

NO: **R210**

COUNCIL DATE: **November 28, 2011**

REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **November 24, 2011**

FROM: **General Manager,
Investment & Intergovernmental Relations**

FILE: **0042-040**

SUBJECT: **Renewal of 2% Additional Hotel Room Tax (AHRT) to February 2017**

RECOMMENDATION

The Investment and Intergovernmental Relations Department recommends that Council:

- 1) endorse the renewal of the 2% Additional Hotel Room Tax for a further five-year period from March 1, 2012 to February 28, 2017;
- 2) direct staff to make application to the Lieutenant Governor in Council through the Provincial Ministry of Finance to renew the 2% Additional Hotel Room Tax for the time period as noted above; and
- 3) Instruct City Clerk to inform Metro Vancouver of the City's intention to renew the 2% Additional Hotel Room Tax in Surrey.

INTENT

This report seeks Council's approval to take all necessary actions to renew for a further five years the 2% Additional Hotel Room Tax, which is due to expire on February 28, 2012.

BACKGROUND

On July 9, 2001, Council by way of By-law No. 14441 first approved the implementation of a 2% Additional Hotel Room Tax (AHRT) in Surrey. The tax became effective on March 1, 2002, for a period of five years. The AHRT was subsequently renewed in 2007 for an additional 5-year period to February 28, 2012.

The Provincial Hotel Room Tax Act allows local governments to implement a 2% Additional Hotel Room Tax (beyond the normal 8% room tax) with the funds generated from the tax to be used for the purpose of encouraging economic development and tourism. The AHRT is collected by the Province and transferred to the City on a monthly basis. The City then disburses the funds to Tourism Surrey, which has been designated as the administrator of the funds. In Surrey, Tourism Surrey uses the funds generated by the tax for programs and marketing activities, which are included in their Business Plan. Tourism Surrey has prepared and approved an Interim Business Plan for the 2012-2015 time frame, a copy of which is attached as Appendix "A" to this report.

Tourism Surrey was founded in 2001 and is an independent, non-profit organization that works to raise awareness of tourism opportunities in Surrey. Tourism Surrey works with other tourism partners on product development with a view to increasing the number of overnight visitors to Surrey hotels. Tourism Surrey is also Surrey's officially approved destination management organization (DMO). Tourism Surrey operates the Community Visitor Centre located on 176th Street and 8th Avenue and, by contract with the Province, the British Columbia Visitor Centre at the Peace Arch border crossing. Tourism Surrey is a fully independent organization and was accredited in 2010 through the Destination Marketing Association International. Its primary source of funding is the 2% Additional Hotel Room Tax.

The following table documents the annual revenues that have been generated by the AHRT since 2007.

| 2007 | 2008 | 2009 | 2010 | 2011 (to the end of Sept.) |
|-----------|-----------|-----------|-----------|----------------------------------|
| \$486,968 | \$469,852 | \$442,767 | \$482,569 | \$343,052 |

Ten per cent (10%) of the AHRT funds are set aside for the development of capital projects for tourism enhancement. For example, these capital funds were used to construct the Visitor Centre that is located on 176th Street (Highway 15) south of 8th Avenue.

DISCUSSION

Tourism Surrey has requested that the City take all necessary actions to extend the AHRT for a further five years to the end of February of 2017. Tourism Surrey has met the requirements of Provincial legislation for such an extension. Legislation requires that at least 51% of the City's hotel owners, representing at least 51% of the total number of hotel rooms in the City, agree to the tax. Tourism Surrey received the support of 87% of hotel owners in Surrey, representing 76% of the hotel rooms located in Surrey.

Five additional steps are required to accomplish the renewal of the AHRT as follows:

1. Council endorsement of the renewal of the 2% AHRT for a further five year period (2012 – 2017);
2. City submission to the Lieutenant Governor in Council through the Provincial Ministry of Finance of the completed 2% AHRT application, including Council's resolution supporting the renewal;
3. Review and sign off of the application by the Ministry of Jobs, Tourism and Innovation;
4. Final review and sign off by the Ministry of Finance that the application satisfies the requirements of legislation; and
5. Final approval by Cabinet of the application.

Legislation also requires that the City inform the Metro Vancouver Regional District of the City's intention to renew the AHRT.

CONCLUSION

Based on the above discussion, it is recommended that Council:

- 1) endorse the renewal of the 2% Additional Hotel Room Tax for a further five-year period from March 1, 2012 to February 28, 2017;
- 2) direct staff to make application to the Lieutenant Governor in Council through the Provincial Ministry of Finance to renew the 2% Additional Hotel Room Tax for the time period as noted above; and
- 3) instruct City Clerk to inform Metro Vancouver of the City's intention to renew the 2% Additional Hotel Room Tax in Surrey.

Shaun Greffard
General Manager
Investment & Intergovernmental Relations

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Appendix A: Document titled "Municipal and Regional District Hotel Room Tax – Tourism
Surrey Interim Business Plan 2012 – 2015.

Municipal and Regional District Hotel Room Tax

TOURISM SURREY INTERIM BUSINESS PLAN 2012 - 2015



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TOURISM
Surrey

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EXECUTIVE SUMMARY

This Business Plan for 2012 – 2015 has been prepared to provide operational assistance to the board and management of Surrey Tourism & Convention Association, dba Tourism Surrey, and to provide a framework for the application for approval of the Municipal and District Hotel Room Tax. The Business Plan details the marketing and operational initiatives of Tourism Surrey and is intended to be used in conjunction with the marketing plan as approved by the Board of Directors in 2012.

Tourism Surrey will continue to deliver destination marketing programs and services to the public serving it's hospitality and tourism partners. New initiatives will be explored and developed as market-ready products become available.

The vision of Tourism Surrey is to be recognized as one of British Columbia's most effective and well-respected Destination Marketing Organization (DMO) and be responsible to Tourism Surrey accommodation providers for Return on Investment (ROI) by bringing in new revenue to Surrey.

The number of tourists visiting the province has declined the past two consecutive years for a variety of reasons including; a higher than average Canadian dollar value, geopolitical issues, increasing market competition from emerging markets, and lower than anticipated US destination travel. These coupled with little growth in the number of hotel rooms in Surrey had resulted in decreased tourism revenue. This sluggish growth is expected to continue in 2012 – 2015 and Tourism Surrey and its Board of Directors are planning accordingly with a conservative budget and marketing strategy. That being said, the association is exploring many opportunities for revenue growth and the development of new marketing opportunities within the hospitality sector.

As the US FIT market continues to be soft, Tourism Surrey is looking to other markets within BC and Canada for opportunities and expects that with new marketing initiatives, revenues will grow slightly by an estimated 3% in 2012 over 2011 figures.



2007 - 2011 Review

In the previous business plan, the following goals and objectives were highlighted and the outcomes are presented here as a point of reference for the coming year's business activities.

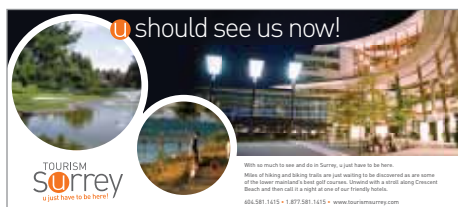
GOAL

Increase awareness of Surrey Tourism and Convention Association (STCA as it was known then) within the City of Surrey as well as outside the city to public and private organizations connected with the tourism industry.

MEASURABLE RESULTS



- Construct and operate a new Visitor Centre located at the US Border gateway to Surrey at 176 Street and 8 Avenue providing a highly visible location for Tourism Surrey and creating a head office location for the association. The new Visitor Centre* has been the single most important (and largest) undertaking of Tourism Surrey in the past 4 years. This capital project provided a strong sense of awareness within Surrey's hospitality and tourism sector as well as generating significant exposure to visiting guests from the USA.
- Operate a Visitor Centre at the Peace Arch Border Crossing on a contractual basis. This additional Visitor Centre location added to Tourism Surrey's awareness both within the City of Surrey and externally with Tourism operators and visitors alike. It provided Tourism Surrey the opportunity to act as a gateway to the entire Metro Vancouver region and played an important role in establishing the vision of the organization to become a leading DMO in BC.**
- Develop a comprehensive web portal for both hospitality/tourism organizations (partners) and the general public alike. The Tourism Surrey website now provides a comprehensive, content-rich environment for residents, visitors and partner organizations to source everything related to tourism and events in Surrey. The website has become a "go to" resource for information on all things related to hospitality and tourism in the area as well as for a wide variety of events and activities. As a result, Tourism Surrey has become well established as the leading source of information related to the industry both within and externally.
- Event Partnerships. Tourism Surrey has been actively involved with many key events over the past five years helping to raise its profile while at the same time, providing a value added service to the tourism component of many of the City's largest events and promotions. These have included, the 2010 Live Site for the 2010 Olympic Games, annual participation at the Cloverdale Rodeo, Canada Day Celebrations (largest in BC) and unique events to Surrey such as Fusion Fest.
- 99 Days of Summer. Tourism Surrey has developed a program called the 99 Days of Summer in which a different local activity for every day of summer is promoted between June and September. This program involves a contesting component, integrated web and print strategy, as well as social media to help promote a wide variety of activities, events, attractions and programs throughout the summer time in Surrey.



GOAL

Increase the number of fully independent travelers visiting Surrey.

MEASURABLE RESULTS

Over the past 5 years, the FIT market in Surrey has increased by 12%.

- Golf destination marketing. Tourism Surrey undertook an aggressive campaign to attract golfers to Surrey utilizing a number of methods including establishing a Golf Surrey consortium, a TV campaign airing in Calgary, launching a "Golf Surrey" web domain, participating in local and regional golf tradeshow, and developing a "Golf Surrey" discount pass card providing significant discounts at Surrey's best golf courses and using the revenues from the card to fund the marketing program.
- Surrey Visitor Guide.* Tourism Surrey has put significant resources into further developing its visitor guide and enhancing its distribution through a variety of channels throughout BC. The Surrey Visitor Guide is one of the premium marketing products developed by Tourism Surrey each year.
- SEO web development. Tourism Surrey has allocated significant resources into Search Engine Optimization tools to ensure that the Tourism Surrey website ranks highly in online searches. These efforts have resulted in a significant increase in online traffic by the FIT market looking for an affordable, centralized location to stay within the Metro Vancouver area.
- Print Advertising. Tourism Surrey has participated in many print publications such as VCM magazines and guides, as well as, a variety of independent publications in BC, Washington State and Alberta.
- Social Media. In the past two years, Tourism Surrey has been very active in the development of social media platforms such as Facebook and Twitter, content sharing sites of YouTube and Flickr, as well as developing a mobile version of the Tourism Surrey website to help attract FIT travelers to the area.**



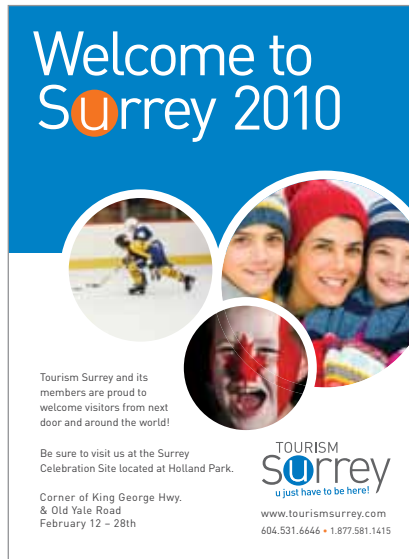
GOAL

Increase the number of groups visiting Surrey.

MEASURABLE RESULTS

In the past five years, Surrey has seen an increase in the number of group visits to Surrey from a variety of destinations. This can be attributed to:

- Sport Tourism. Tourism Surrey underwent a comprehensive sport tourism audit and taskforce. The results of this work identified Surrey as a rich destination for sport tourism and outlined the specific sports and opportunities that exist in this marketplace. This market will be a key target group in the years ahead and will be one of the main focus areas for Tourism Surrey in 2012 and beyond including the 2012 BC Summer Games, an international marathon and others. Surrey has been the host of the very successful Canada Cup International Women's Fast Pitch tournament and Tourism Surrey is looking to expand the tournament potential of this market.
- Group Tours. Surrey remains a fairly strong market for group tours from Asia as the city has relatively low room rates and is centrally located to Metro Vancouver, the US and the Fraser Valley making it an ideal location for these tour operators. Tourism Surrey has worked closely with partner hotels to promote this market.
- Tourism Surrey supplies story ideas and flat sheets aimed at the travel trade industry to encourage increased visitation to Surrey.



GOAL

Improve the image of Surrey.

