



SHMA
Surrey Hotel and
Motel Association

DISCOVER
Surrey

2026 SURREY MRDT MARKETING TACTICAL PLAN

Designated Recipient: City of Surrey
Designated Accommodation Area: Surrey
Date Submitted: November 26, 2025
MRDT Repeal Date: May 31, 2030
Five Year Period: June 1, 2025 to May 31, 2030

One-Year Tactical Plan

Designated Recipient: City of Surrey City of Surrey
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A description and instructions pertaining to each section is provided in greyttext as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs andresources.** If using this template, please delete the blue text and provide your response accordingly. If using your own reporttemplate, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Business Plan	
Heading	Description
Strategic Direction	<p>Tourism is a catalyst forSurrey’seconomic growth, and in 2026, a unified, data-driven approach will unlock new opportunities to elevate the city as a premier, year-round destination. Discover Surrey, Surrey Hotel & Motel Association (SHMA), and the City of Surrey (Team Surrey) will focus on strengthening the city’s position as a vibrant, four-season destination. Through refined and integrated marketing strategies, Team Surrey will concentrate on increasing overnight visitations, particularly during off-peak periods.</p> <p>Supporting this work will be an investment in Surrey-specific tourism data. By gaining deeper insights into market trends, traveler behavior, and the economic impact of tourism, we will be better equipped to sharpen marketing efforts, support investment decisions, and showcase Surrey as a destination of choice.</p> <p>Alongside data-driven insight, Team Surrey will advance efforts to drive year-round hotel occupancy by positioning Surrey as a key hub for leisure, sports, business travel, conferences, and cultural events. Efforts will be made to ensure that the Surrey Signature Experiences, major festivals and tournaments, translate into meaningful overnight stays.</p> <p>Together, these efforts represent a unified and strategic approach to growing Surrey’s tourism landscape. With aligned leadership, a commitment to shared research, and a collaborative spirit, Surrey is poised to become a more resilient, competitive, and welcoming destination, one where the success of the tourism sector helps fuel broader community and economic benefits for all.</p>
Key Learnings and Conclusions	<p>Strategic Growth Amid Transition</p> <p>2025 was a transformative year for Surrey’s tourism sector, marked by both progress and challenges. Despite leadership absences and staffing delays across</p>

partner organizations, Surrey advanced its role within the tourism ecosystem, laying the groundwork for a more coordinated and resilient approach in 2026.

Expanded Operational Capacity

The onboarding of new staff addressed long-standing capacity gaps, particularly in marketing and visitor services. The move into a dedicated office space enhanced operational efficiency and elevated Discover Surrey's visibility as a community tourism leader.

Enhanced Data-Driven Decision Making

The adoption of tools such as Simpleview, Dext, Sling, and Asana improved internal workflows and enabled more informed decision-making. However, the absence of Surrey-specific tourism data remains a critical gap that must be addressed to support future planning and investment.

Refined Visitor Services Delivery

Discover Surrey's Visitor Services program delivered nearly 800 hours of frontline engagement. A strategic shift from week-long pop-ups to targeted activations better aligned with visitor demand, though staffing consistency and administrative follow-through require continued attention.

Destination Development Milestones

The launch of Surrey's Signature Experiences introduced market-ready, bookable group offerings, strengthening ties with eight local businesses and setting the stage for future travel trade initiatives. Complementary activities, such as follow up Social Media Workshops, strengthened Discover Surrey's position as a tourism marketing resource, while also demonstrating the value of cohesive branding and partner engagement.

Strengthened Stakeholder Collaboration

Partnerships with Business Improvement Associations, local Chambers of Commerce, and the Surrey Organizational Business Group deepened throughout the year. The addition of Discover Surrey's Destination Services Manager, SHMA's Director of Business Development and City of Surrey's Tourism Development Coordinator further enhanced Surrey's capacity to nurture relationships. Late-year collaboration between Discover Surrey, SHMA and City of Surrey signaled a shift toward more unified tourism planning.

Validation of Group Travel Potential

Targeted marketing toward business, conference, and sports groups confirmed group travel as a key driver of off-peak occupancy. This segment presents one of Surrey's strongest opportunities for increasing hotel stays and economic impact.

Opportunity to Maximize Incentive Programs

While grant programs successfully supported events and group travel, they remain underutilized. With increased promotion and strategic alignment, these incentives can play a more significant role in attracting overnight visitation and supporting tourism growth.

