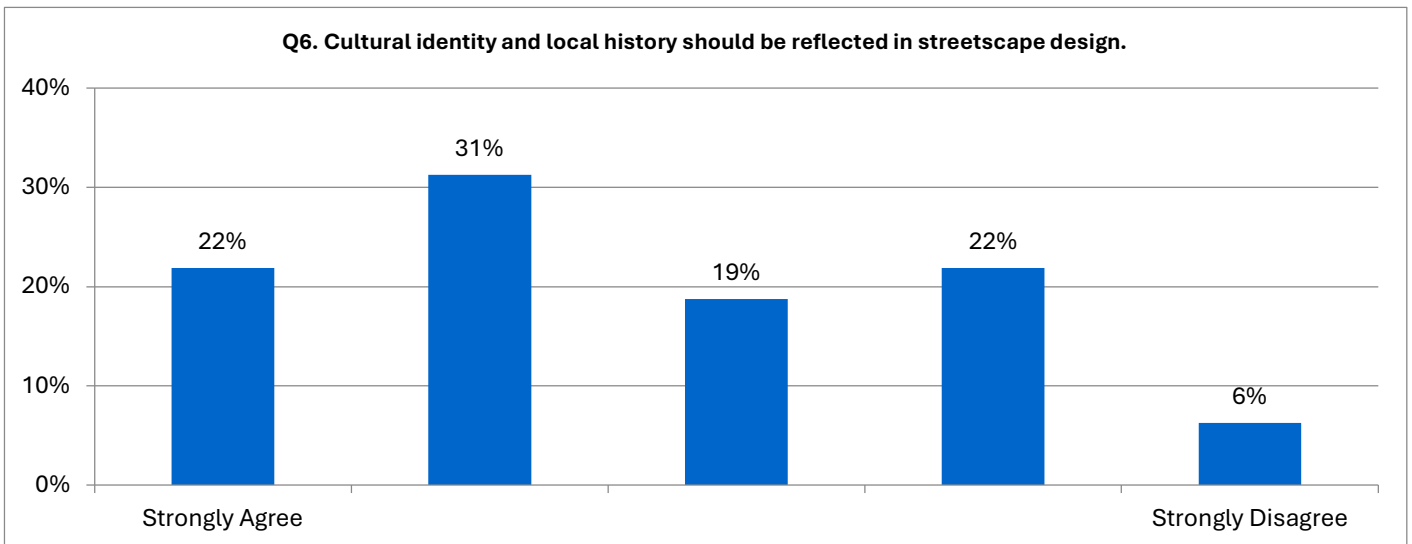
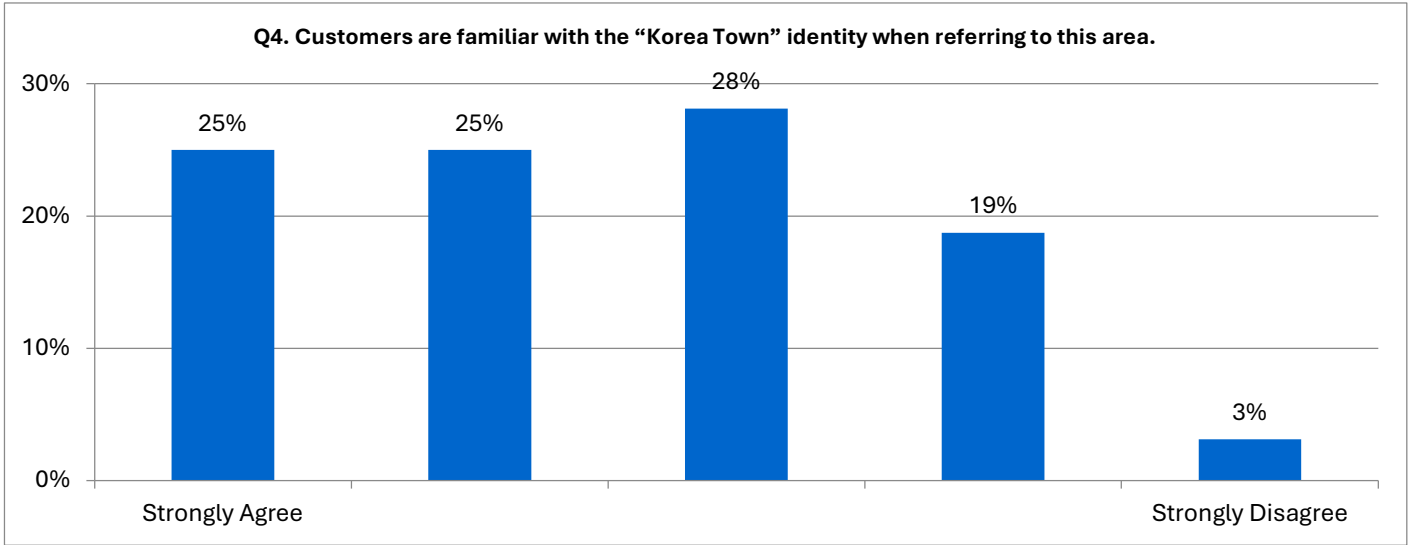


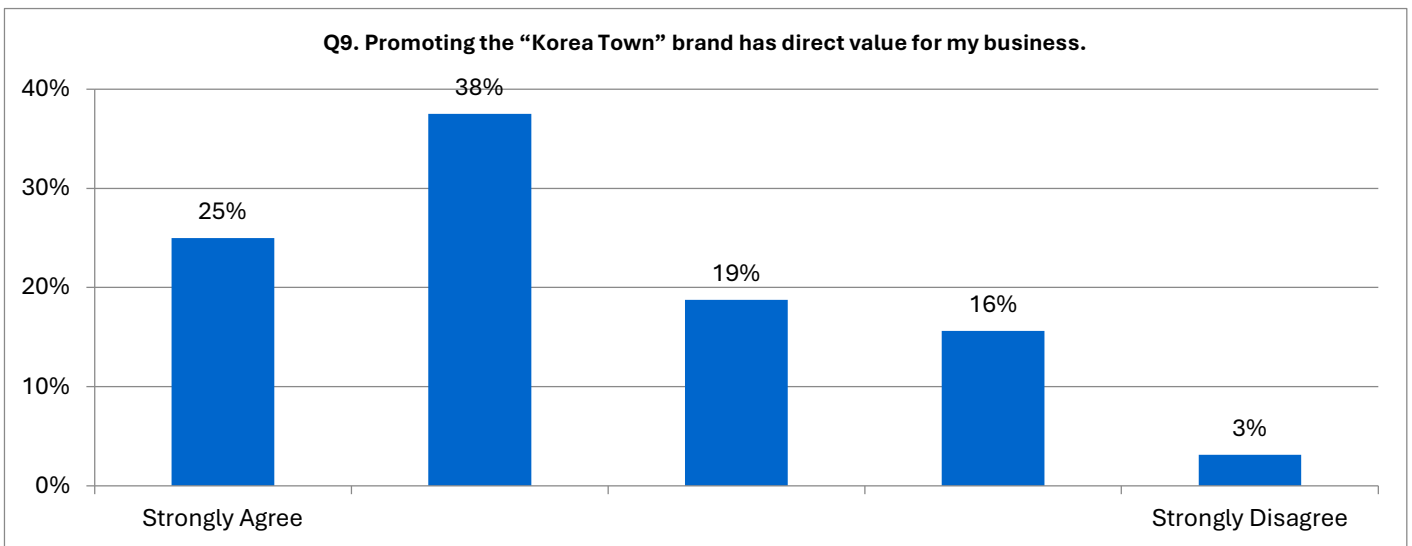
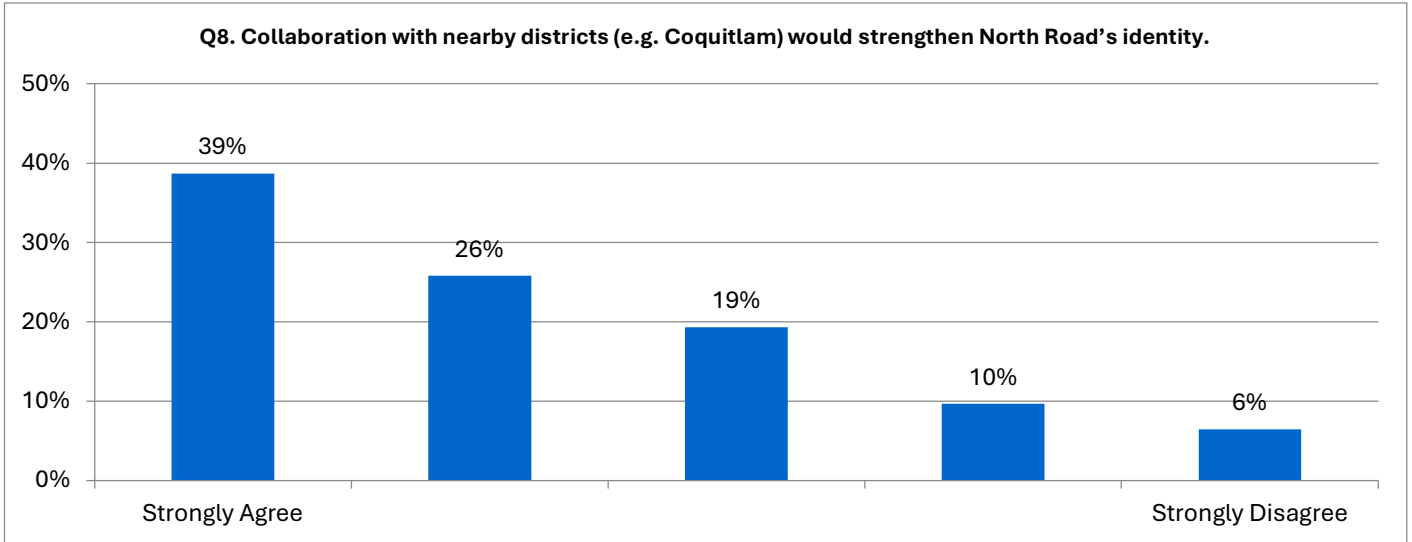