MEASURABLE RESULTS

- Tourism Surrey was actively involved in the redevelopment of Surrey's brand image 4 years ago. The logo (a Beaver) and the tag-line "A City of Parks" was redeveloped into a progressive logo of urban and rural imagery and a positioning statement "The Future Lives Here". This brand development has contributed to a significant improvement to Surrey's image.
- Surrey 2010 Live Site. Tourism Surrey played an active role in the promotion and execution of activities surrounding the 2010 Winter Olympics. This event not only was beneficial for Whistler and Vancouver, but it also provided a platform to showcase neighbouring municipalities such as Surrey to the region and the world.
- Tourism Surrey has worked to develop its image on the website and to enhance the perception of Surrey as a vibrant, growing, culturally diverse community.
- Surrey was named the Cultural Capital of Canada in 2008. Winning this prestigious title has played a significant role in raising Surrey's image in the region and beyond.
- Tourism Surrey has invested heavily in imagery and videos to promote our niche markets and urban and rural landscapes.
- Tourism Surrey has hosted numerous media tours designed at showcasing our diversity and our unique niche markets, including golf and culinary tours, and local industry FAM tours.
- Tourism Surrey regularly provides story starter ideas to other industry associations highlighting our special events and interesting facts.



Organizational Milestones 2007 - 2011

Over the past five years, Tourism Surrey has matured as an organization in several critical areas and as a result, now operates in a more efficient, and partner-focused manner.

Moving the Association's head office to South Surrey from its previous location in Central City tower has had a very positive impact on the association in many ways. It has raised the level of awareness of the association and has provided a state of the art building to greet visitors from the US as they enter Canada. It has also raised the level of legitimacy of the organization amongst the tourism/hospitality sector.

Over the past two years, the association has moved from a membership model to a stakeholder organization. This was identified in the 2007 business plan as a critical step to increase participation in the organization. This new model has opened the association up to new participants and has adjusted the focus from a membership group to that of participants in the ongoing, active marketing of Surrey as a destination. Further developing this relationship with stakeholders will be one of the pillars of activity in the coming five years.

Bidding for, and winning the contract to operate the British Columbia Visitor Centre @ Peace Arch was a significant step for the association in the past few years. That contract is up for tender in 2012 and Tourism Surrey fully intends on bidding for, and winning, this contract again.

Operating the 1-800-HelloBC Call Centre on a contractual basis has provided Tourism Surrey with an additional revenue stream and expanded its tourism operations. This call centre continues to provide much needed revenue for the organization as well as providing insights into the types of destinations and activities and events visitors to BC are interested in. The contract to operate the call centre is up for tender in 2012 and it is a goal for Tourism Surrey to successfully bid to retain this contract for the next few years.

Despite declining visitation and revenues from US and other markets, Tourism Surrey has maintained a policy of setting aside 10% of additional hotel room tax revenue (AHRT) into a restricted fund for capital projects as prescribed by the City's bylaws and . 20% of the AHRT is allocated to a reserve account. This policy has resulted in sound financial decision-making and positions the association on solid ground moving forward.



2012 - 2015 Strategic Goals

GOAL 1 – Increase overnight stays, lengths of stays and maximize tourism related spending in Surrey by 9 % in three years.

GOAL 2 – Enhance revenue through stakeholder engagement and strategic opportunities by 15% in five years.

GOAL 3 – Support the tourism and hospitality industry and foster its growth within Surrey and the region by being one of the most respected DMOs south of the Fraser.

These three strategic goals will help to further solidify Tourism Surrey's Vision and Mission statements. As Surrey becomes a larger and more attractive destination, Tourism Surrey will play an increasingly important role in the marketing and promotion of a growing and vibrant community.



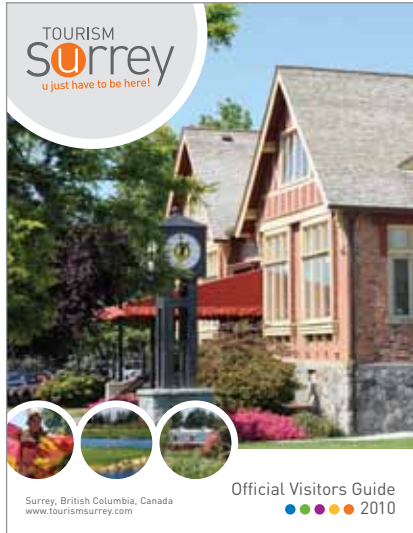
Goal 1

Increase overnight stays, lengths of stays and maximize tourism related spending in Surrey by 9% in three years.

OBJECTIVES

- **MARKETING AND ADVERTISING:** Develop and implement an integrated marketing campaign and achieve the stated outcomes
- **TOURISM PRODUCT DEVELOPMENT:** Identify and develop market-ready products in Surrey and seek out new market opportunities for the city
- **ADVOCACY:** Take a leadership role within the region to advocate for tourism-friendly policies, taxation and legislation at all levels of government
- **MARKET KNOWLEDGE:** Continue to understand and research emerging trends in order to provide stakeholders with insightful market knowledge to provide a competitive market advantage
- **BRAND DEVELOPMENT:** Present a unique and compelling brand to all tourism markets in order to positively position Surrey in a crowded Metro Vancouver market
- **STRATEGIC PARTNERSHIPS:** Further develop strategic relationships with regional and provincial industry stakeholders





MARKETING AND ADVERTISING

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

Marketing and advertising is arguably the single most important function of a DMO. It is particularly important in a municipality that lacks a major attraction or one that is not rich in tourism history. Tourism Surrey will continue to identify target audiences and implement marketing strategies to attract visitors to Surrey. Marketing activities comprise the largest portion of Tourism Surrey’s annual operating budget. The following is a list of marketing expenditures for the past three years:

| | |
|-------------|-----------|
| 2011 | \$251,670 |
| 2010 | \$254,912 |
| 2009 | \$123,653 |

Based on revenue remaining consistent with the previous years, budgeted marketing and advertising expenditures for the next three years are:

| | |
|-------------|-----------|
| 2012 | \$225,000 |
| 2013 | \$231,750 |
| 2014 | \$238,700 |



ACTIVITIES

- Implement the five-year strategic marketing initiatives and the annual marketing plans as approved by the board of directors
- Identify specific target audiences including FIT, sport, group and corporate and prioritize based on room night contribution potential
- Develop a new consumer brand strategy which emphasizes Surrey’s central location in lower mainland as well as its prime competitive advantage
- Develop and implement consumer-driven web and social media strategies to increase engagement
- Redesign and enhance the Tourism Surrey Visitor Guide as a prime source of marketing and communication content to consumers
- Develop and implement an SEO campaign to increase web traffic and engagement



TOURISM
Surrey
is just *have to golf here!*

RULES & REGULATIONS

- Pass is valid for one round of golf at each participating course. Cart not included.
- Valid for 3 buckets of balls and 5 rounds of golf at Birdies & Buckets Family Golf Centre
- Tee times must be made directly with each course, 48 hours in advance
- Must mention Golf Surrey Pass at time of booking
- Valid Monday - Friday anytime, Sundays & Holidays after 1pm. Not valid on Saturdays
- Maximum 2 cards per foursome
- Not valid for tournament or league play

golfsurrey.ca



TOURISM PRODUCT DEVELOPMENT

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

Understanding what market-ready tourism products Surrey has and helping to identify and nurture new products is an ongoing, long-range goal of the organization. Surrey does not have an inventory of extensive attractions or a mature tourism industry. As a result, Tourism Surrey has concentrated on what market-ready products it does have: golf. Tourism Surrey has marketed that product extensively in the past 3 years.

The association continues to look for and nurture new tourism products, most notably events and festivals as a means to attract overnight visits. It is also embarking on an ambitious consumer program to attract overnight stays in the FIT market utilizing attractions from around the region. Positioning Surrey as a central, convenient, cost effect “home base” from which to explore the entire region, Tourism Surrey is working to develop Surrey as the central hub for the FIT market. This new program to be launched in January 2012 is called “45 in 45”. Essentially, the program suggests to consumers 45 different things to do within 45 minutes or 45 kilometers from Surrey. This allows Tourism Surrey to promote activities from the North Shore of Vancouver to Chilliwack and everything in between.

The development of sport tourism in Surrey is another notable initiative. In addition to the 2012 BC Summer Games, there will be a new international marathon called the “Surrey International World Music Marathon”. Tourism Surrey also continues to promote Surrey as a host destination for tournament and team sport competitions.

Tourism Surrey views its mandate as a catalyst for the formation and nurturing of new market-ready tourism products and is developing support materials to provide organizations with the expertise and market knowledge to develop tourism products in the City.



ACTIVITIES

- Develop a brand strategy for the 45 in 45 consumer program
- Develop a comprehensive web and print strategy for 45 in 45 campaign
- Develop and implement a social media strategy for 45 in 45
- Create a Sport Tourism Steering Committee
- Hire a part-time Sport Tourism manager (to become full-time as revenue allows)
- Implement recommendations from the Community Sport Tourism Development Plan
- Develop a comprehensive set of support documents and information aimed at assisting minor league sports bodies in hosting tournaments and competitions within the City of Surrey
- Continue to be actively involved in the planning and execution of the Surrey 2012 BC Summer Games (Tourism Surrey's Executive Director sits on the Board of Directors for the Games)
- Leverage the success of the Surrey 2012 BC Summer Games in future years to attract and host large-scale sports events to the City
- Continue to play an integral role in the planning and hosting of the Surrey International World Music Marathon in 2012 in order to ensure its success and continued growth in future years (Tourism Surrey's Executive Director sits on the Board of Directors for the Marathon)
- Work with the golf community in Surrey and throughout the region to attract a professional tournament to Surrey similar in scope to the successful Air Canada Championship held at Northview Golf and Country Club in years past
- Form a committee comprised of Board members and Community stakeholders to work towards attracting dedicated class B convention space to the City of Surrey
- Investigate and pursue new opportunities as they arise with respect to Tourism products



ADVOCACY

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

One of the most important aspects of Tourism Surrey continues to be the role of advocacy on behalf of its stakeholders. Ensuring that tourism is a key industry sector in the minds of all levels of government and the public at large, will help to ensure that the tourism industry continues to grow and thrive both in Surrey and all of BC.

ACTIVITIES

- Form an advocacy committee comprised of board members and stakeholders to develop strategic advocacy plans
- Engage members of all three levels of government with respect to local tourism issues
- Develop a media communications campaign to engage the public interest in local tourism issues and challenges
- Develop advocacy strategies for specific projects including convention space, sports facilities and attraction
- Set goals and review on a regular basis with the board of directors to ensure that advocacy strategies are relevant and successful
- Attend regional and provincial tourism conferences and meetings with an agenda of promoting Tourism Surrey's advocacy issues
- Engage City of Surrey municipal government to help ensure tourism related issues are understood and are a top priority



MARKET KNOWLEDGE

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

The tourism/hospitality industry continues to evolve and change as new market trends emerge, particularly with respect to how consumers make travel and tourism related choices. Internet use and social media are playing an ever-increasing role in the marketing and promotion of hospitality/tourism sector offerings.* As a result, tourism operators must continue to upgrade and refine their messaging and the media with which to deliver their information to the public in order to attract travelers. Tourism Surrey is committed to providing the latest and most appropriate information available to its stakeholders with the goal of increasing the overall effectiveness of tourism marketing in Surrey and to raise the level of professionalism within the organization. Research and peer review will play an important role in this effort.

ACTIVITIES

- Connect and engage with similar sized DMO's in BC, Canada and North America
- Subscribe to hospitality/tourism blogs and RSS feeds to ensure the latest information is captured and reviewed
- Continue to disseminate information to stakeholders through the use of the monthly e-news bulletin and weekly email updates**
- Attend tourism/hospitality conferences to learn about new and emerging trends
- Conduct stakeholder surveys to best understand the issues, challenges and successes of stakeholders
- Set a policy and a budget line item for professional development





BRAND DEVELOPMENT

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

As the tourism market continues to struggle to reach pre-economic downturn levels, it has become increasingly important to position oneself in the market uniquely and effectively. This is particularly true in a market in such close proximity to a major metropolitan area such as Vancouver. While Surrey is a large city by Canadian standards, (second largest in BC, top 10 in Canada), it has not traditionally been a stand-alone tourism destination. Developing a compelling and unique brand image for Surrey therefore is a significantly important strategy in the long-term development of tourism and hospitality in the city. Through strategic planning sessions and successful marketing campaigns, Surrey is positioning itself as a centralized, cost-effective municipality for visits to the entire lower mainland. This brand development strategy will help to set Surrey apart from neighbouring municipalities in the lower mainland and will provide a unique selling position to the tourism market place. As Surrey develops more of its own tourism/hospitality products, this positioning will further strengthen the statement “U just have to be here!”

ACTIVITIES

- Develop and launch the 45 in 45 brand strategy
- Approve the 1 year and 3 year budget estimates for the 45 in 45 campaign
- Develop a blog-type website for the 45 in 45 campaign to reach a wide cross section of consumers
- Develop strategic alliances with neighbouring attractions to co-brand and leverage marketing resources
- Continue to develop social media platforms for the delivery of this new consumer brand image
- Engage stakeholders in the new consumer brand to solicit buy-in and participation in the program
- Develop a measurement matrix for campaign effectiveness and adjust the campaign as necessary

STRATEGIC PARTNERSHIPS

GOAL 1 – increase overnight stays and tourism related revenue in Surrey.