	<p>Extended Support for Sports Tourism Increased funding for the Surrey Sports Tourism Grant reflects the City's growing recognition of sports tourism as a key economic driver. With sports events bringing significant overnight visitation and community engagement, the City is committed to supporting initiatives that position Surrey as a premier destination for tournaments and athletic events. The City's Sports Tourism Grant (program) of \$500,000 is one of the largest in Canada.</p> <p>Growth of Major Festivals Major festivals in Surrey have seen strong growth, attracting diverse audiences and generating significant economic impact through increased visitor spending and hotel stays. These events not only enhance the city's cultural vibrancy but also contribute to job creation and support for local businesses.</p>
Overall Goals and Objectives	<p>Staying aligned with the Five-Year Plan, Team Surrey's 2026 focus will be on increasing overnight visitation during off-peak periods, supported by strategic investments in Surrey-specific tourism data. This effort will be strengthened through enhanced collaboration among key partners, ensuring a unified approach to growing Surrey's tourism economy.</p> <p>Boost Off-Season Visitation & Occupancy Lead targeted marketing and incentive programs to increase overnight stays from October to May, benefiting local accommodations and businesses.</p> <p>Acquire Surrey-Focused Tourism Data Invest in localized visitor insights to inform strategic decisions, enhance marketing effectiveness, and support tourism growth.</p> <p>Deepen Partnerships with Key Stakeholders Strengthen collaboration between Discover Surrey, SHMA, the City of Surrey and community organizations to align efforts, reduce duplication, and amplify collective impact.</p> <p>Drive Group Travel (MICE & Leisure) Position Surrey as a competitive destination for meetings, conferences, sports tournaments, and group leisure travel, supported by lead generations and incentives.</p> <p>Strengthen Sports & Event Growth Grow event-driven room nights through the Sports Tourism Grant, Tourism Event Marking Grant, Cultural Celebrations Sponsorship Grant, and Surrey Meetings & Conference Incentive.</p> <p>Continue Destination Development Momentum Expand the reach of Surrey's Signature Experiences, continue the investment in new</p>

	<p>or enhanced tourism products, and leverage major festivals and events to elevate the city's tourism profile.</p> <p>Reinforce Surrey's Brand Promote Surrey as an affordable, accessible, and community-driven alternative to Vancouver through collaborative campaigns and co-branded content.</p>
Strategies	<p>Key Strategies</p> <ol style="list-style-type: none"> 1. Increase Off-Peak Visitation & Occupancy Drive overnight stays during October–May through targeted marketing campaigns, strategic partnerships, and participation in trade and media shows. We are also actively working to attract academic and industry conferences during these non-peak months, leveraging Surrey's venues and hospitality offerings to support year-round tourism growth. 2. Invest in Surrey-specific Tourism Data Participate in new research and data partnerships to gain deeper insights into visitor behaviors, inform marketing strategies, and strengthen Surrey's positioning as a competitive destination. Strengthen MRDT Partner Collaboration Strengthen collaboration with Surrey's MRDT partners, by onboarding new staff, streamlining procedures, and developing shared systems that support unified strategic goals. Launch Travel Trade Strategy Initiate the first phase of a Travel Trade strategy to promote Surrey's Signature Experiences and key offerings, build relationships with regional and national trade partners to expand visitation and group travel opportunities. Advance Destination Development Refresh existing tourism products and introduce enhancements that elevate visitor experience, engagement, and measurable outcomes, ensuring Surrey remains dynamic and competitive. Temporary activations and destination-driven experiences are being introduced to shift perceptions and draw regional visitors into Surrey, showcasing the city's unique offerings. These efforts support Surrey's emergence as the next regional entertainment hub, positioning it as a vibrant and compelling destination for both residents and visitors. Invest in Paid Marketing Expand performance-driven advertising to deliver measurable results for accommodation partners and increase Surrey's visibility in priority markets. 6. Grow Group Travel & MICE (Meetings, Incentives, Conferences, and Exhibits) Promote Surrey as a top-tier destination for conferences, business events, weddings, and reunions by showcasing its accessibility, affordability, and hotel infrastructure. 7. Support Sports & Event Tourism Leverage Sports Surrey Grant, Sports Tourism Grant, Tourism Event Marketing 8.