Branding & Identity

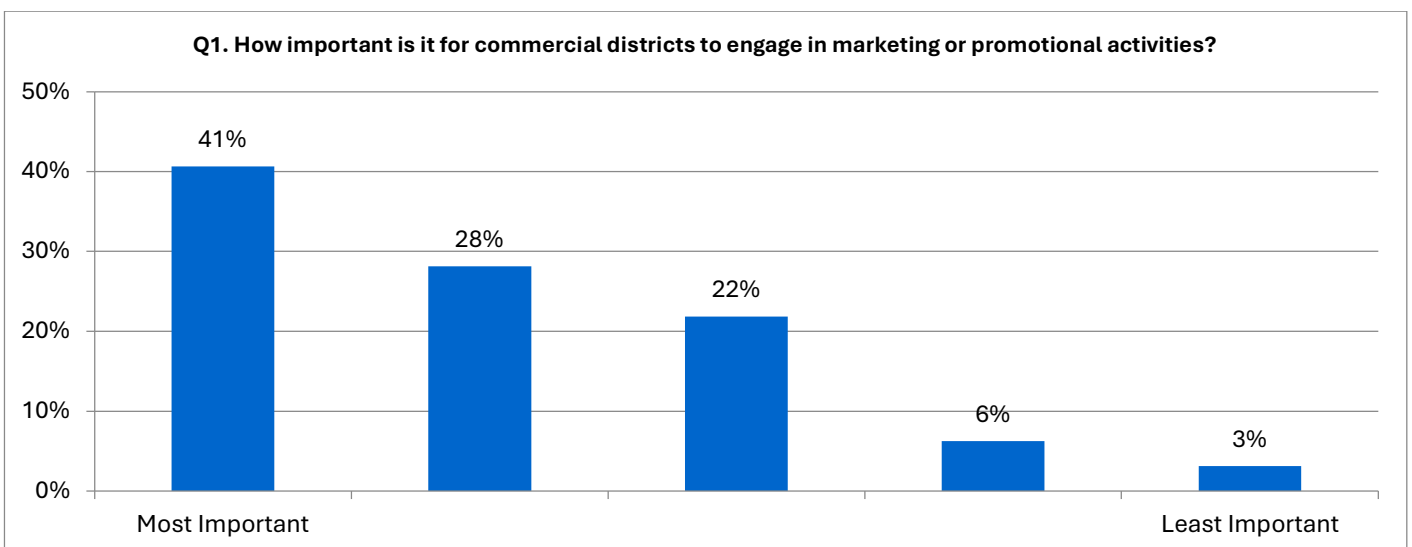


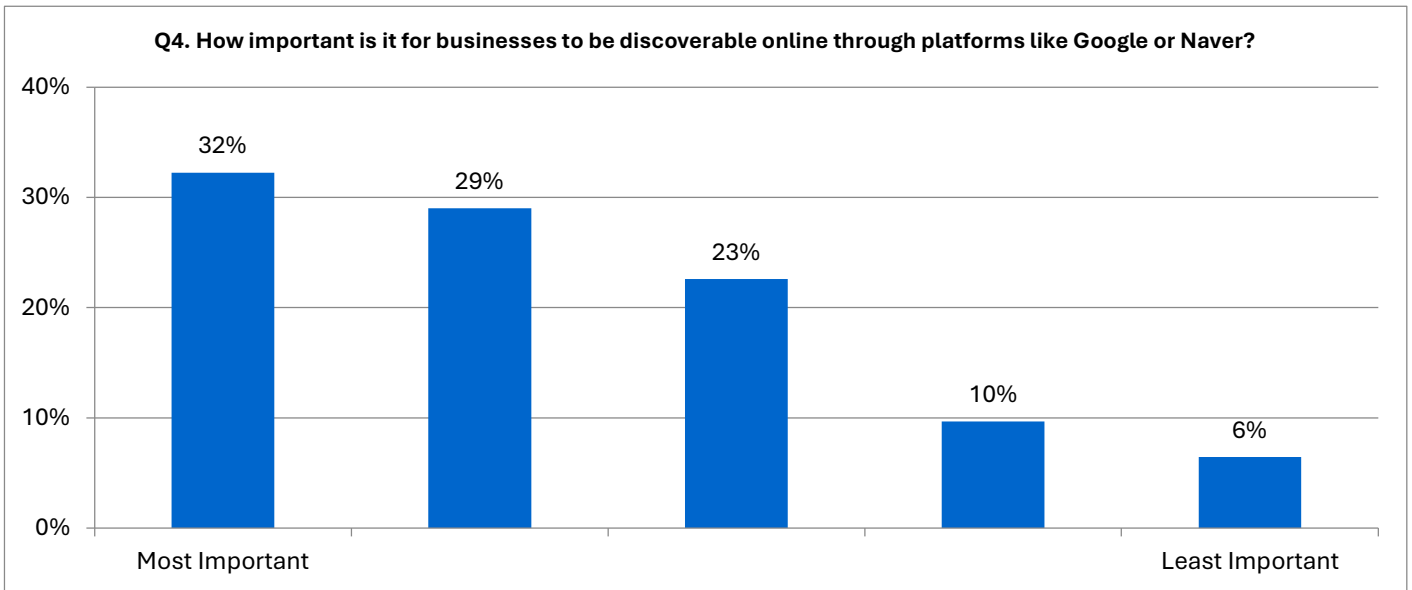
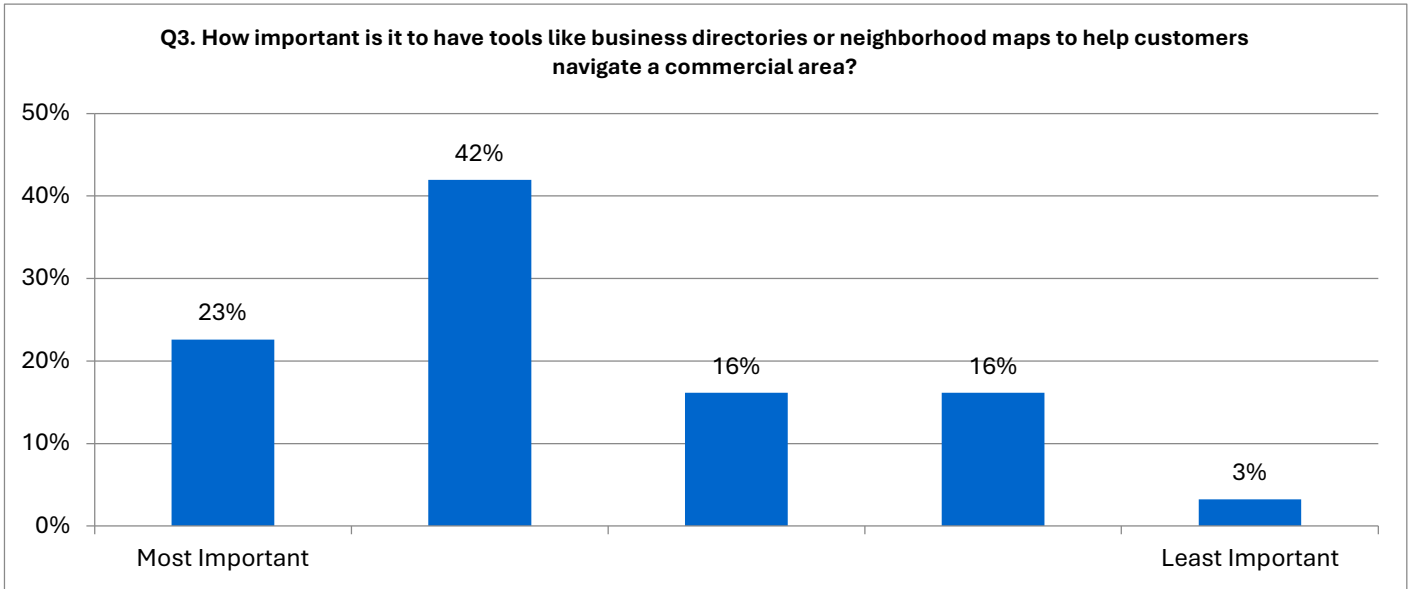
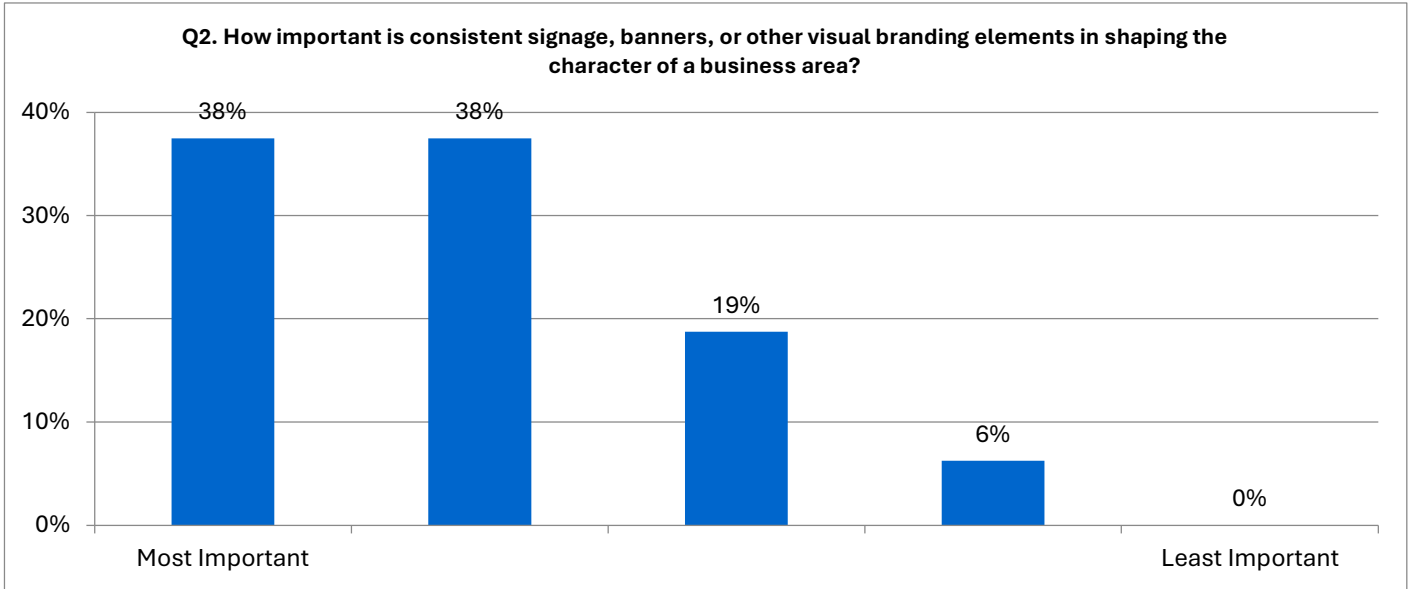