With the uncertainty and changes occurring at the Ministry of Jobs, Tourism & Innovation (MJTI), DMO's must ensure that they establish and maintain strong strategic alliances and partnerships with all industry bodies and associations. Surrey, in particular must assert itself as an emerging regional leader in the tourism sector. As Surrey's population continues to grow, new hotels will open in Surrey and it will begin to increase its inventory of rooms within the region. Partnering with various stakeholders at the regional and provincial level will help to ensure that Surrey is at the forefront of planning and development of tourism programs and products for the entire Greater Vancouver region.

ACTIVITIES

- Take an active role on seeking board positions on regional and provincial industry associations
- Strengthen relationships with VCM and MJTI
- Participate in a new Lower Mainland Tourism Alliance
- Engage peer DMO's in planning and strategic sessions



Goal 2

Enhance revenue through stakeholder engagement and strategic opportunities by 15% in five years.

OBJECTIVES

- **CO-OP MARKETING:** Develop co-op marketing programs for specific market-ready tourism products
- **FEE-FOR-SERVICE:** Identify and pursue fee-for-service tourism related opportunities to strengthen diversity of revenue streams
- **RETAIL OPPORTUNITIES:** Further develop retail opportunities at both Visitor Centres in Surrey
- **MAXIMIZE AVAILABLE GRANTS:** Pursue municipal, provincial and federal grant opportunities where available to reduce dependency on 2% hotel room tax





CO-OP MARKETING

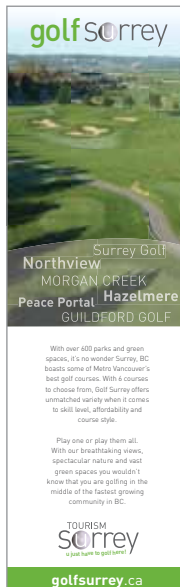
GOAL 2 – Enhance stakeholder revenue and strategic opportunities by 15% in five years.

Revenue from AHRT has declined over the past two years as overnight travel has declined in BC in general. With declining revenue from this source, Tourism Surrey has actively pursued alternate methods of generating revenue including; BCVC@PA management contracts, 1-800-HelloBC Call Centre contracts, retail sales and stakeholder participation in marketing programs whereby tourism partners can leverage their marketing expenditures by participating in group marketing initiatives through Tourism Surrey. These sources of revenue will become even more important over the next five years as Tourism Surrey expands its service offerings and develops programs to reach new and emerging markets.

Stakeholder participation in co-op marketing programs marks a shift in Tourism Surrey’s operational model. The organization has moved from a membership based organization with membership fees, to one of a stakeholder model where tourism operators can participate in co-op marketing campaigns on an opt-in revenue model. This shift in revenue from membership dues to marketing participation provides more direct benefits for participating stakeholders as well as more opportunity for Tourism Surrey to generate marketing revenue over time. It does however also mean that Tourism Surrey must aggressively develop marketing programs which are relevant to stakeholders and will also resonate with the public.

ACTIVITIES

- Identify market-ready tourism products and structure seasonal and annual campaign goals*
- Engage stakeholders in the development of Co-op programs
- Build on the success of the “Golf Surrey” campaign - increase revenue by 5% each year
- Research and develop a culinary tourism program for Surrey
- Engage hotel stakeholders in the 45 in 45 campaign
- Research and develop a program for dining partners
- Enhance the pad map product with sponsorship revenue
- Continue to support a Surrey Sports Co-op program with various stakeholders including the municipality
- Research and develop group tour and meeting/incentive co-op program



FEE FOR SERVICE

GOAL 2 – Enhance stakeholder revenue and strategic opportunities by 15% in five years.

Tourism Surrey has been active in developing revenue streams through fee-for-service contracts. These have included the operation of the British Columbia Visitor Centre @ Peace Arch and the 1-800-HelloBC Call Centre contract. The BCVC @ Peace Arch contract are up for tender in 2012. It is the intention of Tourism Surrey to pursue the renewal of this contract as well as to source out tourism related fee-for-service opportunities in the region.

ACTIVITIES

- Successfully bid for the renewal of the BCVC @ Peace Arch operations contract in 2012
- Identify new fee for service opportunities in the region and develop strategies to successfully acquire additional contracts



RETAIL OPPORTUNITIES

GOAL 2 – Enhance stakeholder revenue and strategic opportunities by 15% in five years.

Operating two Visitor Centres provides Tourism Surrey with the opportunity to sell branded and souvenir products to tourism visitors. The 2010 Olympics provided a chance to test the retail market with some qualified success.

Retail sales for the past 2 years are:

| | |
|-------------|------------|
| 2010 | \$258, 238 |
| 2011 | \$95,000 |

Retail sales are an area of opportunity for Tourism Surrey and the organization will explore the expansion of retail sales in the coming three years with a goal of increasing year over year revenue by 3%.

ACTIVITIES

- Analyze revenue/sq. ft of current product sales
- Determine product mix and floor turns and adjust inventory accordingly
- Source higher margin quality merchandise to increase margins
- Engage retail consultant to determine best merchandising practices
- Dedicate sufficient square footage to maximize retail sales
- Explore best practices in other DMO operations
- Set revenue and turn targets on a seasonal/quarterly basis

MAXIMIZE AVAILABLE GRANTS

GOAL 2 – Enhance stakeholder revenue and strategic opportunities by 15% in five years.

A variety of grant opportunities are made available from time to time. These can be one-time funding grants for specific purposes such as feasibility studies or capital projects. They can also be ongoing funding grants for youth employment, job training, program development and special projects. Tourism Surrey needs to identify and pursue these opportunities as they present themselves in order to reduce the dependency on the 2% hotel room tax structure.

ACTIVITIES

- Subscribe to government agency news sources to keep abreast of available grants
- Research grant opportunities to determine relative benefits to the organization
- Lobby all levels of government to maximize grant opportunities



Goal 3

Support the tourism and hospitality industry and foster its growth within Surrey and the region.

OBJECTIVES

- **PROFESSIONAL DEVELOPMENT:** Develop programs, workshops and ongoing professional development opportunities for stakeholders to help raise the level of professionalism and proficiency in the hospitality/tourism sector in Surrey
- **BEST PRACTICES:** Research and share best practices in the industry with Surrey tourism operators and stakeholders
- **MARKET DEVELOPMENT:** Assist tourism operators with identifying and securing group travel bookings in all market segments
- **ATTRACT NEW OPERATORS:** Help to identify market opportunities and promote Surrey as a viable location for new tourism/hospitality operators



PROFESSIONAL DEVELOPMENT

GOAL 3 – Support the tourism and hospitality industry and foster its growth within Surrey and the region.

Tourism Surrey has recently become accredited through the Destination Marketing Association International (DMAI), the world's largest and most reliable resource for official DMO's. They provide members with the most cutting-edge educational resources, networking opportunities and marketing benefits programs world-wide. Accreditation in this organization addresses standards and performance issues and sets the bar for best practices and techniques in service excellence. Tourism Surrey applied to enter the program in the spring of 2010 and became accredited in December of that same year. As one of only a handful of accredited DMO's in Canada and one of only three in BC, Tourism Surrey is in an excellent position to provide outstanding educational programs and support to our tourism partners.

ACTIVITIES

- Survey stakeholders on an ongoing basis to determine areas of focus for professional development
- Develop professional development programs for sustainable delivery
- Develop sales and marketing materials to promote and support these ongoing educational programs
- Explore the opportunity to develop a revenue model from program delivery to stakeholders within Surrey and outside the municipality
- Conduct ongoing training programs as necessary
- Develop strategic alliances with post-secondary institutions that offer tourism related programs to assist with curriculum development



BEST PRACTICES

GOAL 3 – Support the tourism and hospitality industry and foster its growth within Surrey and the region.

Tourism Surrey has the opportunity to become a significant leader in destination management south of the Fraser River. With the DMAI accreditation, Tourism Surrey has available detailed information from around the world with respect to best practices in the industry. Developing a set of best practices standards will help to ensure a consistently high level of service delivery in Surrey and will help to raise the level of professionalism in the tourism industry in Surrey and South of the Fraser River. Through ongoing programs (both in person and online) Tourism Surrey will deliver the message of best practices and promote their implementation throughout the industry.

ACTIVITIES

- Develop a set of comprehensive Best Practices standards for the tourism industry in Surrey
- Share these Best Practices through in person and online programs to stakeholders
- Develop a committee to manage and update these programs as necessary
- Participate in regional, national and international programs and events to ensure Tourism Surrey is at the leading edge of the industry



MARKET DEVELOPMENT

GOAL 3 – Support the tourism and hospitality industry and foster its growth within Surrey and the region.

Tourism Surrey takes an active role in helping to develop and promote market-ready tourism products in Surrey and the surrounding region such as golf, festivals and events and convention markets. The association intends to become more aggressive in this area as new market opportunities present themselves.

With the conclusion of a full-scale market audit, Tourism Surrey has a comprehensive sport tourism plan to actively promote and develop this market area. While Surrey does not have sport venues with significant spectator capacity, it does have a wide variety of excellent sports venues for regional and provincial tournaments, meets and competitions. A long range goal of the association is to explore the feasibility of spectator friendly venues with municipal, provincial and federal levels of government. Shorter term goals include the development of “bid packages” which will be developed and made available to local sports organizations assisting them with planning and hosting sports events in Surrey.



Surrey will also play host to the BC Summer Games in 2012. This event will help promote Surrey as a sports destination and will help develop much needed infrastructure and volunteer support services needed to host large-scale events. The City will also host the inaugural Surrey International World Music Marathon. The development of this event into a world-class marathon is the mutual goal of both the City of Surrey and Tourism Surrey alike. These two events will play a significant role in the development of Surrey as a sports destination.

Tourism Surrey will continue to assist hotels and meeting planners identify and successfully attract group bookings and small conventions to Surrey. A long range goal of the association is to work in conjunction with the municipality to determine the viability of dedicated convention centre space in the City of Surrey and to identify and attract a private partner in the development of such space. In the mean time, Surrey does have the capacity to host smaller conventions and meetings. Tourism Surrey will develop materials and programs to attract these groups and will aggressively promote Surrey as a viable destination for these events.

Other areas of market development include golf, arts and culture and culinary tourism. These ongoing market development initiatives will enhance the programs outline in goal #1 to increase revenue and overnight stays in Surrey.



U should see us now!

Festivals, Events, Concerts, Arts & Culture

If it's happening in Surrey, you'll find it on our website. You're just one click away from everything in Surrey.

Check it out today

ACTIVITIES

- Form a Sport Tourism Committee
- Hire a Sport Tourism coordinator
- Identify all volunteer sports organizations in Surrey and connect with them
- Work with Parks Recreation and Culture to develop bid packages
- Communicate with provincial and national amateur sports organizations
- Develop a marketing strategy to reach amateur sports organizations
- Work with hotel partners to develop sports package offerings
- Identify specific tournaments, events and meets and assist local sports organizations with hosting bids
- Take a leading, active role in the BC Summer Games (2012) and the Surrey International World Music Marathon to promote Surrey and sport tourism opportunities
- Identify and communicate with meeting planners and group tour operators
- Continue to update online resources for meetings and event planners
- Continue marketing programs for golf, arts and culture and culinary tourism

stay & play SURREY

come to play stay to play

the best in golf

Come for the golf and stay for all that Surrey has to offer! With 10 courses, your choice of practice facilities and the most variety in the Lower Mainland, come for a day or stay for a week. Visit stayandplaysurrey.com and discover golf packages to fit every level of player and budget, plus you'll find links to the best places to dine and shop!

Tee up your golf getaway today at stayandplaysurrey.com!



ATTRACT NEW OPERATORS

GOAL 3 – Support the tourism and hospitality industry and foster its growth within Surrey and the region.

Tourism Surrey recognizes the need to grow the industry in Surrey and is prepared to take an active role in promoting that development with the establishment of new operators both in the hotel sector as well as attractions. The association is supportive of additional full-service, branded hotel properties in the City of Surrey as market demand grows to support them. Tourism Surrey is also supportive of identifying and attracting new attractions or tourism-related operations to the City of Surrey. To this end, the association will work with the City of Surrey, industry stakeholders and the private sector to identify and encourage the development of new properties and operations to further advance the tourism service and product offerings within the City.