	<p>Grant, Cultural Celebrations Sponsorship Grant, and Surrey Meetings & Conference Incentive to attract major tournaments and events, boosting overnight stays and reinforcing Surrey's reputation as an event-ready city.</p> <p>9. Strengthen Surrey's Brand Collaborate on campaigns to position Surrey as a diverse, community-oriented, and affordable alternative to Vancouver, targeting regional, national, and cross-border audiences.</p> <p>10. Enhance Property Communication Improve engagement with SHMA member properties through regular updates, feedback collection, and responsive strategy adjustments to meet evolving market needs.</p> <p>11. Align with City-Led Initiatives to Amplify Tourism Impact Capitalize on existing City of Surrey programs, infrastructure projects, and public events by integrating Discover Surrey and SHMA initiatives into broader municipal efforts, enhancing visibility, extending reach, and reinforcing tourism messaging through shared platforms and cross-promotion.</p> <p>Content Themes – 2026</p> <p>Surrey as a Four-Season Destination Highlight Surrey's year-round appeal, showcasing seasonal experiences from summer adventures to cozy winter activities. Emphasizing off-peak travel opportunities, group leisure experiences, and its growing reputation as a hub for conferences, sports tournaments, and reunions.</p> <p>Surrey's Signature Experiences Promote market-ready, bookable group experiences that offer unique cultural, culinary, and outdoor activities for leisure and corporate travelers.</p> <p>Spice Trail 2.0 Elevate Surrey's culinary identity by expanding the popular Spice Trail, featuring new restaurants, stories, and immersive food experiences.</p> <p>Discover Surrey (Community Awareness) Foster resident pride and understanding of tourism's value through community engagement and educational initiatives.</p> <p>Elevate Surrey's Brand Showcase collaborative campaigns and performance-driven marketing efforts that position Surrey as an affordable, accessible, and community-focused alternative to Vancouver, targeting regional, national, and cross-border audiences.</p> <p>Group and Business Travel Promote Surrey as a versatile destination for both leisure and business groups by highlighting its scenic venues, cultural richness, and professional infrastructure. Whether hosting weddings, reunions, conferences, or corporate events, Surrey offers accessible, affordable, and event-ready options that cater to multi-generational travelers and professional planners alike.</p>
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	<p>Sports Tourism & Events Surrey will continue to support the growing sports tourism market, promoting Surrey as a hub for regional and national tournaments. Marketing content will focus on Surrey's top-tier sports facilities and the surrounding amenities that make it an ideal location for team events</p> <p>Stakeholder Connection & Industry Engagement Highlight ongoing outreach and communication efforts aimed at strengthening relationships with key tourism stakeholders, including accommodation providers and tourism businesses. This will showcase collaboration, transparency, and shared progress through regular updates, feedback loops, and opportunities for industry involvement.</p>
<p>Target Markets</p>	<p>Primary Consumer Markets</p> <ul style="list-style-type: none"> Leisure day drippers from communities in and around Metro Vancouver and Fraser Valley Visiting Friends and Relatives (VFR), a couple of night stays <p>Leisure visitors from other parts of BC and Alberta, overnight getaways</p> <p>Desired Length of Stay: 1-3 nights.</p> <p>Business Travelers</p> <ul style="list-style-type: none"> BC (Lower Mainland), Alberta, Ontario, Washington State Corporate professionals, consultants, government officials, and individual business travelers attending meetings or visiting local businesses Solo business travelers, remote workers, and corporate travellers in need of accommodation during short-term stays in Surrey <p>Desired Length of Stay: 1-3 nights.</p> <p>MICE (Meetings, Incentives, Conferences, and Exhibits)</p> <ul style="list-style-type: none"> Geographic Focus: BC (Lower Mainland), Alberta, Ontario, Washington State <p>Demographics: Corporate event planners, association representatives, government agencies, and organizations looking for venues to host events</p> <ul style="list-style-type: none"> Activity-Based Groups: Large groups attending multi-day conferences, meetings, and incentive travel events <p>Desired Length of Stay: 2-4 nights.</p> <p>Group Leisure Travelers</p> <ul style="list-style-type: none"> Geographic Focus: BC (Lower Mainland), Alberta, Washington State <p>Demographics: Large groups traveling for leisure purposes, such as weddings, reunions, or milestone celebrations</p> <p>Activity-Based Groups: Groups attending destination weddings, family reunions, or leisure trips around cultural events and festivals in Surrey</p> <p>Desired Length of Stay: 1-3 nights.</p> <p>Secondary Consumer Markets, Transient</p>