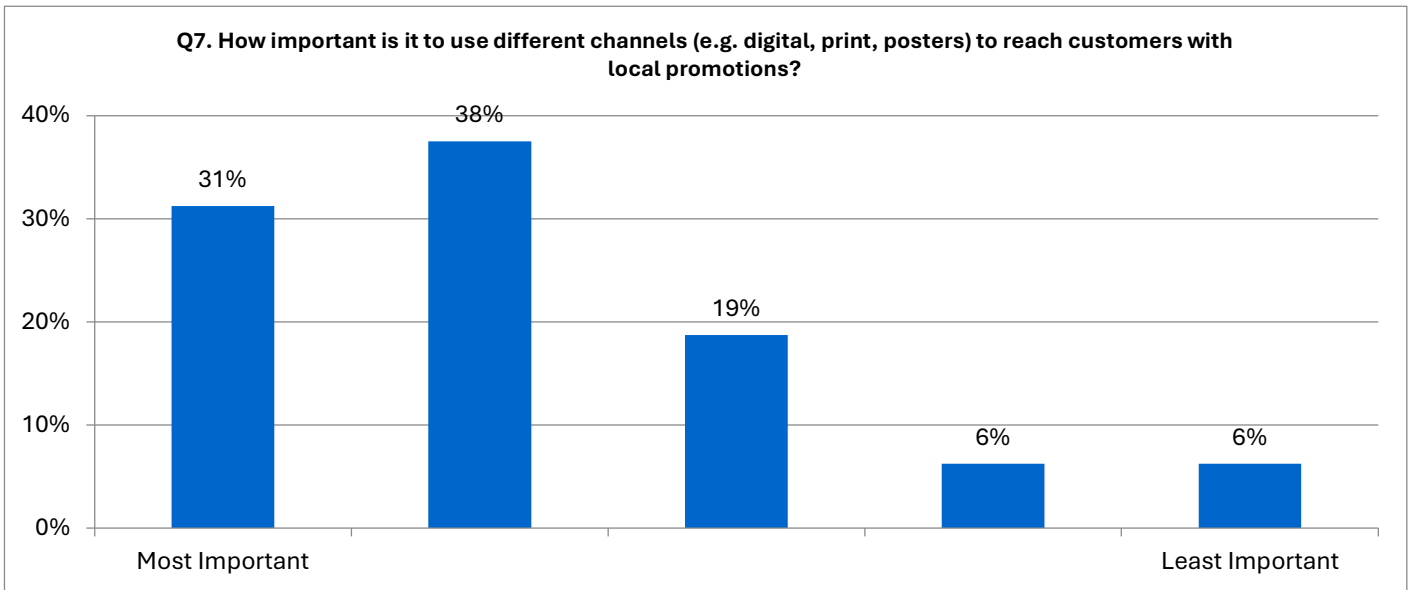
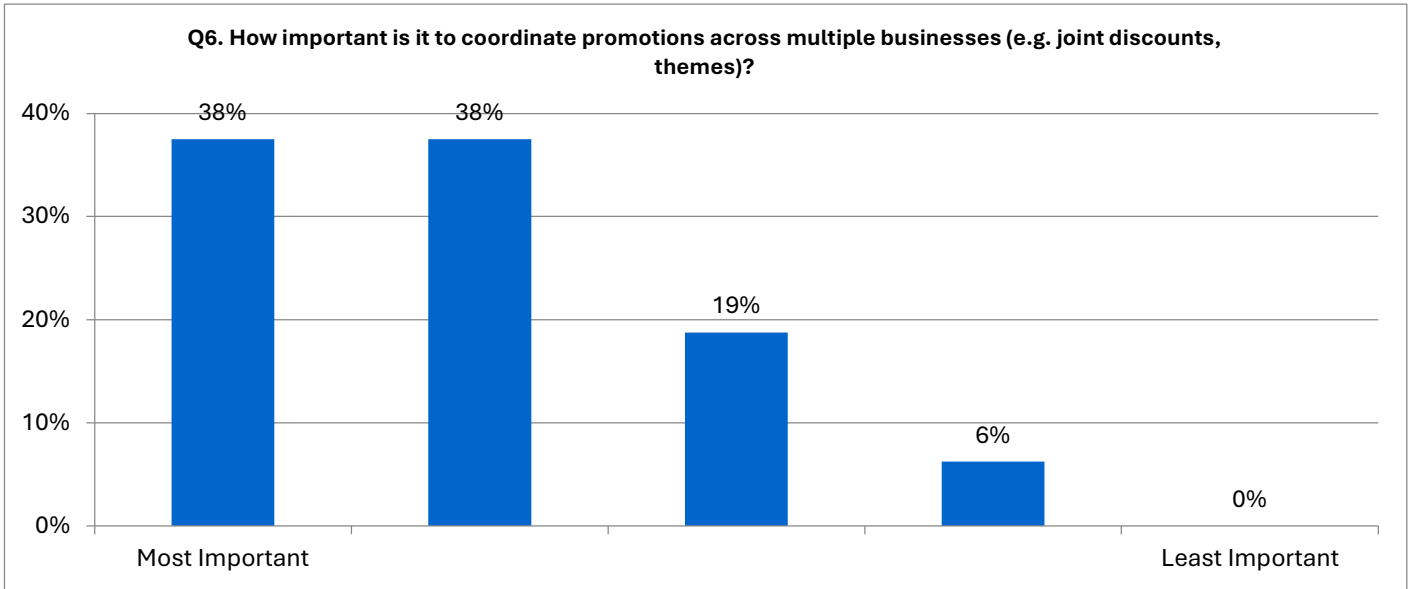
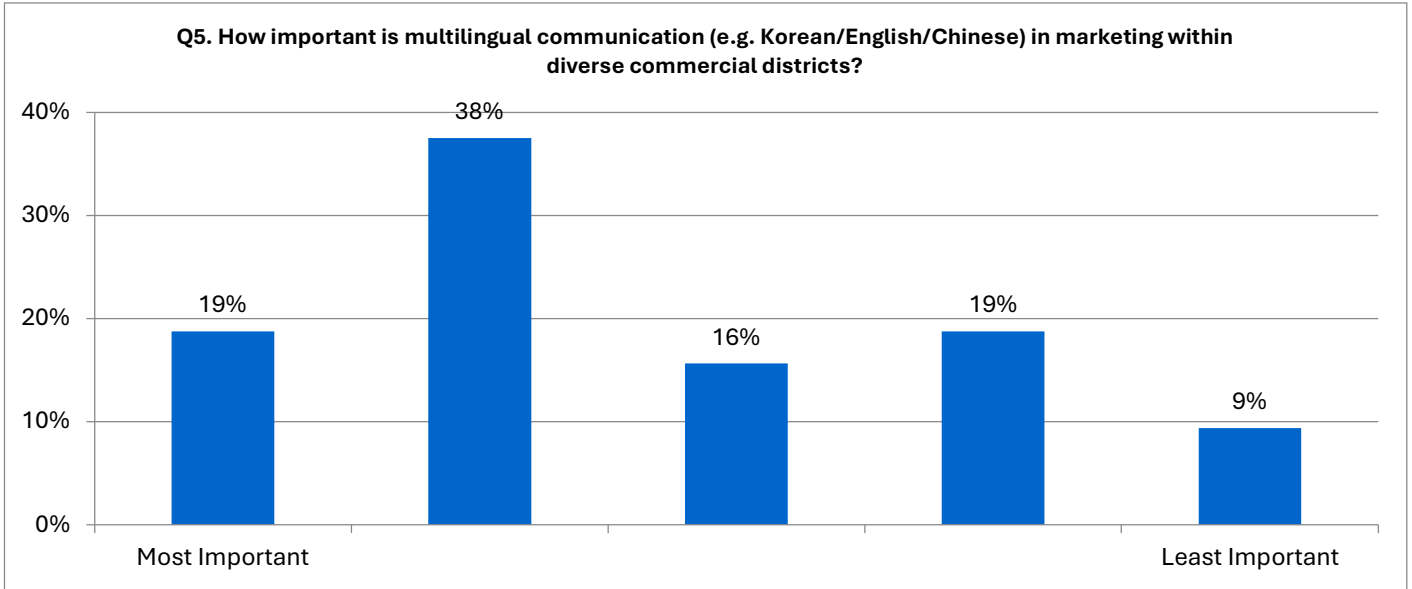