ACTIVITIES

- Monitor market demand for hotel rooms in the City of Surrey
- Explore opportunities to attract new properties as demand dictates
- Identify attraction opportunities (Cloverdale Fairgrounds) and pursue with various levels of government and the private sector
- Host Familiarization tours (FAMS) and other events to attract investors and operators to Surrey
- Work with Stakeholders to identify and foster opportunities
- Explore a five year strategy to attract a major attraction to Surrey



Budget Highlights

Tourism Surrey continues to operate in a conservative and prudent manner working well within available budgets and sources of revenue. As stated earlier, the association has a written policy to set aside 30% of all revenue in a contingency fund for future capital projects and to ensure the long-term sustainability of the organization.

Revenue comes from a variety of sources including: 2% hotel room tax, grants, Co-op advertising, Fee-for-service contracts, retail sales and investment interest. As stated earlier, Tourism Surrey will continue to provide fee-for-service activities to enhance its revenue and will continue to explore and pursue revenue generating programs and activities which are conducive and compatible with the development of tourism in Surrey. Revenue for 2009 and 2010 fiscal years are as follows:



REVENUE

| Revenue | 2010 actual | 2009 actual | 2015 estimate |
|---------------------------------------|-------------|-------------|---------------|
| Hotel Room Tax | 482,570 | 442,767 | 500,000 |
| 1-800- HELLO BC Call Centre | 287,462 | 100,975 | 0 |
| Retail Sales | 258,238 | 83,501 | 15,000 |
| Peace Arch Visitor Centre contract | 232,623 | 222,699 | 0 |
| Grants | 25,000 | 22,400 | 30,000 |
| Co-op Advertising | 23,674 | 39,050 | 30,000 |
| Interest Income | 4,243 | 25,070 | 30,000 |

The budget revenue impact of this three year business is to increase Hotel Room Tax Revenue by 9%.

EXPENSES

| Expenses | 2010 actual | 2009 actual | 2015 estimate |
|-----------------------|-------------|-------------|---------------|
| Wages and Benefits | 465,167 | 292,894 | 187,000 |
| Marketing | 254,912 | 123,653 | 275,000 |
| Merchandise | 222,931 | 70,255 | 7,500 |
| Amortization | 62,921 | 1,474 | 50,000 |
| Rent | 62,697 | 25,776 | 70,000 |
| Office | 48,490 | 16,363 | 30,000 |
| Telephone | 24,358 | 9,869 | 10,000 |
| Other | 46,245 | 27,982 | 45,000 |

Tourism Surrey will have a Capital Fund of approximately \$275,000 by 2015.

Operations Plan

LOCATION

Tourism Surrey operates a community visitor centre and offices at 730 176 Street Surrey BC and is open for business 9-5pm, 7 days a week from May 18 to September 15, and 9-5pm, Monday to Saturday from September 16 to May 17, with the exception of all approved statutory holidays and between Christmas and New Years. This brand new facility is owned by Tourism Surrey and will provide an excellent location for the association for many years to come.

We also operate a provincial centre, BCVC@ Peace Arch at 298 Highway 99 as a third party contractor for MJTI. This location is open throughout the year as follows: May 18 to September 15: open 9:00 am to 5:00 pm, 7 days a week. September 16 to May 17: open 9:00 am to 5:00 pm, Monday to Saturday.



OPERATIONAL STRUCTURE AND MANDATE

Tourism Surrey is an independent, non-profit organization, governed by a volunteer Board of Directors representing various sectors of the tourism industry. Tourism Surrey's ultimate goal is to increase awareness of tourism opportunities in Surrey and increase the number of overnight visitors to Surrey. Tourism Surrey promotes the many benefits of our city to sporting event planners, meeting and convention organizers, and tour group operators. Surrey is eager to attract large-scale sporting and cultural events, as well as large business and visitor groups. Tourism Surrey works hard to ensure that our city is viewed as an attractive, all-inclusive, overnight destination that is adding new sporting or regional events every year.

In addition, Tourism Surrey markets Surrey to individuals and family travelers for leisure and business as a destination but also as a viable overnight alternative to areas such as downtown Vancouver, Burnaby or Richmond. Weekend getaway markets will be Bellingham, Bellevue, Seattle and Hope, Kamloops and Kelowna Regional District all within a 4-hour drive. Tourism Surrey will work jointly on projects with all levels of industry and government that will enhance Tourism Surrey's overall mandate.

Tourism Surrey initiates studies and takes advantages of existing marketing research to target and strengthen emerging opportunities. Local, regional, and international tradeshows are another important plank in Tourism Surrey's promotional platform. Tradeshows provide an opportunity to showcase Tourism Surrey globally. Surrey competes effectively with other expensive sites located elsewhere in the Lower Mainland. Easy access to Surrey from the international airports in Vancouver and Abbotsford, our proximity to the border crossings, the Trans Canada highway, and the convenient sky train terminals in downtown Surrey all help make our city a viable, economical alternative for out of town visitors.

Another priority of Tourism Surrey is to help local tourism operators enhance their business and create a world class experience for our visitors by providing knowledgeable staff, effective signage, World Host training and education, combined with the welcoming "second-to-none" reception they receive throughout our city all make our guests' stay more enjoyable. In addition, the informative website helps increase local knowledge of the many benefits of our area. It also helps Tourism Surrey interact more efficiently with visitors and association members.

Through effective communication and by helping our tourism partners look after visitors to Surrey, Tourism Surrey is becoming recognized as one of the most effective and well-respected destination management organization in the province.





Appendix

TOURISM SURREY INTERIM BUSINESS PLAN 2012 - 2015

Appendix 1

Visitor Centre Statistics 2009-2011

Visitor Centre Network Statistics Program Year Over Year Report 2011

SURREY

Start Date: 01/01/2009

End Date: 31/12/2011

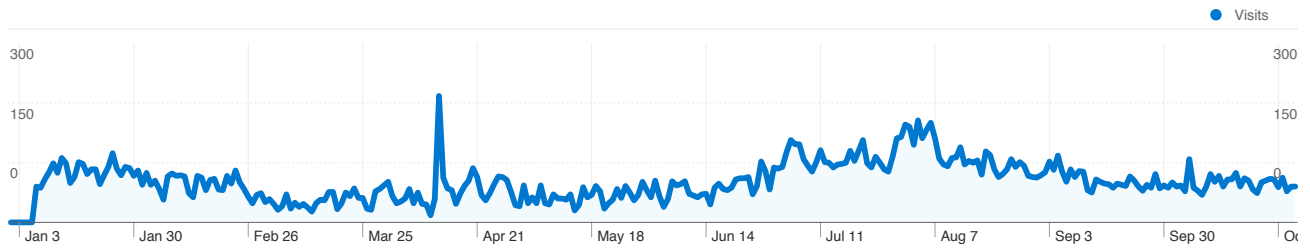
| | January | February | March | Q1 Total | April | May | June | Q2 Total | July | August | September | Q3 Total | October | November | December | Q4 Total | TOTAL |
|--|---------|----------|---------|----------|--------|--------|--------|----------|--------|--------|-----------|----------|---------|----------|----------|----------|----------|
| Parties Per Hour | | | | | | | | | | | | | | | | | |
| 2011 | 1.26 | 1.35 | 1.63 | 1.42 | 1.85 | 1.85 | 2.50 | 2.09 | 3.94 | 4.17 | 2.71 | 3.63 | 1.48 | 1.13 | 0.00 | 1.42 | 2.33 |
| % change 2011 - 2010 | -39.7% | -39.7% | 20.7% | -19.7% | 45.7% | -10.2% | -6.4% | 4.8% | 15.2% | 27.9% | 50.6% | 28.1% | -9.2% | -27.6% | -100.0% | -10.5% | 11.6% |
| 2010 | 0.00 | 2.24 | 1.35 | 1.76 | 1.27 | 2.06 | 2.67 | 2.00 | 3.42 | 3.26 | 1.80 | 2.84 | 1.63 | 1.56 | 1.56 | 1.59 | 2.09 |
| % change 2010 - 2009 | -100.0% | 17.7% | -35.7% | -10.8% | -44.0% | -18.7% | -6.6% | -23.0% | -0.5% | -4.2% | -32.4% | -11.3% | -24.6% | -37.6% | -21.5% | -28.9% | -20.0% |
| 2009 | 1.92 | 1.90 | 2.10 | 1.98 | 2.27 | 2.53 | 2.86 | 2.60 | 3.44 | 3.40 | 2.66 | 3.20 | 2.16 | 2.50 | 1.99 | 2.23 | 2.62 |
| Total Hours | | | | | | | | | | | | | | | | | |
| 2011 | 200.00 | 192.00 | 208.00 | 600.00 | 184.00 | 216.00 | 240.00 | 640.00 | 240.00 | 248.00 | 224.00 | 712.00 | 200.00 | 40.00 | 0.00 | 240.00 | 2,192.00 |
| % change 2011 - 2010 | 0.0% | -9.9% | -16.1% | 30.2% | -23.3% | -12.9% | 0.0% | -12.1% | -3.2% | 0.0% | -6.7% | -3.3% | -19.4% | -80.0% | -100.0% | -62.8% | -14.7% |
| 2010 | 0.00 | 213.00 | 248.00 | 461.00 | 240.00 | 248.00 | 240.00 | 728.00 | 248.00 | 248.00 | 240.00 | 736.00 | 248.00 | 200.00 | 198.00 | 646.00 | 2,571.00 |
| % change 2010 - 2009 | -100.0% | 71.8% | 87.9% | 22.6% | 57.9% | 42.5% | 3.4% | 30.5% | 3.3% | 4.2% | 21.2% | 8.9% | 47.6% | 66.7% | 135.7% | 73.7% | 29.7% |
| 2009 | 120.00 | 124.00 | 132.00 | 376.00 | 152.00 | 174.00 | 232.00 | 558.00 | 240.00 | 238.00 | 198.00 | 676.00 | 168.00 | 120.00 | 84.00 | 372.00 | 1,982.00 |
| Total Phone Calls | | | | | | | | | | | | | | | | | |
| 2011 | 34 | 38 | 57 | 129 | 57 | 57 | 52 | 166 | 85 | 90 | 50 | 225 | 33 | 7 | 0 | 40 | 560 |
| % change 2011 - 2010 | 0.0% | 0.0% | 0.0% | 0.0% | 78.1% | -13.6% | -30.7% | -4.0% | 23.2% | 13.9% | 47.1% | 23.6% | -52.2% | -89.7% | -100.0% | -79.1% | 2.6% |
| 2010 | 0 | 0 | 0 | 0 | 32 | 66 | 75 | 173 | 69 | 79 | 34 | 182 | 69 | 68 | 54 | 191 | 546 |
| % change 2010 - 2009 | -100.0% | -100.0% | -100.0% | -100.0% | -42.9% | -13.2% | -38.0% | -31.6% | -58.9% | -32.5% | -52.1% | -48.9% | 43.8% | 28.3% | 92.9% | 48.1% | -36.9% |
| 2009 | 19 | 50 | 58 | 127 | 56 | 76 | 121 | 253 | 168 | 117 | 71 | 356 | 48 | 53 | 28 | 129 | 865 |
| Total Mails/Fax/Email Enquiries | | | | | | | | | | | | | | | | | |
| 2011 | 1 | 0 | 12 | 13 | 16 | 8 | 8 | 32 | 19 | 23 | 8 | 50 | 2 | 2 | 0 | 4 | 99 |
| % change 2011 - 2010 | -100.0% | -100.0% | -100.0% | -100.0% | 45.5% | -70.4% | -74.2% | -53.6% | -29.6% | -52.1% | 33.3% | -38.3% | -92.0% | -84.6% | -100.0% | -91.8% | -50.3% |
| 2010 | 0 | 0 | 0 | 0 | 11 | 27 | 31 | 69 | 27 | 48 | 6 | 81 | 25 | 13 | 11 | 49 | 199 |
| % change 2010 - 2009 | -100.0% | -100.0% | -100.0% | -100.0% | -50.0% | 22.7% | 10.7% | -4.2% | -10.0% | 128.6% | -72.7% | 11.0% | 56.3% | -13.3% | 37.5% | 25.6% | -16.7% |
| 2009 | 15 | 19 | 21 | 55 | 22 | 22 | 28 | 72 | 30 | 21 | 22 | 73 | 16 | 15 | 8 | 39 | 239 |
| Total Parties | | | | | | | | | | | | | | | | | |
| 2011 | 252 | 260 | 338 | 850 | 341 | 400 | 599 | 1,340 | 945 | 1,035 | 607 | 2,687 | 296 | 45 | 0 | 341 | 5,118 |
| % change 2011 - 2010 | 0.9% | -45.6% | 0.9% | 4.6% | 12.2% | -21.7% | -6.4% | -7.9% | 11.6% | 27.9% | 40.8% | 24.0% | -26.7% | -85.6% | -100.0% | -66.7% | -4.9% |
| 2010 | 0 | 478 | 335 | 813 | 304 | 511 | 640 | 1,455 | 847 | 809 | 431 | 2,087 | 404 | 312 | 309 | 1,025 | 5,380 |
| % change 2010 - 2009 | -100.0% | 102.5% | 20.9% | 9.4% | -11.9% | 15.9% | -3.5% | 0.4% | 2.7% | -0.1% | -18.2% | -3.5% | 11.3% | 4.0% | 85.0% | 23.5% | 3.8% |
| 2009 | 230 | 236 | 277 | 743 | 345 | 441 | 663 | 1,449 | 825 | 810 | 527 | 2,162 | 363 | 300 | 167 | 830 | 5,184 |
| Total Visitors | | | | | | | | | | | | | | | | | |
| 2011 | 356 | 361 | 514 | 1,251 | 539 | 612 | 1,025 | 2,176 | 1,723 | 1,933 | 974 | 4,630 | 447 | 68 | 0 | 515 | 8,572 |
| % change 2011 - 2010 | 0.0% | -59.8% | -13.0% | -18.7% | -2.4% | -27.7% | -3.5% | -11.5% | 9.2% | 41.9% | 28.7% | 25.2% | -30.5% | -85.2% | -100.0% | -67.3% | -7.5% |
| 2010 | 0 | 947 | 591 | 1,538 | 552 | 846 | 1,062 | 2,460 | 1,578 | 1,362 | 757 | 3,697 | 643 | 459 | 475 | 1,577 | 9,272 |
| % change 2010 - 2009 | -100.0% | 219.9% | 43.1% | 56.6% | 9.1% | 37.8% | 16.2% | 20.9% | 24.4% | 8.6% | -2.1% | 12.2% | 22.5% | 13.6% | 106.5% | 36.1% | 24.1% |
| 2009 | 273 | 296 | 413 | 982 | 506 | 614 | 914 | 2,034 | 1,268 | 1,254 | 773 | 3,295 | 525 | 404 | 230 | 1,159 | 7,470 |
| Total Buses | | | | | | | | | | | | | | | | | |
| 2011 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 4 | 2 | 2 | 0 | 4 | 0 | 0 | 0 | 0 | 8 |
| % change 2011 - 2010 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 700.0% |
| 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| % change 2010 - 2009 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 2009 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Appendix 2