	<ul style="list-style-type: none"> • Drive-through traffic: Surrey is an alternative accommodation choice to Vancouver, Whistler or other destinations • Washington State overnight getaways if not a weekend <p>Overnight overflow visitors to Vancouver or other pricier locations around Metro Vancouver</p> <p>Desired Length of Stay: 1-3 nights.</p> <p>Travel Trade</p> <ul style="list-style-type: none"> • Geographic Focus: Canada, United States, Asia • Demographics: International tour operators, travel agents, receptive tour operators working with organized travel groups • Activity-Based Groups: Large organized tour groups, international leisure travelers, cultural and educational travel groups. <p>SHMA may also attend some events alongside Discover Surrey.</p> <p>Desired Length of Stay: 2-3 nights.</p> <p>Sports Travelers</p> <ul style="list-style-type: none"> • Geographic Focus: BC, Alberta, Washington State • Demographics: Youth and adult sports teams, coaches, families, and sports enthusiasts attending local or regional tournaments • Activity-Based Groups: Teams participating in organized sports events, including hockey, soccer, baseball, and swimming tournaments <p>Desired Length of Stay: 1-3 nights.</p>
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2026 TACTICS

Tourism in Surrey is done in partnership between Discover Surrey, the Surrey Hotel and Motel Association (SHMA) and the City of Surrey. Outlined below are the tactics delivered by these three organizations.

1. **MARKETING:** Media Advertising and Production
2. **MARKETING:** Website
3. **MARKETING:** Collateral Production and Distribution
4. **MARKETING:** Social Media Management
5. **MARKETING:** Travel Media Relations
6. **MARKETING:** Travel Trade
7. **MARKETING:** Festivals & Events
8. **MARKETING:** Conference & Trade Show Attendance
9. **DESTINATION AND PRODUCT EXPERIENCE DEVELOPMENT:** Industry Development and Training
10. **DESTINATION AND PRODUCT EXPERIENCE DEVELOPMENT:** Product Experience Enhancement & Training
11. **DESTINATION AND PRODUCT EXPERIENCE DEVELOPMENT:** Research and Evaluation
12. **VISITOR SERVICES:** Visitor Services
13. **MEETINGS, CONVENTIONS, EVENTS AND SPORT:** Sport Tourism
14. **MEETINGS, CONVENTIONS, EVENTS AND SPORT:** Strategic Conference Promotion Initiatives
15. **ADMINISTRATION, WAGES, AND BENEFITS:** Tourism Development Coordinator – MRDT Reporting and Financial Reconciliation, Stakeholder Engagement

1. Major Category: Marketing

Activity Title: Media Advertising and Production

Tactics:

- Paid Media (Print, radio, television, out-of-home, social media ads, display ads)
- Continue to participate in provincially aligned marketing co-ops

Implementation Plan:

Short Description:

Media advertising and production remain crucial for reaching new audiences that may not already be aware of Surrey's unique offerings. Discover Surrey will invest in a balanced mix of paid traditional and digital media to help keep Surrey top of mind and drive visitation.

Quantifiable Objectives:

- Engagement in paid campaigns
- Number of paid media placements
- Mentions and placements via different marketing co-op campaigns

Rationale:

In 2026, investing in advertising remains essential for raising awareness of Discover Surrey and its evolving offerings. Surrey is often underrepresented or mischaracterized in traditional media, leaving many potential visitors unaware of its attractions and experiences. Targeted advertising will allow Discover Surrey to reach new audiences directly, correct misconceptions and promote Surrey's Signature Experiences, the refreshed Surrey Spice Trail, and other potential key offerings. These efforts ensure that potential visitors can easily find and engage with our products. In addition, co-operative partnerships with community DMOs and sector organizations provide opportunities to reach audiences through diverse perspectives, strengthen relationships with community and regional tourism partners, amplify Surrey's presence in new markets, and leverage funding and exposure through Destination BC.

Action Steps:

- Customize campaigns surrounding primary content themes
- Set clear goals and budgets with digital agency partners
- Focus marketing spend on off-peak and shoulder seasons
- Participate in regional cooperative marketing programs
- Track and analyze campaign performance to inform future strategies

Potential Partnerships:

- Digital Media Agency
- Participating Marketing Co-Op Partners

Resources:

Team Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026.

Budget:

- \$421,150 (Discover Surrey) – Media advertising and production
- \$103,681 (SHMA) – Media advertising and production

Performance Measures:

- Campaign Performance (Click Through Rates and Engagement Rates)

2. Major Category: Marketing

Activity Title: Website

Tactics:

- Enhance website user experience and navigation
- Maintain evergreen written content for SEO
- Maintain website hosting
- Perform ongoing website updates and maintenance

Implementation Plan

ShortDescription:

Discover Surrey's new website, launched in late 2024, is the primary hub for visitor information and trip planning. In 2025, the team focused on learning and refining the platform. In 2026, the focus will shift to applying those insights with a visitor-first approach, prioritizing clear, relevant information, driving traffic to partners, and showcasing Surrey through refreshed content, stories, and assets.