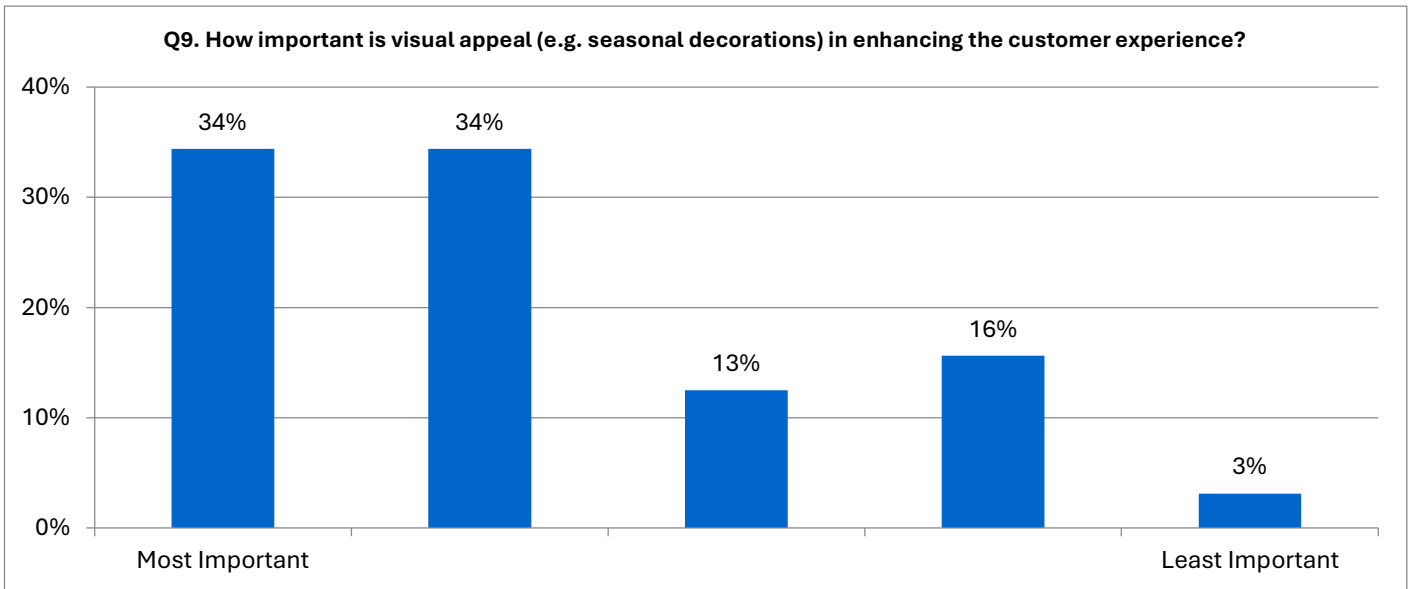
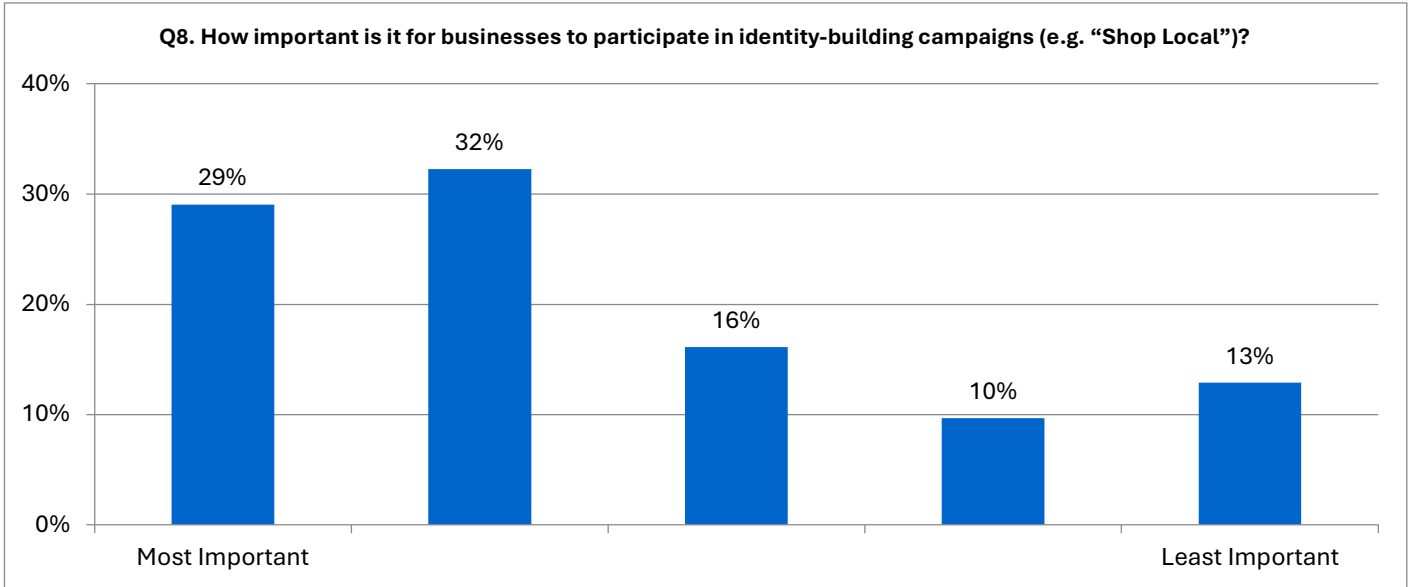