Google Analytics for www.tourismsurrey.com

Tourism Surrey Main Dashboard

Jan 1, 2011 - Oct 31, 2011
Comparing to: Site



Site Usage

20,882 Visits

54.34% Bounce Rate

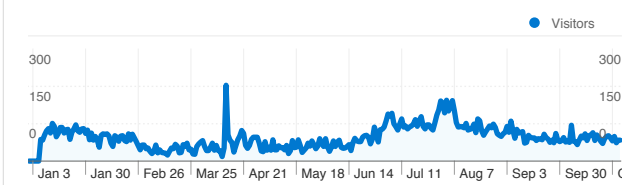
55,364 Pageviews

00:02:08 Avg. Time on Site

2.65 Pages/Visit

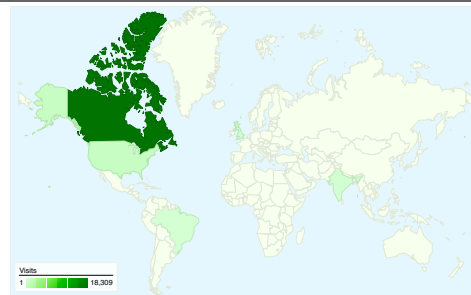
75.50% % New Visits

Visitors Overview



Visitors
16,074

Map Overlay



Traffic Sources Overview

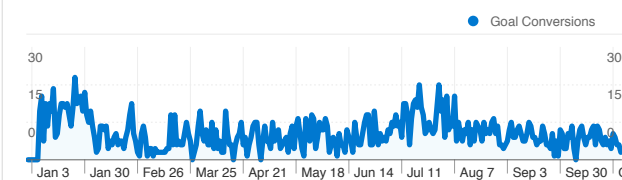


- **Search Engines**
13,817.00 (66.17%)
- **Referring Sites**
3,751.00 (17.96%)
- **Direct Traffic**
3,216.00 (15.40%)
- **Other**
97 (0.46%)

Content Overview

| Pages | Pageviews | % Pageviews |
|---------------------------------|-----------|-------------|
| / | 9,765 | 17.64% |
| /calendar | 2,093 | 3.78% |
| /golfing-shopping-and-parks-in- | 1,938 | 3.50% |
| /employment-opportunities | 1,840 | 3.32% |
| /about-tourismsurrey | 1,269 | 2.29% |

Goals Overview



Goal Conversions
2,160

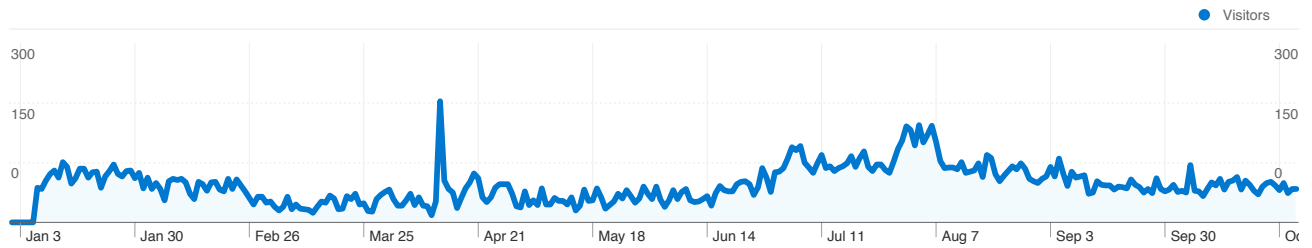


Appendix 2

Google Analytics for www.tourismsurrey.com

Tourism Surrey Main Visitors Overview

Jan 1, 2011 - Oct 31, 2011
Comparing to: Site




16,074 people visited this site

 **20,882 Visits**


 **16,074 Absolute Unique Visitors**

 **55,364 Pageviews**

 **2.65 Average Pageviews**

 **00:02:08 Time on Site**

 **54.34% Bounce Rate**

 **75.50% New Visits**

Technical Profile

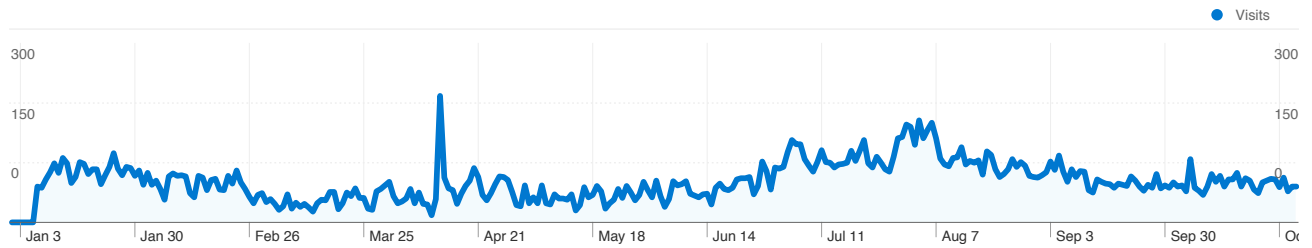
| Browser | Visits | % visits |
|----------------------|--------|----------|
| Internet Explorer | 10,125 | 48.49% |
| Firefox | 4,689 | 22.46% |
| Safari | 3,132 | 15.00% |
| Chrome | 2,548 | 12.20% |
| IE with Chrome Frame | 126 | 0.60% |

Appendix 2

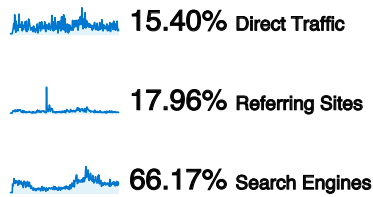
Google Analytics for www.tourismsurrey.com

Tourism Surrey Main Traffic Sources Overview

Jan 1, 2011 - Oct 31, 2011
Comparing to: Site



All traffic sources sent a total of 20,881 visits



- Search Engines**
13,817.00 (66.17%)
- Referring Sites**
3,751.00 (17.96%)
- Direct Traffic**
3,216.00 (15.40%)
- Other**
97 (0.46%)

Top Traffic Sources

| Sources | Visits | % visits | Keywords | Visits | % visits |
|--------------------|--------|----------|-----------------|--------|----------|
| google (organic) | 11,918 | 57.08% | tourism surrey | 1,443 | 10.44% |
| (direct) ((none)) | 3,216 | 15.40% | surrey tourism | 626 | 4.53% |
| bing (organic) | 818 | 3.92% | surrey | 188 | 1.36% |
| yahoo (organic) | 661 | 3.17% | surrey bc | 154 | 1.11% |
| sirc.ca (referral) | 403 | 1.93% | port kells pool | 150 | 1.09% |

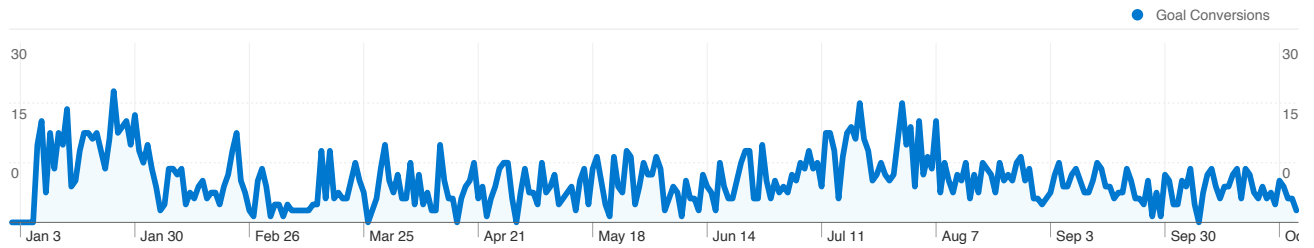


Appendix 2

Google Analytics for www.tourismsurrey.com

Tourism Surrey Main Goals Overview

Jan 1, 2011 - Oct 31, 2011
Comparing to: Site



Visitors completed 2,160 goal conversions

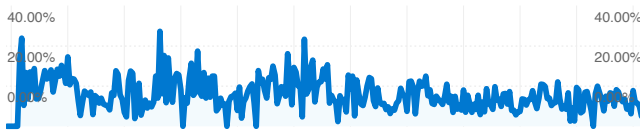
 2,160 conversions, Goal 1: Engaged Visitors