Quantifiable Objectives:

- Increased time spent on the website
- Increased partner click-through rates

Rationale:

In 2026, the team will invest more time and capacity into making the site more user-friendly, while leveraging partnerships like Crowdriff to enhance visual appeal and maximize existing collaborations. New and refreshed content will showcase Surrey's vibrant, authentic experiences, supported by accessible design practices. The ultimate goal is to ensure all marketing efforts lead back to a website that is both engaging and packed with useful, easy-to-digest information.

Action Steps:

- Integrate Crowdriff for visuals and interactive features

- Keep the website up to date with relevant and accurate information
- Drive campaigns back to the website
- Use the website to promote and link to partner sites
- Manage and monitor the new website

Potential Partnerships:

- Digital Media Agency (The Web Advisors)
- Tourism Partners (accommodations, events, experience providers)

Resources: Discover Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget: \$60,000 (Discover Surrey) - Website

Performance Measures:

- Unique website visitors
- Bounce rate
- Referrals click out to partners
- Time spent on the website

3. Major Category: Marketing

Activity Title: Collateral Production and Distribution

Tactics:

- Capture new and updated visual promotional content
- Create written and visual collateral

Implementation Plan

Short Description:

In 2026, Team Surrey will continue to build and refresh brand assets and collateral to keep them current, relevant, and impactful. This work will ensure that Surrey's tourism partners are fully supported and that the city's offerings are effectively amplified across all campaigns and marketing channels.

Quantifiable Objectives:

- Create updated written content promoting Surrey
- Create updated collateral to promote Surrey and fill in any content gaps

Rationale:

Using photography and video to highlight Surrey's experiences allows Team Surrey to engage audiences and tell

compelling destination stories. Capturing fresh, diverse assets, rather than relying solely on partner materials, positions Team Surrey as a tourism leader while sharing Surrey's largely undiscovered attractions.

Action Steps:

- Collaborate with partners to align content with Surrey's updated brand
- Capture footage of properties, experiences, and partners for campaigns

Potential Partnerships:

- Surrey tourism businesses
- External digital media contractors (graphic designers, visual media marketing agencies, etc.,)
- Event/Festival partners and their vendors/providers
- Surrey residents or visitors through user-generated content

Resources: Team Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$5,500 (Discover Surrey) - Collateral Production and Distribution
 \$50,000 (Discover Surrey) - Consumer focused asset development
 \$25,000 (SHMA) - Collateral Production and Distribution
 \$45,000 (SHMA) - Consumer focused asset development

Performance Measures:

- Increased brand assets
- Development of new or refreshed collateral and giveaways

4. Major Category: Marketing

Activity Title: Social Media Management

Tactics:

- Maintain social media channels
- Promote tourism partners fairly across social media platforms
- Collaborate with BIAs, Chambers, and partner organizations to cross-promote and amplify unified messaging

Implementation Plan

Short Description:

Social media continues to be a vital tool for connecting with potential visitors, sharing timely updates, and highlighting Surrey's attractions and events. Building on the growth achieved through a consistent posting strategy in recent years, Discover Surrey will carry this momentum into 2026 to further expand reach, strengthen engagement, and connect with new and current followers.

Quantifiable Objectives:

- Grow follower counts across platforms, specifically focusing on Instagram and TikTok
- Overall growth of engagement across platforms Generate awareness and interest in exploring Surrey
- Monitor, grow, and highlight tourism partner offerings and mentions to demonstrate the value of collaboration with Discover Surrey

Rationale:

Maintaining a strong social media presence enables Discover Surrey to connect with audiences, foster community, and showcase key campaigns. By consistently managing and optimizing our channels, we can increase engagement, raise awareness, and inspire travellers to explore Surrey, while reinforcing Discover Surrey's role as a trusted tourism expert for residents. Additionally, prioritizing the sharing of mentions and engagement with tourism partners will help strengthen these relationships and highlight the value of Discover Surrey's work within the community.