Marketing & Communication

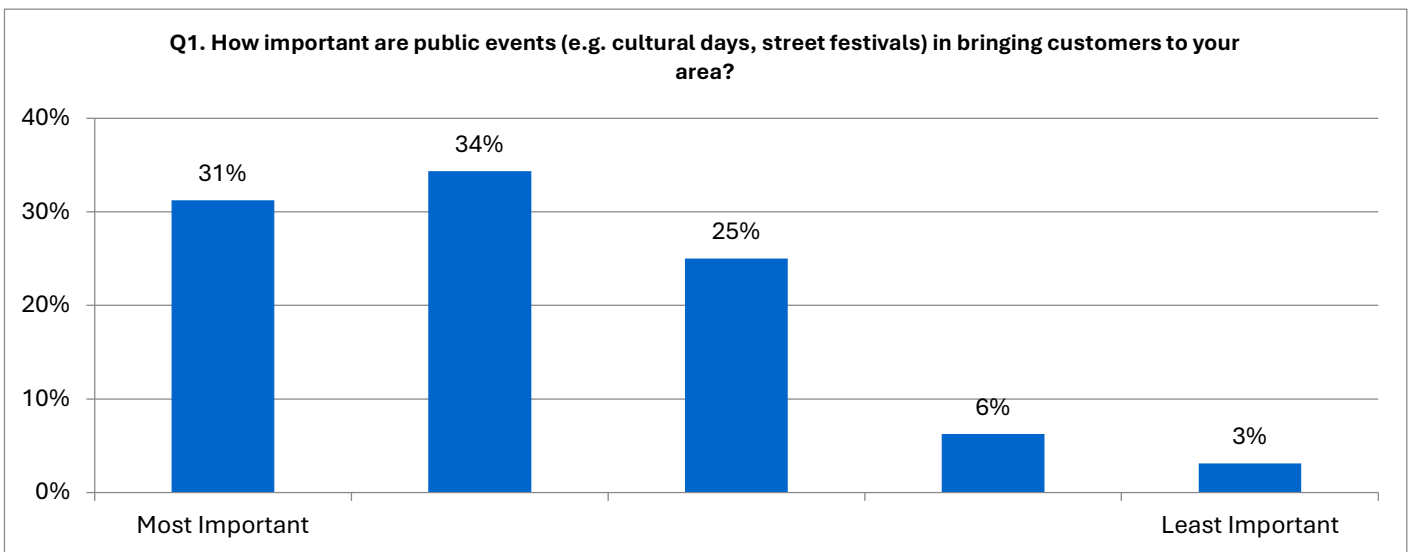


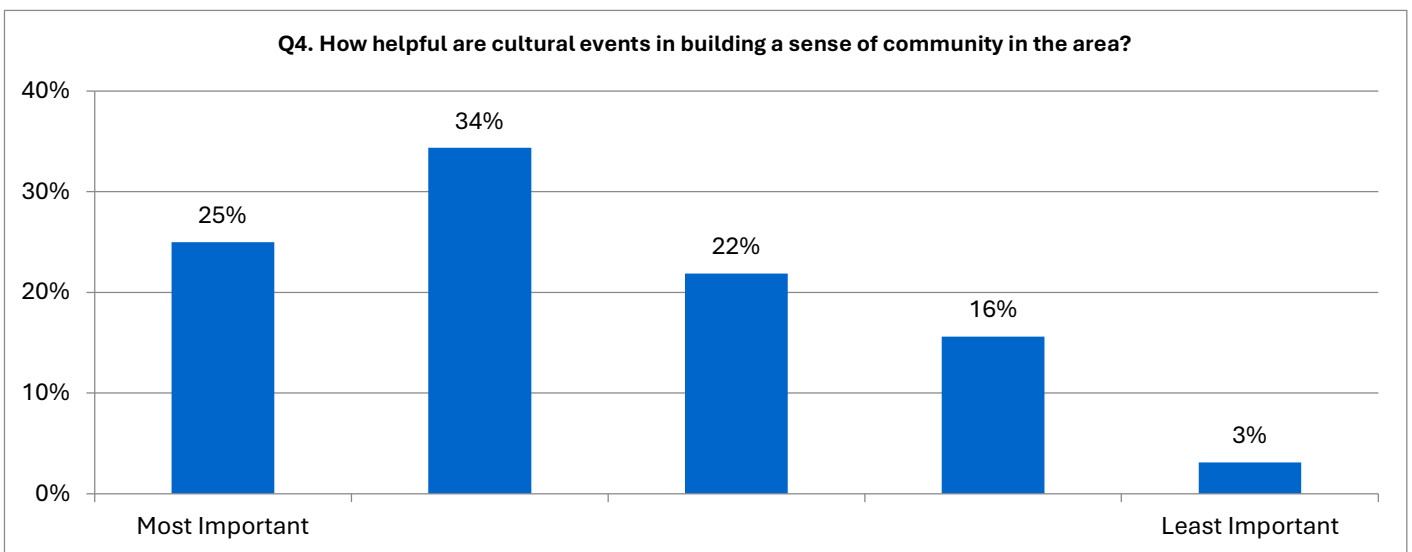
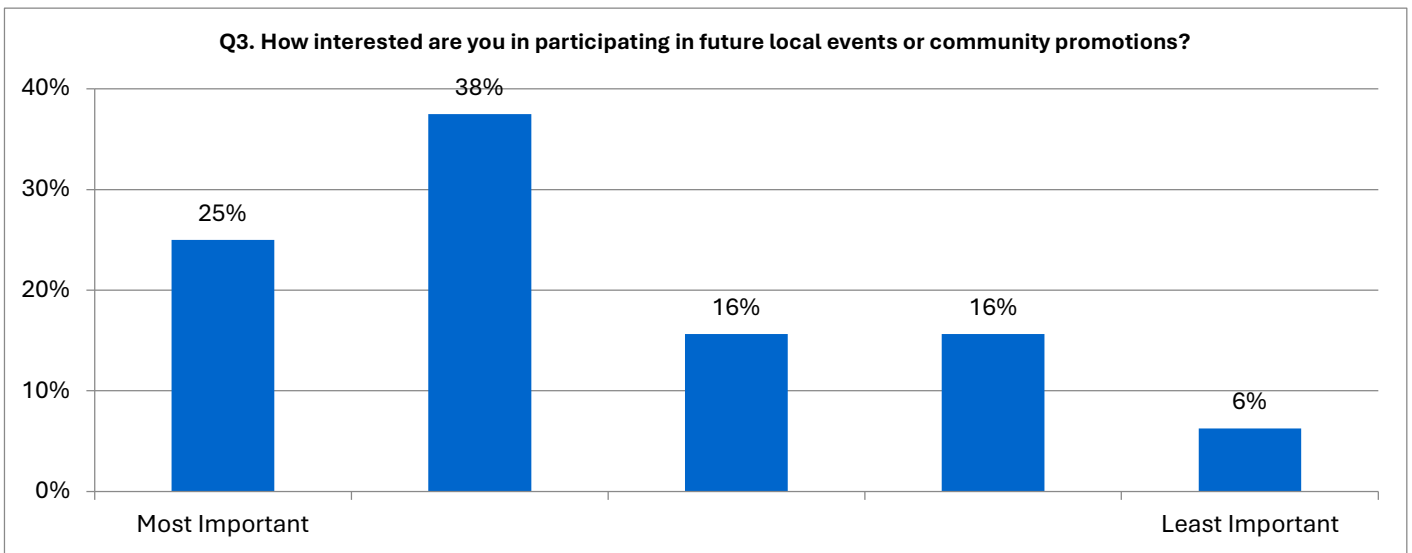