 0 conversions, Goal 6: Meeting Event Contact Form

 0 conversions, Goal 11: Submit An Event

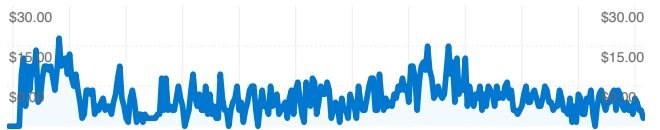
Goal Performance

Goal Conversion Rate



Goal Conversion Rate
10.34%

Total Goal Value



Total Goal Value
\$2,160.00

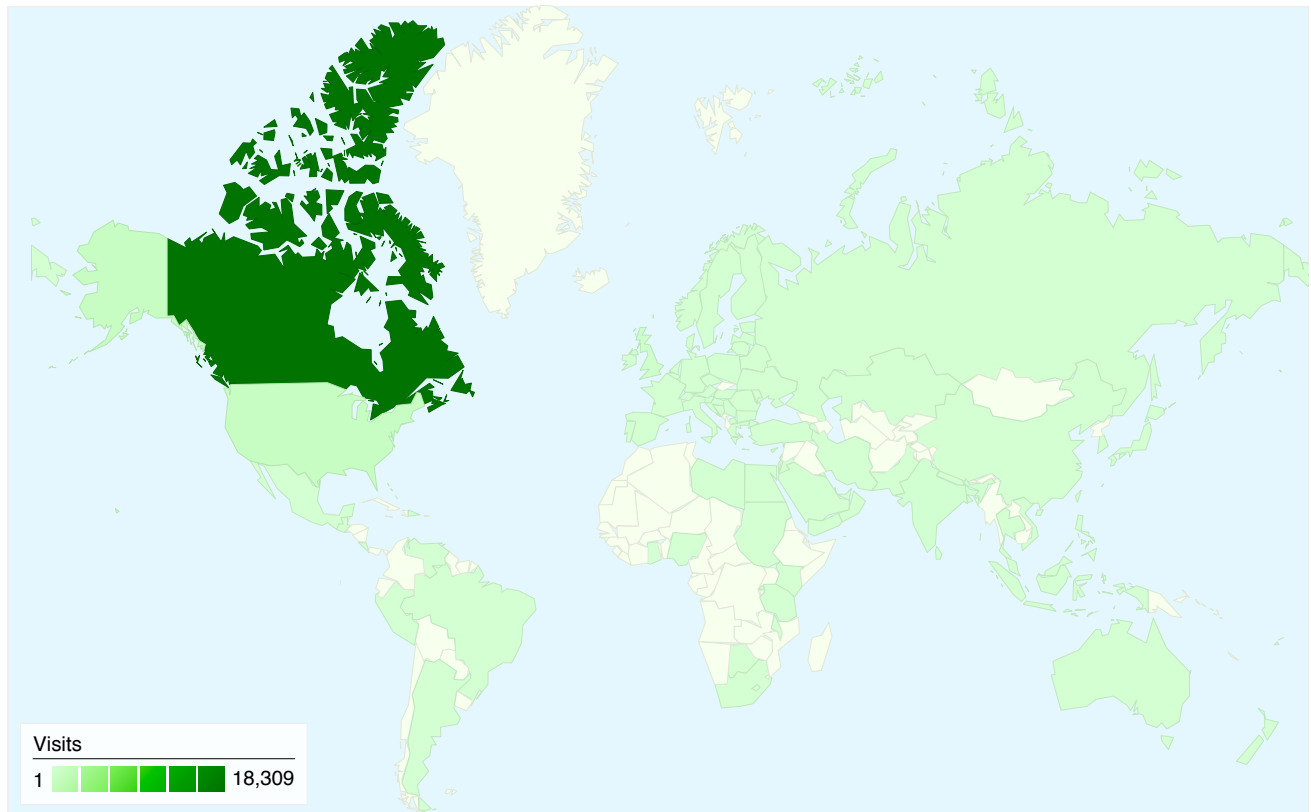


Appendix 2

Google Analytics for www.tourismsurrey.com

Tourism Surrey Main Map Overlay

Jan 1, 2011 - Oct 31, 2011
Comparing to: Site



20,881 visits came from 102 countries/territories

| Site Usage | | | | | | |
|--|--|--|--|--|-------------|--|
| Visits | Pages/Visit | Avg. Time on Site | % New Visits | Bounce Rate | | |
| 20,881 % of Site Total: 100.00% | 2.65 Site Avg: 2.65 (> 0.00%) | 00:02:08 Site Avg: 00:02:08 (> 0.00%) | 75.55% Site Avg: 75.50% (0.06%) | 54.35% Site Avg: 54.34% (> 0.00%) | | |
| Country/Territory | Visits | Pages/Visit | Avg. Time on Site | % New Visits | Bounce Rate | |
| Canada | 18,309 | 2.66 | 00:02:08 | 73.87% | 54.50% | |
| United States | 933 | 2.61 | 00:02:11 | 86.92% | 55.52% | |
| United Kingdom | 483 | 2.48 | 00:01:27 | 94.41% | 48.86% | |
| India | 119 | 3.15 | 00:03:30 | 93.28% | 43.70% | |
| Brazil | 78 | 1.91 | 00:01:59 | 55.13% | 65.38% | |
| Philippines | 74 | 2.05 | 00:01:32 | 85.14% | 58.11% | |
| Russia | 61 | 1.38 | 00:01:01 | 83.61% | 91.80% | |
| Germany | 59 | 3.46 | 00:03:05 | 81.36% | 47.46% | |
| Japan | 54 | 2.98 | 00:02:16 | 79.63% | 55.56% | |
| Australia | 45 | 2.69 | 00:02:00 | 91.11% | 46.67% | |

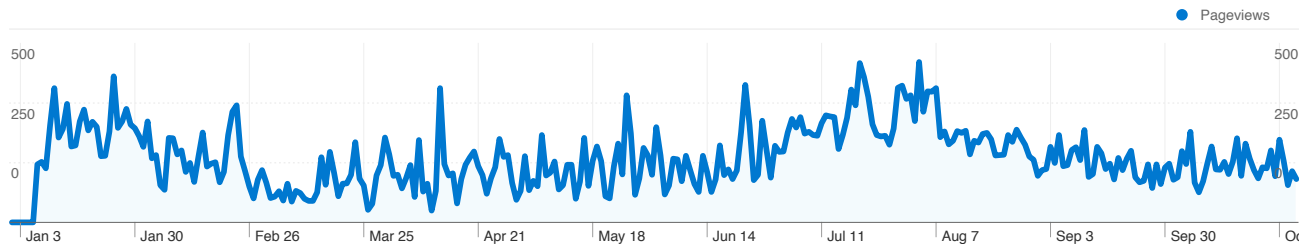
1 - 10 of 102

Appendix 2


Google Analytics for www.tourismsurrey.com


Tourism Surrey Main Content Overview


Jan 1, 2011 - Oct 31, 2011
Comparing to: Site



Pages on this site were viewed a total of 55,364 times

 55,364 Pageviews

 42,725 Unique Views

 54.37% Bounce Rate

Top Content

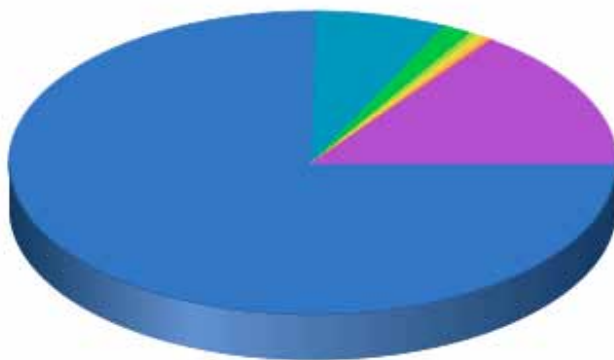
| Pages | Pageviews | % Pageviews |
|---------------------------------------|-----------|-------------|
| / | 9,765 | 17.64% |
| /calendar | 2,093 | 3.78% |
| /golfing-shopping-and-parks-in-surrey | 1,938 | 3.50% |
| /employment-opportunities | 1,840 | 3.32% |
| /about-tourismsurrey | 1,269 | 2.29% |

Tourism Surrey Click Summary: Jan-Nov 2011

Ow.ly : Summary Stats

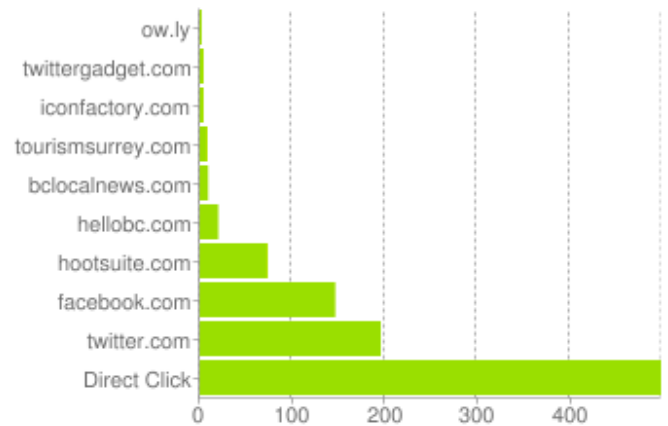
□

Ow.ly : Clicks by Region



| Region | Clicks |
|-------------------|-------------|
| Canada | 75.3% (721) |
| United States | 6.9% (66) |
| United Kingdom | 1.6% (15) |
| Costa Rica | 0.4% (4) |
| Germany | 0.3% (3) |
| European Union | 0.2% (2) |
| Korea Republic Of | 0.2% (2) |
| South Africa | 0.1% (1) |
| Indonesia | 0.1% (1) |
| Others | 14.9% (143) |

Ow.ly : Top Referrers



| Referrer | Referrals |
|--------------------|-----------|
| Direct Click | 497 |
| twitter.com | 195 |
| facebook.com | 146 |
| hootsuite.com | 73 |
| hellobc.com | 20 |
| bclocalnews.com | 9 |
| tourismssurrey.com | 8 |
| iconfactory.com | 4 |
| twittergadget.com | 4 |
| ow.ly | 2 |

Appendix 3

Ow.ly Statistics

Ow.ly : Most Popular Links

| | | |
|---|---|--------------|
| 1 | http://ow.ly/562WN http://www.tourismsurrey.com/99-days-of-summer/... Today's Activity: Create the summer garden of your dreams with a visit to Potters! http://ow.ly/56.. | 69 clicks |
| 2 | http://ow.ly/5MJWD http://www.spiritofthesea.ca/ Today is the Spirit of the Sea Festival! Festivities include a children's carnival and parade, game.. | 55 clicks |
| 3 | http://ow.ly/5y3cl http://www.fvhrs.org/Openhouse.htm RT @tourismsurrey: Today is last chance to visit Fraser Valley Heritage Railway before it moves.. | 24 clicks |
| 4 | http://ow.ly/5CCQG http://www.missinggoat.com/ The Missing Goat Blueberry Farm is cute as a button, and worth a visit today! Do you know the s.. | 22 clicks |
| 5 | http://ow.ly/7bgzF http://www.westerninvestor.com/index.php/news/b... Another good news story for Surrey! http://ow.ly/7bgzF #surreybc | 15 clicks |
| 6 | http://ow.ly/4QGEK http://www.surrey.ca/8308.aspx Are you a fan of "green gardening" but not sure where to start? Green Thumb Workshop at Sur... | 14 clicks |
| 7 | http://ow.ly/4rkhB http://golfsurrey.ca/pass/ 2011 Golf Surrey Pass, valued at \$475, being offered for only \$249! Get yours before they are a... | 13 clicks |
| 8 | http://ow.ly/3zwz0 http://www.tourismsurrey.com/sites/tourismsurre... We're hiring! Customer Service Call Centre Representative http://ht.ly/3zwz0 #surreybc | 13 clicks |
| 9 | http://ow.ly/5CDi1 http://www.honeybeecentre.com/ The Honeybee Festival @HoneybeeCentre is the sweetest festival around! http://ow.ly/5CDi1 #s... | 13 clicks |

Appendix 4

Weekly Twitter Growth

Tourism Surrey Weekly Twitter Follower Growth

| Date | Number of Followers | Increase From Prev Week | Increase Since Mar 31st | % Increase From Prev Week | % Increase Since Mar 31st |
|-----------|---------------------|-------------------------|-------------------------|---------------------------|---------------------------|
| 31-Mar-11 | 1713 | | | | |
| 07-Apr-11 | 1753 | 40 | 40 | 2.335% | 2.335% |
| 14-Apr-11 | 1770 | 17 | 57 | 0.970% | 3.327% |
| 21-Apr-11 | 1797 | 27 | 84 | 1.525% | 4.904% |
| 28-Apr-11 | 1824 | 27 | 111 | 1.503% | 6.480% |
| 06-May-11 | 1861 | 37 | 148 | 2.029% | 8.640% |
| 12-May-11 | 1901 | 40 | 188 | 2.149% | 10.975% |
| 20-May-11 | 1919 | 18 | 206 | 0.947% | 12.026% |
| 27-May-11 | 1941 | 22 | 228 | 1.146% | 13.310% |
| 03-Jun-11 | 1964 | 23 | 251 | 1.185% | 14.653% |
| 10-Jun-11 | 1983 | 19 | 270 | 0.967% | 15.762% |
| 17-Jun-11 | 2002 | 19 | 289 | 0.958% | 16.871% |
| 24-Jun-11 | 2024 | 22 | 311 | 1.099% | 18.155% |
| 01-Jul-11 | 2038 | 14 | 325 | 0.692% | 18.973% |
| 08-Jul-11 | 2062 | 24 | 349 | 1.178% | 20.374% |
| 15-Jul-11 | 2095 | 33 | 382 | 1.600% | 22.300% |
| 22-Jul-11 | 2128 | 33 | 415 | 1.575% | 24.227% |
| 29-Jul-11 | 2167 | 39 | 454 | 1.833% | 26.503% |
| 05-Aug-11 | 2193 | 26 | 480 | 1.200% | 28.021% |
| 12-Aug-11 | 2213 | 20 | 500 | 0.912% | 29.189% |
| 19-Aug-11 | 2228 | 15 | 515 | 0.678% | 30.064% |
| 26-Aug-11 | 2247 | 19 | 534 | 0.853% | 31.173% |
| 02-Sep-11 | 2269 | 22 | 556 | 0.979% | 32.458% |
| 9-Sep-11 | 2301 | 32 | 588 | 1.410% | 34.326% |
| 16-Sep-11 | 2316 | 15 | 603 | 0.652% | 35.201% |
| 23-Sep-11 | 2350 | 34 | 637 | 1.468% | 37.186% |
| 04-Oct-11 | 2391 | 41 | 678 | 1.745% | 39.580% |
| 07-Oct-11 | 2413 | 22 | 700 | 0.920% | 40.864% |
| 14-Oct-11 | 2433 | 20 | 720 | 0.829% | 42.032% |
| 21-Oct-11 | 2450 | 17 | 737 | 0.699% | 43.024% |
| 28-Oct-11 | 2478 | 28 | 765 | 1.143% | 44.658% |
| 04-Nov-11 | 2490 | 12 | 777 | 0.484% | 45.359% |