Action Steps:

- Continuous content optimization and management across platforms
- Apply new content to campaigns, focusing on depicting Surrey as a vibrant four-season destination
- Continue to provide valuable and inspiring trip planning information
- Track partner mentions across platforms to ensure equity
- Inform partners of the work being done on their behalf

Potential Partnerships:

- Tourism Partners (accommodations, events, experience providers)
- Co-Op Partners

Resources: Discover Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$70,000 (Discover Surrey) – Social Media

Performance Measures:

- Tourism Partner Mentions across platforms
- Social Engagement Metrics (Likes, Shares, Comments)

5. Major Category: Marketing

Activity Title: Travel Media Relations

Tactics:

- Conduct hosted Media Trips
- Promote earned media articles
- Participate in media associations in both Canada and the USA
- Develop and share compelling story pitches with targeted journalists and media partners
- Attend DMO or travel writer-centric conferences to pitch Surrey
- Identify and initiate partnerships with key influencers

Implementation Plan**Short Description:**

Media coverage is a vital component of Discover Surrey's strategy to raise brand awareness and showcase the city. Media efforts not only highlight Surrey's diverse, unique, and accessible experiences and accommodations, they also provide a cost-effective way to shape perceptions, generate positive tourism sentiment, and position Surrey as a must-visit destination.

Quantifiable Objectives:

- Attend key travel media conferences to meet and speak with travel writers and influencers
- Nurture relationships with media and follow through on initial meetings to ensure media trips are booked
- Earn positive media stories

Rationale:

In 2026, Discover Surrey will enhance media relations to share authentic, positive stories that reach new audiences and showcase new products and product enhancements. Reflecting on 2025, major media efforts were disrupted due to the Executive Director's extended medical leave. To ensure this is mitigated in 2026, the media program will be adapted to operate independently of any single individual. This approach ensures consistency, sustainability, and the capacity for new staff to maintain and expand engagement while effectively countering negative perceptions and bias. Additionally, Discover Surrey will be more intentional about building influencer relationships, opening new channels to reach audiences in ways the organization has not prioritized in the past.

Action Steps:

- Attend travel media conferences to build connections
- Pitch stories showcasing Surrey's experiences
- Host media writers for media trips
- Amplify earned media coverage across channels
- Launch a structured influencer strategy

Potential Partnerships:

- Surrey tourism businesses
- Micro-influencers
- Travel writers
- Media and content teams at Destination BC, Vancouver, Coast & Mountains and Destination Canada

Resources: This activity will be led by Discover Surrey staff while relying on partnerships via the media and content teams at Destination BC, Vancouver, Coast & Mountains, and Destination Canada.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$33,100 (Discover Surrey)

Performance Measures:

- Number of articles garnered, mentioning Surrey and its offerings
- Number of partners featured in earned articles
- Attendance at key travel media events
- Implementation of an intentional influencer strategy

6. Major Category: Marketing

Activity Title: Travel Trade

Tactics:

- Develop and implement a comprehensive travel trade strategy
- Research and understand travel trade opportunities
- Pursue participation in Rendez-vous Canada
- Engage local receptive tour operators through product presentations

Implementation Plan

Short Description:

In 2026, Discover Surrey will develop and implement a foundational travel trade strategy to position Surrey as a competitive destination. Efforts will focus on building relationships with receptive tour operators, aligning with Destination BC programs, and pursuing opportunities like Rendez-Vous Canada. This groundwork will expand distribution channels, grow Surrey's presence in the travel trade market, and attract more visitors through packaged experiences.

Quantifiable Objectives:

- Begin to form Surrey's relationship with travel trade operators
- Develop travel trade offerings
- Work with the SHMA to ensure appropriate hotel participation

Rationale:

The rationale for pursuing a travel trade strategy is rooted in Surrey's need to diversify visitor markets and strengthen its long-term competitiveness. Travel trade offers access to new distribution channels and audiences that individual operators may not reach on their own. By establishing a presence in this space, Discover Surrey can amplify partner offerings, attract more international and domestic visitors, and ensure Surrey is positioned alongside other leading destinations. As outlined in our current MOU, Discover Surrey is set to lead this activity, helping build industry credibility and creating sustainable opportunities for growth.

Action Steps:

- Develop and implement a Travel Trade strategy
- Align with Destination BC's travel trade initiatives
- Pursue participation in Rendez-Vous Canada

Potential Partnerships:

- Destination British Columbia
- Local Regional Tourism Organizations (RTOs)
- The Surrey Hotel and Motel Association
- Local Tourism Partners

Resources: Discover Surrey staff will lead this activity, with the support of the SHMA.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$8,000 (Discover Surrey) – Travel Trade

\$20,000 (SHMA) – Travel Trade

Performance Measures:

- Invitation to Rendez-Vous
- Connections made with local RTOs
- Implementation of Travel Trade strategy

7. Major Category: Marketing

Activity Title: Festival and Events

Tactics:

- Manage the Tourism Event Marketing Grant
- Promotion of Grant-Funded Events
- Cross-Promotion of Events on Partner Websites
- Support Surrey's Major Annual Events

Implementation Plan:

Short Description:

Well-executed events attract visitors, showcase Surrey's diverse culture and attractions, and generate spending at local businesses. By hosting and managing a variety of events, Surrey can build its reputation as a vibrant destination, create memorable visitor experiences, and strengthen community engagement. These efforts contribute to the city's overall tourism development and long-term success as a sought-after destination.