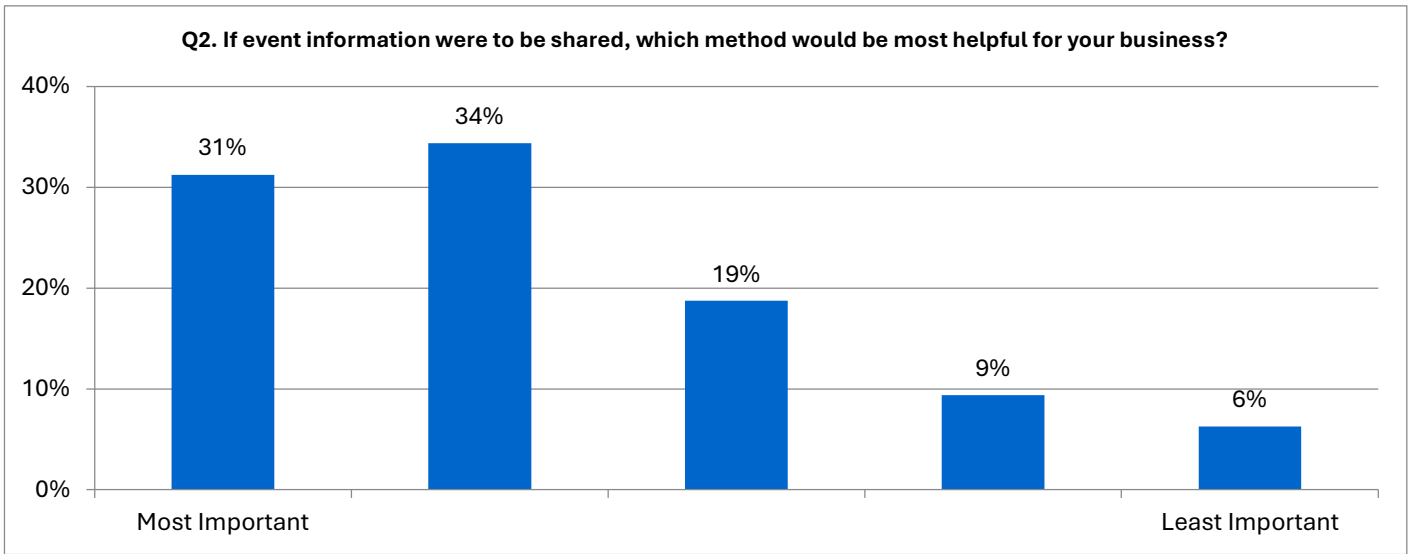


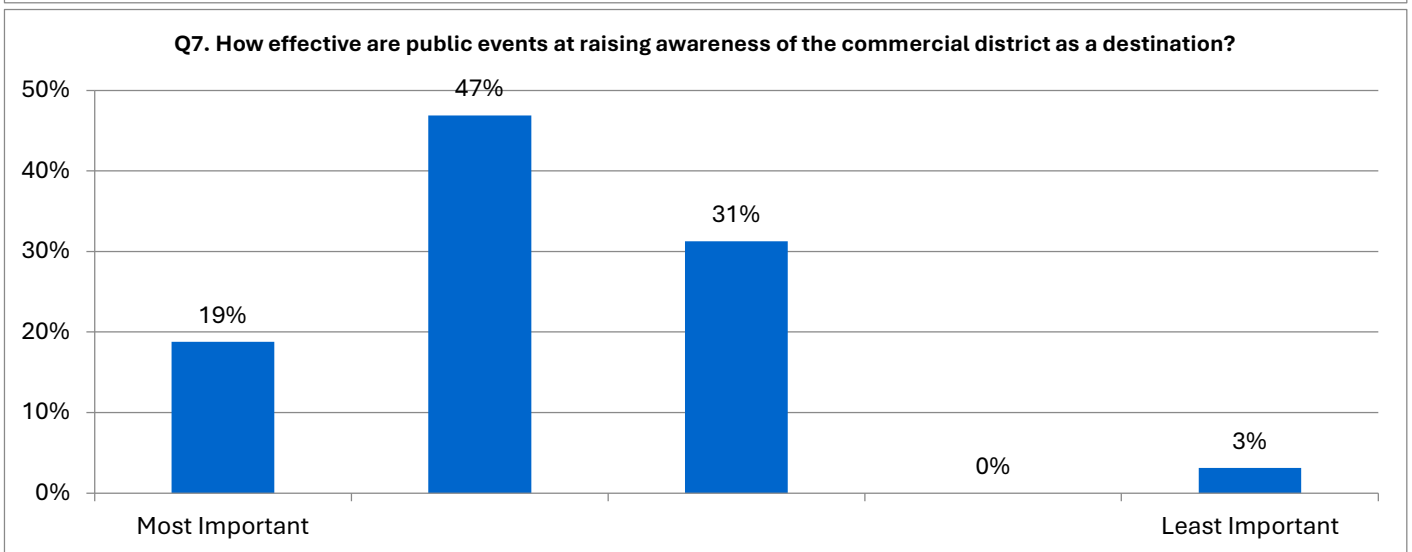
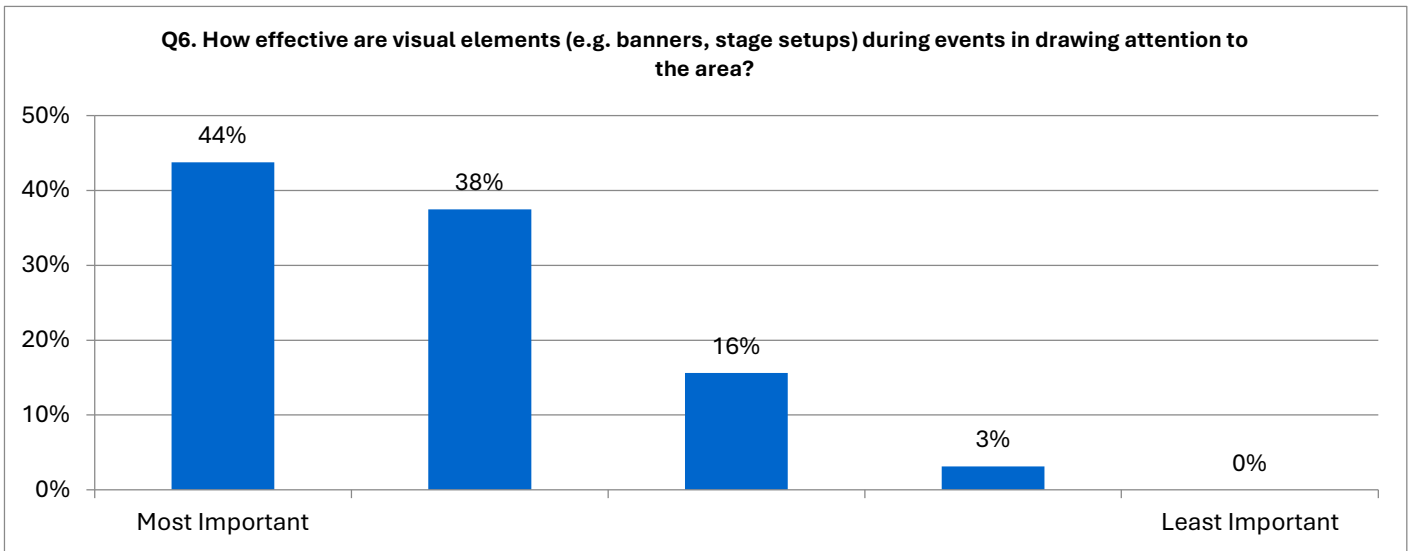
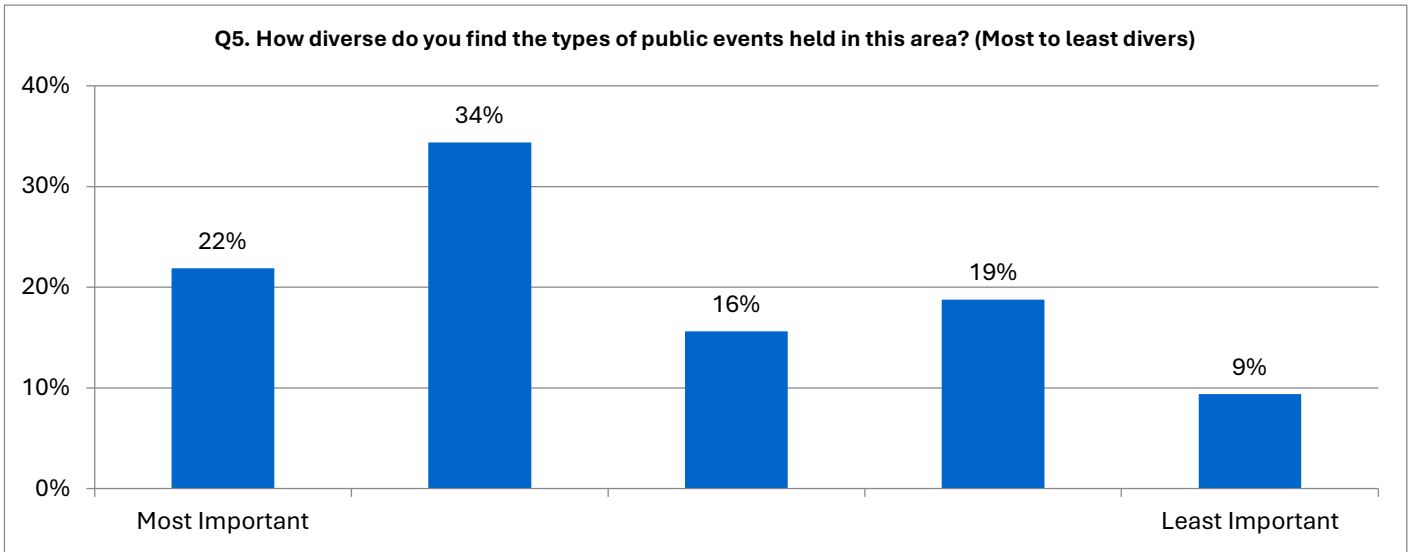