Appendix 5

Facebook

FACEBOOK

| | DAILY ACTIVE USERS: | WEEKLY ACTIVE USERS: | MONTHLY ACTIVE USERS: | DAILY NEW LIKES: | LIFETIME TOTAL LIKES: |
|---------------------|------------------------|-------------------------|--------------------------|---------------------|--------------------------|
| JAN 2011 | 3 | 79 | 129 | 0 | 193 |
| FEB 2011 | 22 | 172 | 291 | 1 | 207 |
| MAR 2011 | 43 | 64 | 200 | 0 | 220 |
| APR 2011 | 12 | 78 | 144 | 0 | 228 |
| MAY 2011 | 44 | 99 | 163 | 2 | 241 |
| JUN 2011 | 62 | 125 | 171 | 0 | 254 |
| JUL 2011 | 39 | 99 | 201 | 0 | 264 |
| AUG 2011 | 54 | 112 | 179 | 0 | 279 |
| SEPT 2011 | 4 | 42 | 177 | 1 | 293 |
| OCT 2011 | 67 | 119 | 169 | 0 | 304 |
| NOV 2011 | 2 | 82 | 178 | 0 | 306 |



Appendix 6

Mailchimp 2011

| Title | Send Date | Recipients | Deliveries | Bounces | Open Rate | Total Opens | Click Rate | Total Clicks |
|---|----------------|------------|------------|---------|-----------|-------------|------------|--------------|
| What's Up: November 7 - 13 | 11/03/11 12:00 | 358 | 357 | 1 | 24.93% | 152 | 3.36% | 15 |
| Tourism Talk: October 2011 | 11/02/11 15:45 | 180 | 178 | 2 | 33.15% | 154 | 7.30% | 21 |
| JackRabbit Webinar Invite | 10/31/11 15:21 | 30 | 29 | 1 | 48.28% | 59 | 0.00% | 0 |
| Key Volunteer Rally Invite | 10/31/11 14:43 | 81 | 81 | 0 | 65.43% | 158 | 0.00% | 0 |
| JackRabbit Webinar: Save the Date | 10/27/11 13:49 | 30 | 29 | 1 | 31.03% | 51 | 0.00% | 0 |
| What's Up: October 31 - November 6 | 10/27/11 12:00 | 356 | 351 | 5 | 26.78% | 173 | 7.12% | 39 |
| What's Up: October 24 - 30 | 10/20/11 12:00 | 355 | 354 | 1 | 24.58% | 178 | 4.52% | 23 |
| What's Up: October 17 - 23 | 10/13/11 12:00 | 358 | 355 | 3 | 30.99% | 181 | 9.86% | 50 |
| IMPORTANT: RSVP Deadline is Today | 10/11/11 11:30 | 177 | 177 | 0 | 40.11% | 218 | 0.00% | 0 |
| What's Up: October 10 - 16 | 10/06/11 12:00 | 357 | 355 | 2 | 28.73% | 222 | 6.76% | 38 |
| Golf Surrey Invitation | 10/04/11 14:45 | 7 | 7 | 0 | 14.29% | 1 | 0.00% | 0 |
| What's Up: October 3 - 9 | 09/28/11 12:00 | 357 | 356 | 1 | 28.65% | 199 | 7.58% | 44 |
| What's Up: September 26 - October 2 | 09/22/11 12:00 | 356 | 354 | 2 | 24.58% | 165 | 5.65% | 33 |
| Reminder: Annual General Meeting 2011 | 09/21/11 12:00 | 177 | 177 | 0 | 32.77% | 127 | 6.21% | 15 |
| Annual General Meeting 2011 | 09/15/11 16:00 | 177 | 177 | 0 | 33.90% | 155 | 9.04% | 21 |
| Tourism Talk: September 2011 | 09/15/11 15:30 | 181 | 177 | 4 | 28.25% | 93 | 5.65% | 94 |
| Accommodation Partner Meeting Invitation | 09/14/11 14:00 | 28 | 27 | 1 | 59.26% | 70 | 0.00% | 0 |
| Golf Surrey Invitation | 09/14/11 12:30 | 7 | 7 | 0 | 28.57% | 11 | 0.00% | 0 |
| What's Up: September 19 - 25 | 09/14/11 12:00 | 359 | 356 | 3 | 29.49% | 220 | 7.87% | 43 |
| What's Up: September 12 - 18 | 09/08/11 14:45 | 344 | 343 | 1 | 27.41% | 200 | 6.12% | 24 |
| What's Up: September 5-11 | 09/01/11 12:00 | 344 | 343 | 1 | 23.62% | 162 | 7.00% | 48 |
| What's Up in Surrey: End of Summer Activities | 08/25/11 12:00 | 342 | 341 | 1 | 22.29% | 175 | 5.28% | 41 |
| What's Up: August 22 - 28 | 08/18/11 12:00 | 342 | 342 | 0 | 25.73% | 155 | 5.26% | 23 |
| Tourism Talk: August 2011 | 08/17/11 14:15 | 197 | 195 | 2 | 26.67% | 114 | 9.23% | 31 |
| Request for Updated Information | 08/11/11 14:15 | 197 | 197 | 0 | 36.04% | 358 | 0.00% | 0 |
| What's Up: August 15 - 21 | 08/11/11 12:15 | 342 | 341 | 1 | 27.86% | 182 | 5.87% | 34 |
| What's Up: August 8 - 14 | 08/04/11 12:00 | 344 | 342 | 2 | 26.32% | 186 | 6.73% | 25 |
| What's Up: August 1 - 7 | 07/28/11 12:00 | 344 | 341 | 3 | 27.27% | 165 | 5.57% | 32 |

| Title | Send Date | Recipients | Deliveries | Bounces | Open Rate | Total Opens | Click Rate | Total Clicks |
|--|----------------|------------|------------|---------|-----------|-------------|------------|--------------|
| Accommodation Providers: Labour Day Deals for Frommers.com | 07/26/11 11:15 | 10 | 8 | 2 | 37.50% | 3 | 0.00% | 0 |
| Accommodation Providers: Labour Day Deals for Frommers.com | 07/26/11 11:00 | 24 | 23 | 1 | 39.13% | 29 | 0.00% | 0 |
| What's Up: July 25 - 31 | 07/21/11 12:00 | 350 | 341 | 9 | 27.86% | 155 | 7.33% | 35 |
| Tourism Talk: July 2011 | 07/20/11 12:00 | 198 | 197 | 1 | 25.89% | 167 | 8.12% | 424 |
| What's Up: July 18 - 24 | 07/14/11 12:00 | 340 | 336 | 4 | 30.36% | 248 | 8.93% | 43 |
| Accommodation Partner Meeting | 07/11/11 12:00 | 25 | 23 | 2 | 47.83% | 82 | 0.00% | 0 |
| Golf Partner Meeting | 07/11/11 11:00 | 7 | 7 | 0 | 28.57% | 50 | 0.00% | 0 |
| What's Up in Surrey: July 11 - 17 | 07/07/11 12:00 | 355 | 338 | 17 | 31.07% | 234 | 10.06% | 43 |
| What's Up: July 4 - 10 | 06/30/11 12:00 | 265 | 264 | 1 | 26.52% | 141 | 7.95% | 41 |
| Request for Room Rate: Surrey International World Music Marathon | 06/28/11 14:30 | 19 | 19 | 0 | 63.16% | 54 | 47.37% | 19 |
| What's Up: June 27 - July 3 | 06/24/11 12:00 | 263 | 263 | 0 | 31.18% | 188 | 6.08% | 25 |
| Reminder: Pad Map Opportunity | 06/24/11 11:12 | 198 | 198 | 0 | 32.32% | 455 | 7.07% | 28 |
| Tourism Talk: June 2011 | 06/22/11 13:00 | 198 | 196 | 2 | 28.06% | 181 | 7.14% | 34 |
| What's Up: June 20 - 26 | 06/16/11 12:00 | 262 | 262 | 0 | 30.15% | 141 | 5.73% | 21 |
| Hello BC Listings Enrollment on Now | 06/15/11 12:00 | 43 | 41 | 2 | 34.15% | 56 | 4.88% | 2 |
| 2011 Surrey Pad Map Booking | 06/14/11 14:30 | 201 | 200 | 1 | 38.00% | 353 | 13.50% | 38 |
| Canada Day Promotional Opportunity | 06/09/11 13:00 | 202 | 201 | 1 | 25.37% | 191 | 1.00% | 3 |
| What's Up: June 13 - 19 | 06/09/11 12:00 | 259 | 259 | 0 | 31.27% | 153 | 7.34% | 23 |
| What's Up: June 6 - 12 | 06/02/11 12:00 | 259 | 258 | 1 | 32.95% | 187 | 9.30% | 34 |
| What's Up: May 30 - June 5 | 05/26/11 15:30 | 259 | 259 | 0 | 31.66% | 193 | 8.88% | 36 |
| Tourism Talk - May 2011 | 05/19/11 12:00 | 202 | 202 | 0 | 27.72% | 131 | 4.46% | 9 |
| What's Up: May 23 - 29 | 05/19/11 11:30 | 260 | 260 | 0 | 33.46% | 173 | 9.23% | 34 |
| What's Up: May 16 - 22 | 05/13/11 12:00 | 260 | 260 | 0 | 31.54% | 195 | 8.08% | 44 |
| What's Up: May 9 - 15 | 05/06/11 12:00 | 260 | 260 | 0 | 33.08% | 184 | 9.62% | 52 |
| What's Up: May 2 - 8 | 04/28/11 11:00 | 260 | 259 | 1 | 34.75% | 202 | 10.81% | 46 |



Appendix 7

Online Visitors Guide

Publication

| | |
|-------------------------|-------------------------------|
| Publication name | 2011 Surrey Visitors Guide |
| Account name | Tourism Surrey |
| Data interval | 1 Jan 2011 to the 31 Oct 2011 |
| XLS File created | 8 Nov 2011 |

| | |
|-------------------------------------|--------------------|
| First Visit in data interval | 17 Jan 2011 |
| First Visit overall | 17 Jan 2011 |
| Last Visit in data interval | 31 Oct 2011 |
| Last Visit overall | 7 Nov 2011 |
| Visits | 658 |
| Bounce visits pct. | 21 |
| Page Flips | 10607 |
| Page Views | 20228 |
| Time Spend | 52 h 24 min 33 sec |
| Zoom Clicks | 3460 |
| Unique readers | 518 |
| Time spend in zoom | 29 h 59 min 35 sec |

Most read pages

| Page | Time spend |
|-------------|--------------------|
| 1 | 09 h 41 min 2 sec |
| 2 | 04 h 10 min 8 sec |
| 3 | 04 h 10 min 8 sec |
| 10 | 02 h 55 min 57 sec |
| 11 | 02 h 55 min 57 sec |
| 14 | 02 h 24 min 29 sec |
| 15 | 02 h 24 min 29 sec |
| 12 | 02 h 8 min 16 sec |
| 13 | 02 h 8 min 16 sec |
| 6 | 02 h 0 min 56 sec |

Links clicked

| Page | Url | Clicks |
|-------------|---|---------------|
| 2 | http://guildfordtowncentre.com | 20 |
| 64 | http://www.tribalspiritgallery.com | 18 |
| 29 | http://www.cloverdalebia.com | 12 |
| 27 | http://www.hemlockresort.ca | 11 |
| 63 | http://www.wendys.ca | 10 |
| 43 | http://www.coasthotels.com | 9 |
| 39 | http://www.peacearinn.com | 9 |
| 39 | http://www.comfortinnsurrey.com | 9 |
| 39 | http://www.bestwesternsurrey.com | 7 |
| 39 | http://www.coasthotels.com | 7 |

Search Engine Traffic

| Type | Visits |
|----------------------------|---------------|
| Visits from search engines | 1 |
| Other | 657 |



Appendix 8

99 Days of Summer Report 2011



Marketing Project Summary Report

| | |
|--------------|----------------------------|
| Project Name | 99 Days of Summer - 2011 |
| Date | May 28 - September 3, 2011 |
| Budget | |

Target Market:

- Local residents: young families and visiting friends in Surrey, BC.

Tactics / Project Components:

| | |
|--------------|--|
| Print | N/A |
| Online | Tourism Surrey Website: <ul style="list-style-type: none">○ 99 Days Landing Page and list of things to do, organized by month, festival, outing, event, activity, exhibit.○ Widget with activity of the day. 604 Pulse Blogging |
| Social Media | Twitter, Facebook, Facebook Ads |
| TV/Radio | N/A |
| Other | N/A |

Stats & Quantitative Results:

- **Facebook Ads:** \$536.63 total spend.
 - Generated **532** total clicks at an average of \$1.01 per click. (June: 103 clicks. July: 299 clicks. August: 130 clicks.) ***Note: We started the campaign on June 12, so this accounts for the slightly lower June statistics. We missed capturing more potential click-throughs at a time when the interest in the campaign was high.**
 - Had a total of **2,223,070** impressions for the duration of the campaign. (June: 500,695 impressions. July: 1,081,749 impressions and August: 640,626 impressions.)
- See Hootsuite Social Media Analytic Reports for May, June, July and August 2011.
- See also Tourism Surrey website landing page statistics.