Quantifiable Objectives:

- Support existing events to further enhance their offerings with grant funds
- Support new events with grant funds

- Boost overnight stays

Rationale:

Team Surrey sees opportunities to develop new festivals and events (and enhance existing ones) that boost overnight stays, increase visitor spending, and highlight our local culture and attractions. To encourage investment in these festivals and cultural celebrations, Team Surrey will provide direct support for events that can drive overnight visitation, particularly in off-peak seasons, through a grant application process and committee approval. Funding will be allocated specifically for marketing efforts, not event production costs.

The grant also helps strengthen relationships with event organizers and community partners, many of whom express interest in closer collaboration after the process. It serves as a starting point for deeper partnerships, creating pathways to co-develop future marketing initiatives and larger projects.

Action Steps:

- Gather applicants via the website, partner relationships, and social media distribution
- Analyze applicants' capacity to increase occupancy at Surrey properties
- Distribute funds to applicants who receive the majority committee approval

Potential Partnerships:

- Tourism Partners
- Event/Festival organizers
- City of Surrey
- SHMA

Resources: This activity will be led by Discover Surrey staff

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$50,000 (Discover Surrey) – Festivals & Events
\$47,820 (City of Surrey) – Special Events

Performance Measures:

- Number of events accepted to receive funds from the Tourism Event Marketing Grant
- Track and report the estimated visitor spending generated by supported events using tools like the Destination International Economic Impact Calculator.

8. Major Category: Marketing

Activity Title: Conference & Trade Show Attendance

Tactics:

- Co-Representation of Team Surrey at key events
- Create shared calendar of events to ensure Team Surrey is represented at key conferences
- Event lead generation and follow up
- Sales and leads management

Implementation Plan

Short Description:

Team Surrey will continue to participate in major conferences and trade shows to generate leads, promote Surrey as a conference destination, and increase off-peak occupancy.

Quantifiable Objectives:

- Team Surreys attendance at key events

Rationale:

Attending major conferences and trade shows is essential for Team Surrey to strengthen its presence in the tourism and events industry, generate qualified leads, and build relationships with planners, associations, and sports organizations. These events provide direct access to decision-makers in the MICE, sports, and travel trade sectors, allowing Surrey to showcase its offerings, promote off-peak travel opportunities, and position itself as a competitive, affordable alternative to larger urban centres. Funds include allotments for larger activation efforts and sponsorships at key conferences that drive traffic to Surrey both while creating visibility.

Participation also enables Team Surrey to stay informed on industry trends, gather insights into emerging opportunities, and benchmark against other destinations. Co-representing with partners ensures unified messaging, maximizes visibility, and reinforces Surrey's brand as a vibrant, event-ready destination. These engagements directly support lead generation, bid development, and long-term tourism growth.

Action Steps:

- Attend key conferences (e.g., Tete a Tete, CMEE)
- Implement a co-representation strategy

Potential Partnerships:

- Discover Surrey
- SHMA
- City of Surrey

Resources: This activity is a partnership between MRDT partners

Sources of Funding: MRDT Funds

Timeframe: Ongoing throughout 2026

Budget:

\$7,500 (Discover Surrey) Meetings, conventions, conferences, events, sports, etc.

\$4,000 (Discover Surrey) Consumer shows

\$85,000 (SHMA) Meetings, conventions, conferences, events, sports, etc.

Performance Measures:

- Number of key events attended
- Number of leads generated from events

9. Major Category: Destination and Product Experience Development

Activity Title: Industry Development and Training

Tactics:

- Attend partner-led conferences and events to ensure provincial, regional, community alignment and up-to-date training
- Host tourism partner networking and learning sessions
- Host Partner FAM tours

Implementation Plan

Short Description:

Engaging in partner-led conferences and events promotes collaboration and keeps Team Surrey connected to the latest industry trends and opportunities. These experiences keep staff current on best practices, industry trends, and strategic partnerships, strengthening our ability to market Surrey effectively. Ongoing learning and collaboration through these events strengthen the tourism sector and support more unified strategies with partners at all levels.