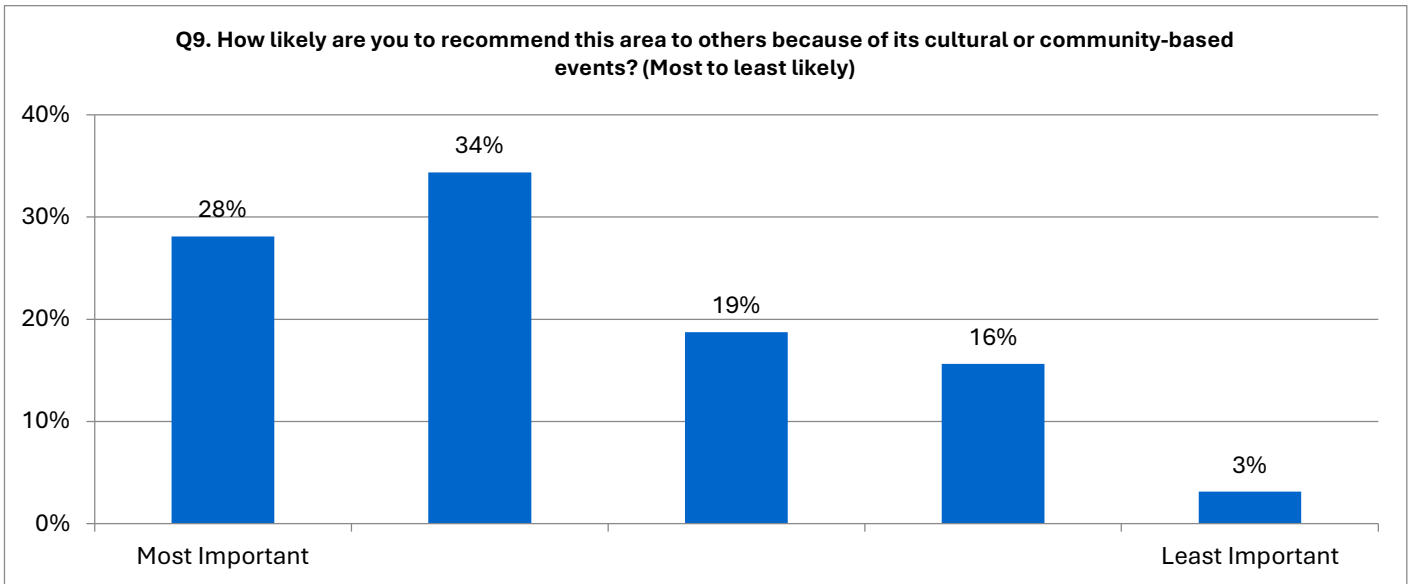
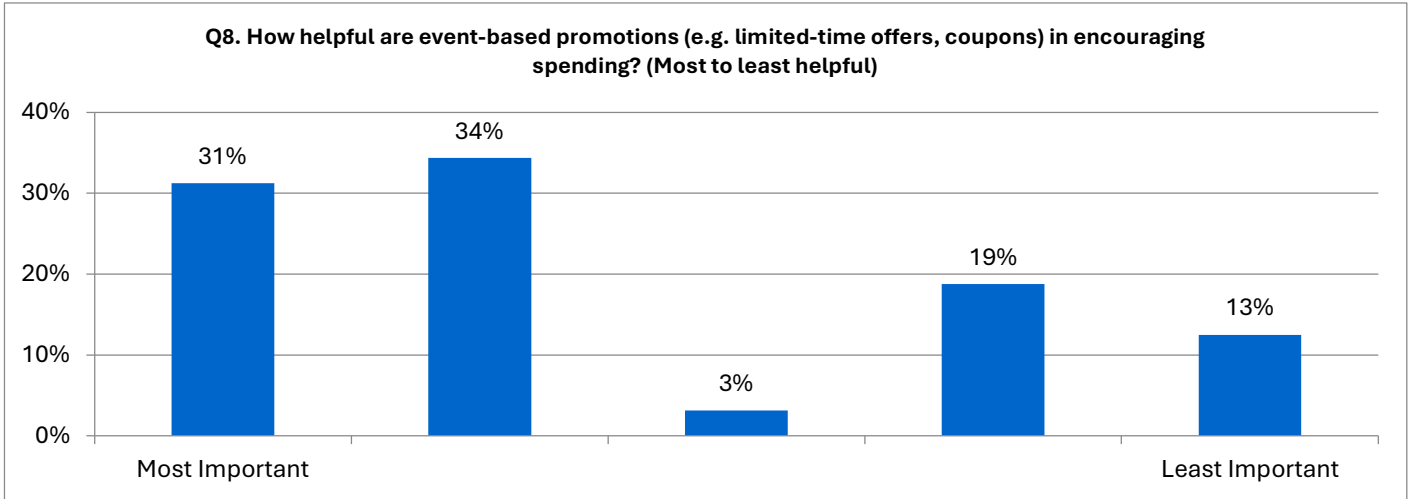