Appendix 8

99 Days of Summer Report 2011

Observations & Comments:

- The response to the campaign was considerable in June and July. The number of direct clicks via Hootsuite was significant. The activities that generated the highest number of click-throughs were:
 - A Visit to Potters (69 Clicks - June)
 - Spirit of the Sea Festival (54 Clicks in July, 12 clicks in August = 66 Total Clicks)
 - Visit Fraser Valley Heritage Railway before it moves to new location (24 Clicks - July)
 - Missing Goat Blueberry Farm (22 Clicks - July)
 - Ice Cream Day (11 Clicks - August)
 - Honeybee Centre (10 Clicks - July)
 - Fusion Festival (10 Clicks - July)
 - Children's Festival (10 Clicks - May)
- As per Cathy's observation, from mid to late August, the click rate dropped off substantially due to preparation for back to school (This is reflective in Facebook Ads stats, Hootsuite stats and landing page stats).
- The 604 Pulse blogging generated more interest in the campaign at the time when it was showing signs of tailing off in August.

Key Learnings:

- I recommend starting the Facebook ad campaign in June, and running it through to mid August at the latest.
- I would commission 604 Pulse to write a few more blogs, starting much earlier in the campaign. When we first launch in late May/early June, it would be great to have a 604 Pulse blog post coincide with this launch.
- I recommend using Google pay-per-click ads as well. When people are searching for things to do, one of the first things they usually do is search activities on Google. Since this is a primarily 'online campaign' I would like to see this incorporated into next year's plan.
- I recommend applying a fun theme to next year's campaign. We tried to do a 'treasure hunt in your own backyard', but it would be great to see a true theme reflective in the branding of our website and all 99 Days of Summer materials. I think this would make the campaign more effective.
- A contest may be worth trying next year. Perhaps we could encourage re-tweets to our activities, or encourage people to sign up for our What's Up for a chance to win a summer package (perhaps a golf pass, tickets to an event or a summer themed gift basket).



Appendix 8

99 Days of Summer Report 2011

Samples:

Appendix 1:

The screenshot shows the homepage of www.tourismsurrey.com. The browser address bar displays the URL and several open tabs. The main content area is organized into several sections:

- Stay in Surrey:** Promotes 12 branded and 3 boutique hotels with an image of a hotel room.
- Golf in Surrey:** Promotes 6 golf courses with an image of a golf course.
- 99 Days of Summer:** Promotes summer activities with an image of a festival.
- Arts in Surrey:** Promotes cultural events with an image of a theater performance.
- E-News:** A sign-up section for the 'What's Up in Surrey' newsletter with a 'Subscribe' button.
- Today's Activity:** Features 'Newton Cultural Centre' for 'Fri 2nd Day 98' with a 'More info...' link.
- Events:** Lists several events including 'Crescent Beach Invitational Collector Cars and Motorcycles Event', 'Red Green's Live Wit & Wisdom Tour', 'Thursday Artist Talks - Mandeep WirK', 'Dipna Horra: Dhunia-Part One', and '13th Annual Fleetwood Festival'.
- Twitter:** A section for social media updates, including a tweet from @WidPlayParks and a mention of @RogersArena.

On the left side, there are social media icons for Facebook, Twitter, and YouTube, along with a 'Like' button and a 'Send' button.

Appendix 8

99 Days of Summer Report 2011

Appendix 2:

The screenshot shows the Tourism Surrey website's '99 Days of Summer' campaign page. The header features the Tourism Surrey logo and navigation links: HOME, WHERE TO STAY, WHERE TO DINE, THINGS TO DO, TRAVELLERS TOOLKIT, and EVENTS. The main banner displays '99 Days of Summer' with a sunset background and silhouettes of people swimming and sunbathing. Below the banner is a navigation bar with links: DISCOVER SURREY, WHERE TO STAY, WHERE TO DINE, THINGS TO DO, TRAVELLERS TOOLKIT, and EVENTS.

99 DAYS OF SUMMER

Looking for something to do this summer? we've got 99 ideas!

Navigation: MAY activities, JUNE activities, JULY activities, AUGUST activities, SEPTEMBER activities

On the hunt for things to do this summer? Tourism Surrey has got you covered. We've done the digging and uncovered a treasure trove of fun things to do right in your own backyard!

Surrey offers an abundance of family-friendly activities this summer. Have the time of your life getting lost in the forest Family Corn Maze, and use your 'know-how' to find your way out. The Missing Goat Blueberry Farm offers a scenic day in the country combined with farm fresh products – plus a chance to learn the story of the missing goat!

Surrey's festivals are award-winning and unforgettable. Celebrate our nation's birthday at Canada Day in the Cloverdale Amphitheatre. Western Canada's largest Canada Day event. The Fusion Festival is a true gem that brings Surrey's cultural mosaic to life in a colourfully vibrant celebration.

Surrey is renowned for its diversity, and this is reflected in all the exciting things to do this summer. Discover the bounty of activities in your own hometown! With the 99 Days of Summer, Surrey offers something for everyone.

Today's activities

- Western Cultural Centre**
The newly renovated Western Cultural Centre is the hub for arts programs. [More info...](#)

Visitors

- Experience Surrey with our 2011 [Virtual Guide](#).

E-news

Sign up now for our weekly newsletter and get the scoop on the great events and promotions happening in Surrey! [Click here to subscribe](#)

Explore

- Find your way around Surrey with our interactive [Map](#) [click here](#)
- Locate your Tourism Partners in Surrey [click here](#)

View by Category

- Festival
- Outing
- Event
- Activity
- Exhibit

[View on Map](#)

Appendix 8


99 Days of Summer Report 2011

Appendix 3:


99 DAYS OF SUMMER

Spend your summer days in Surrey, BC! Below is a listing of suggested activities that you and your whole family can participate in. You can narrow the listings by selecting a month or type of activity!

| Month | Category | Links |
|---|--|--|
| May June July August September All Months | Festival Outing Event Activity Exhibit | Go back to the 99 Days of Summer landing page View the 99 Days of Summer activity map Find other things to do in Surrey See all listings on this page |



Canada Day




Come and display your Canadian pride and celebrate our nation's birthday at the Cloverdale Amphitheatre, Western Canada's largest Canada Day celebration.

176 Street & 64 Avenue | www.surrey.ca/canadaday

Fri 1st Day 35 [Go to website](#) | [See on map](#)

Honeybee Centre




Visit the honey farm and take a guided tour. A wide range of fresh honey products are also available for purchase.

7480 176 Street | 604-575-2337

Sat 2nd Day 36 [Go to website](#) | [See on map](#)

Surrey Lake Park




Take your four legged furry friend for a walk around the lush nature trails. While the lake is man-made, it boasts a diverse animal habitat and picturesque scenery.

7452 152 Street

Sun 3rd Day 37 [Go to website](#) | [See on map](#)

Today's ACTIVITY




Fri 2nd Day 98

Newton Cultural Centre

The newly renovated Newton Cultural Centre is the hub for arts program...

[More info...](#)

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Appendix 6

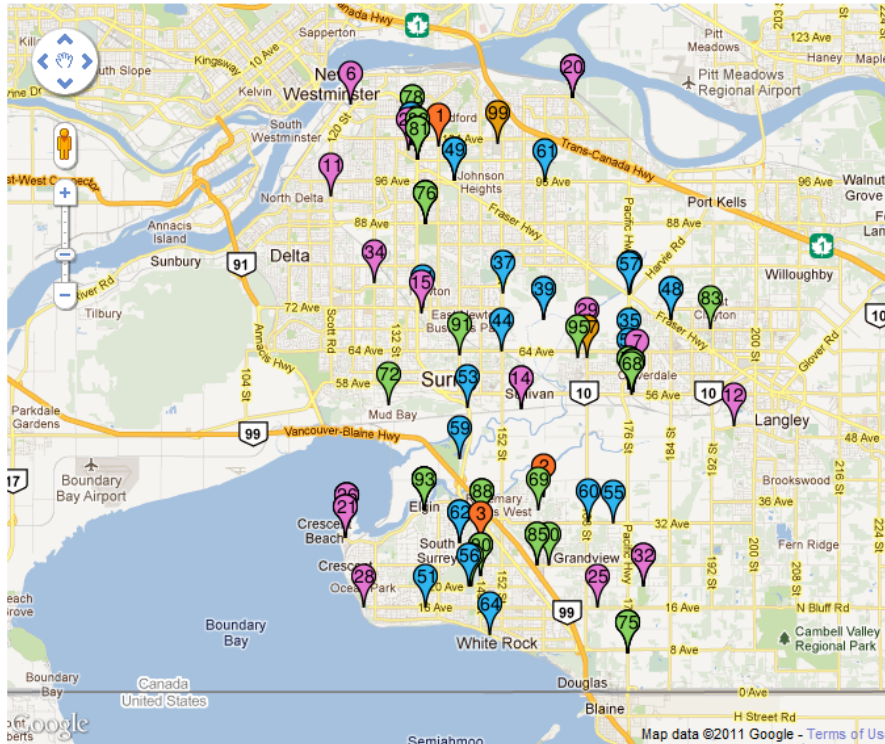
51

Appendix 8

99 Days of Summer Report 2011

Appendix 4:

99 DAYS OF SUMMER MAP



Today's ACTIVITY



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Fri 2nd
 Day 98

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Appendix 8

99 Days of Summer Report 2011

Appendix 5:



RECENT ENTRIES

99 Days of Summer in Surrey

July 29th, 2011

24   22  Be the first to comment

If you're on the hunt for things to do around town this summer, take a look at Tourism Surrey's new website called [99 Days of Summer](#).

For every day in summer, Tourism Surrey suggests one activity for you to do. The offerings are really quite diverse, so we're highlighting some of their upcoming August and September activities below...



Photo: Surrey's Holland Park hosts Movie Under the Stars on August 20. Source: [Tourism Surrey](#).

Some upcoming summer activities in Surrey include:

- Day 86 (Saturday, August 20) – Enjoy a free movie at **Movie Under the Stars** at Holland Park. Pack your lawn chairs and picnic blankets and be treated to a quintessential summer movie experience. The movie playing this date will be Disney's 2010 animation, *Tangled* – perfect for families!
- Day 87 (Monday, August 22) – Visit the **Memory Stones** at **Crescent Beach** at Beecher Street. As you stroll along one of South Surrey's most scenic beaches, you can read the poetic stories of the community's memories and dreams from past and present. Should be a really unique experience.
- Day 92 (Saturday, August 27) – Bring the whole family out to the **Teddy Bear Picnic** at **Historic Stewart Farm**. Don't forget to pack your favourite stuffed animal for the Teddy Bear hunt! Pre-registration is required.
- Day 95 (Tuesday, August 30) – Have the time of your life getting lost in the **Bose Family Corn Maze**. Use your 'know-how' to find your way out. After your challenge is complete, reward yourself with roasted marshmallows around a fire pit!
- Day 97 (Thursday, September 1) – Only in Canada can you go **ice skating** in September! Start your Labour Day weekend festivities early and enjoy the first day of the ice skating season at the Cloverdale Arena.

About 604 Pulse

Where should we go this weekend? This is a question we hear a lot, and it's a question we often ask ourselves. So we had an idea: why not create a website where we explore all the things to see and do in the Vancouver, Coast & Mountains region, and then share them with you. We'll provide locals and visitors personal insight into the cool things you can see and do in the region. Each week we'll give you new tips, highlight upcoming events, share our favourite blogs, and tell you about our travels.

Vancouver, Coast & Mountains is a non-profit society, which represents business and community tourism interests from throughout the region. VCM invites you to come and discover the four distinct destination areas that make up Vancouver, Coast & Mountains: Metro Vancouver, Mighty Fraser Country, Sea to Sky Country, and the Sunshine Coast.

Do you have a suggestion for a blog post? E-mail us at info@604Pulse.com.

Blogger Bio



The voice behind 604 Pulse is that of Robyn Hanson. Born and raised in Vancouver, Robyn is a recognized expert on social media use for tourism operators. She has been an active participant and frequent contributor to online travel communities since 1998. With a keen interest in local history, geography, live music, and photography, Robyn has a passion for the Vancouver, Coast & Mountains tourism region that is evident in the enthusiasm in the posts. Robyn posts almost daily to 604 Pulse and authors all of the site content.

Categories

- [Family Activities](#) (20)
- [Hidden Secrets](#) (18)
- [Indoor Activities](#) (13)
- [Outdoor Activities](#) (14)

Archive

- ▼ 2011 (94)
- ▼ September (1)
- [Hidden Secrets: 10 Events for the Labour Day Weekend](#)

Appendix 8

99 Days of Summer Report 2011

Appendix 6:

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99 Days of Summer

tourismsurrey.com



Looking for fun things to do this summer? We've got 99 of them! Click here to see what Tourism Surrey has uncovered.