Public Events & Community Engagement

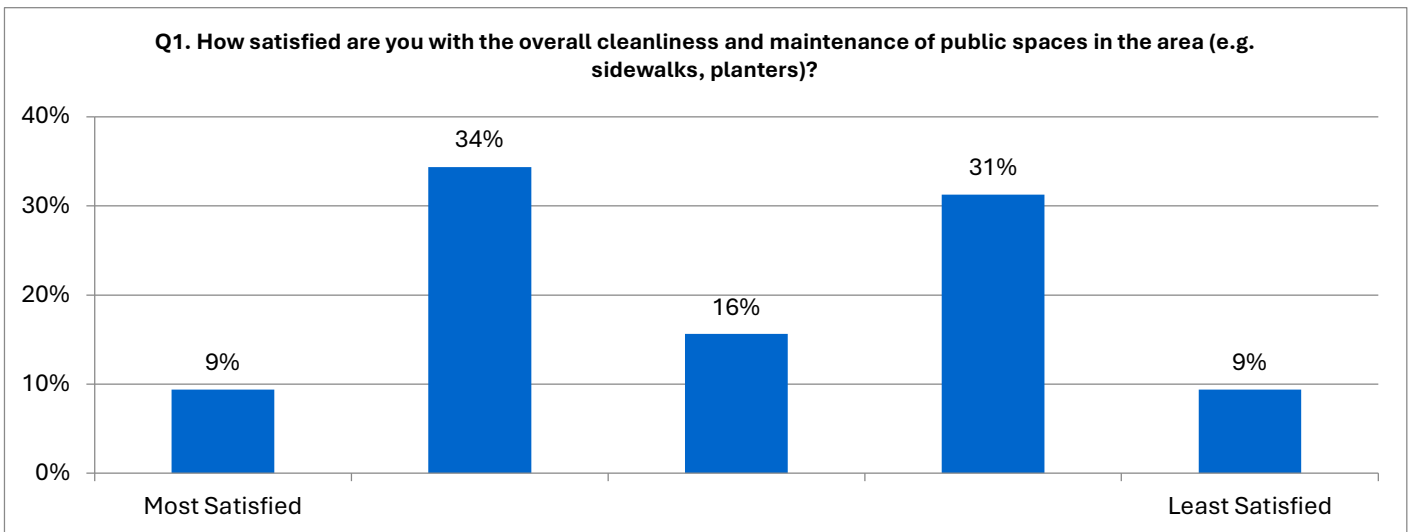


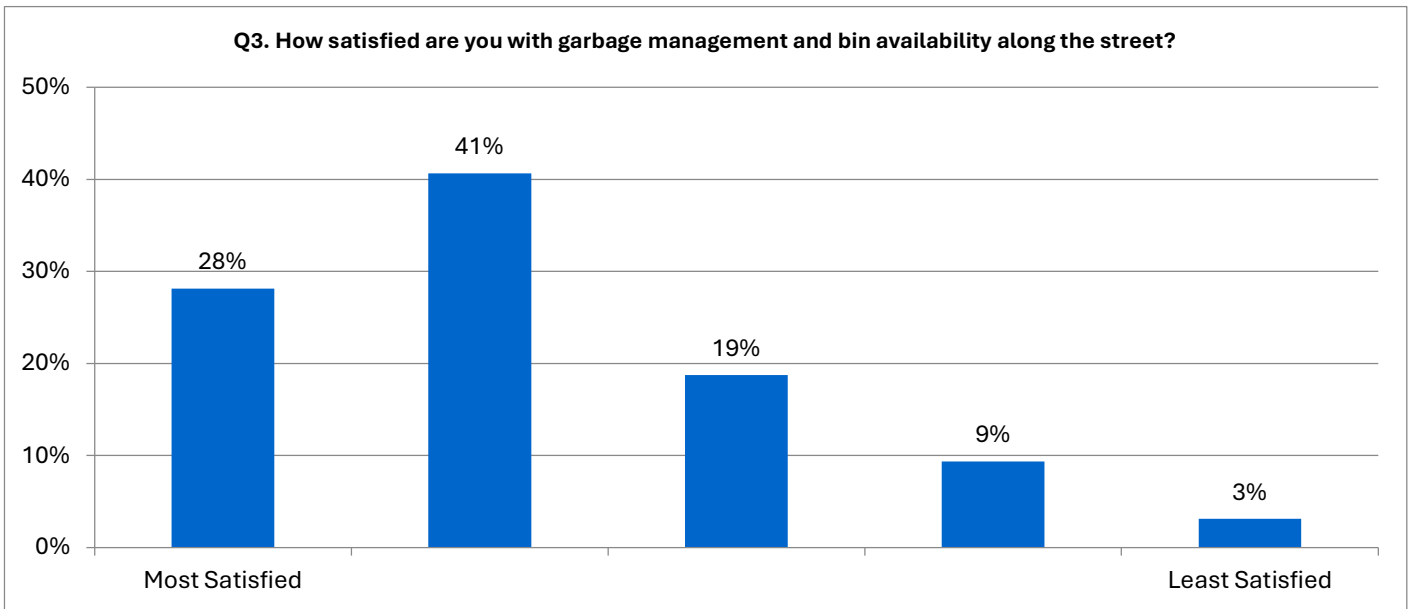
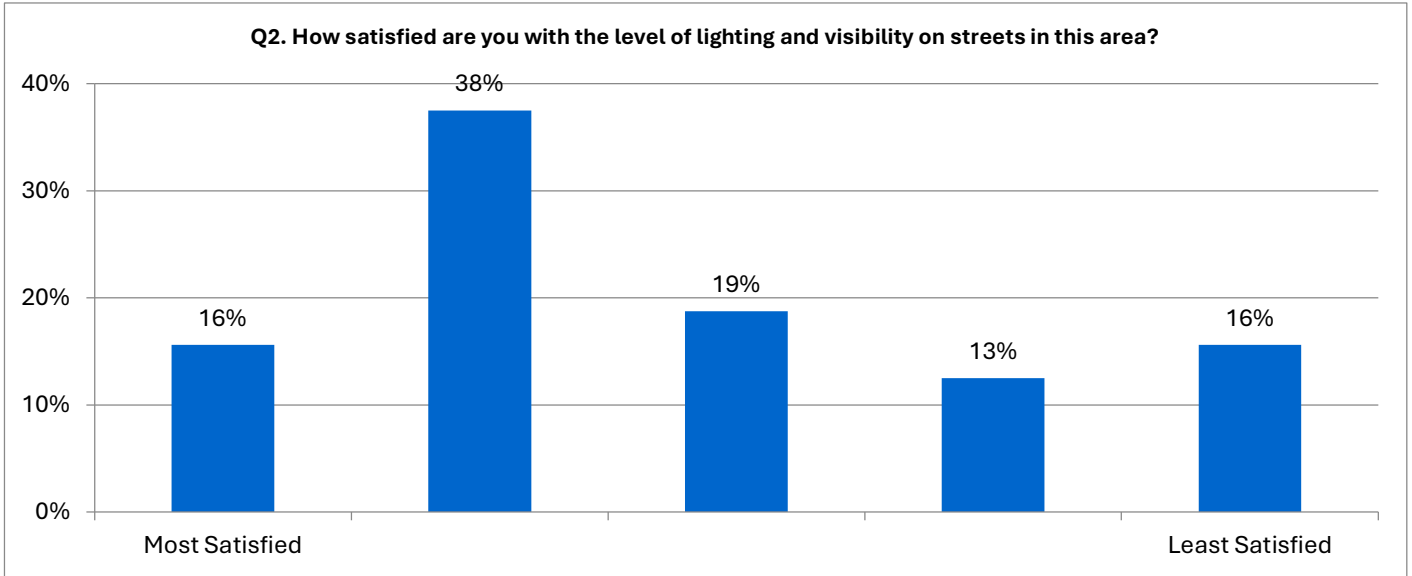






Streetscape, Infrastructure & City Relations





**Attachment #1 – Burnaby North Road BIA Area Map
(Existing Boundary, unchanged for 2026–2031 Renewal)**



PLANNING & BUILDING DEPARTMENT



DATE: SEP 30 2019

SCALE: 1:8,839

DRAWN BY: AY

BURNABY NORTH ROAD BIA AREA

 Properties Within BIA Area

Attachment #1