Quantifiable Objectives:

- Attendance at conferences and events
- Creation of event reports to articulate key learnings and share insights with the team
- Hosting networking and learning sessions for our community tourism partners

Rationale:

Attending conferences and events offers critical insight into emerging industry trends, best practices, and potential collaboration opportunities. By documenting key takeaways in post-event reports and sharing them with the team, it ensures knowledge is transferred across the organization. This process maximizes the impact of external participation, helping the team stay informed, adapt strategies, and maintain strong alignment with partners and industry developments.

Action Steps:

- Host tourism partner networking and learning sessions
- Discover Surrey to attend the following conferences:
 - Destination International Marketing Conference

- Tourism Industry Association of BC Conference
- Tourism Industry Association of Canada Congress
- British Columbia DMO Association Meetings
- Vancouver, Coast & Mountains Forums

Potential Partnerships:

- Surrey Tourism Partners
- Vancouver, Coast & Mountains
- Destination British Columbia

Resources: Discover Surrey, the SHMA, and the City will work together on this activity.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$47,900 (DiscoverSurrey)

\$20,000(SHMA)

Performance Measures:

- Attendance at key conferences
- Post-conference reports completed

10. Major Category: Destination and Product Experience Development

Activity Title: Product Experience Enhancement and Training

Tactics:

- Relaunch the Spice Trail as a refreshed, enhanced product

Implementation Plan

Short Description:

Product Experience Enhancement focuses on improving existing tourism experiences and introducing new opportunities, such as the refreshed Surrey Spice Trail, to keep the destination competitive, engaging, and worth exploring. These enhancements encourage travellers to return to Surrey, even if they have previously experienced earlier versions of our offerings.

Quantifiable Objectives:

- Launch of an updated Spice Trail product

Rationale:

Discover Surrey's existing tourism products, including the Spice Trail, are reaching a point where updates are necessary to maintain relevance and competitiveness. In 2026, the focus will be on the Spice Trail, which is now over five years old. This update will aid in improving the user experience, better engage visitors, and collect valuable usage data. These insights will help refine Surrey's target market and strengthen its positioning. By evolving the Spice Trail from a simple recommendation list into a fully developed tourism product, Discover Surrey can deliver benefits to visitors, participating businesses, and the organization itself, while sustaining the destination development momentum generated in 2025 through the launch of Surrey's Signature Experiences.

Action Steps:

- Investigate how to make the Spice Trail more interactive and data-centric
- Audit the Spice Trail Partners
- Create an education piece for Spice Trail Partners
- Create publicity around the new Spice Trail launch

Potential Partnerships:

- Restaurant partners
- External contractors (itinerary generators, official taste testers, etc.)

Resources: Discover Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding:

- MRDT
- Other grants that may apply

Timeframe: Ongoing throughout 2026

Budget:

\$31,000 (Discover Surrey)

Performance Measures:

- A robust launch of the Spice Trail Program
- Strong partner alignment with participating restaurants
- Positive publicity garnered around the launch

11. Major Category: Destination and Product Experience Development

Activity Title: Research and Evaluation

Tactics:

- Continued investment in research platforms, such as CoStar (formerly STR) and AirDNA.
- Support the City of Surrey's Value of Tourism research
- Participation in Destination BC's Destination Insights Platform
- Explore Surrey-specific data to address gaps in audience insights and demographics

Implementation Plan**Short Description:**

Research is central to Team Surrey's strategic growth. By monitoring visitor behaviours, market trends, and industry shifts, the organizations can make informed decisions, identify opportunities, and tailor marketing strategies to meet evolving visitor needs.

Quantifiable Objectives:

- Maintain subscriptions and ensure quarterly use of CoStar and AirDNA reporting
- Investing in new forms of research to acquire Surrey-specific data
- Report findings to board members and stakeholders

Rationale:

Having Surrey-focused data is increasingly crucial in a rapidly changing tourism landscape. To be recognized as credible tourism experts and leaders, Team Surrey must have access to reliable insights on visitor demographics, behaviours, and preferences. In 2026, Team Surrey will prioritize exploring new research avenues and investing in tools to gather this critical information. By leveraging data, Team Surrey can make informed decisions, optimize campaigns, and continuously develop Surrey's tourism offerings, ensuring strategies are relevant, effective, and position the city as a competitive, top-tier travel destination.

Action Steps:

- Explore new research avenues
- Collaborate with Team Surrey to support data collection and sharing
- Resident and business perception survey
- Tourism sector gap analysis
- Conduct investment attraction research, qualify leads and do business outreach for the entertainment and hospitality sector
- Conduct meetings with businesses and developers to understand the opportunities to attract more
- Create a list of identified prospective businesses that suit the needs of Surrey's growth

Potential Partnerships:

- Discover Surrey
- The City of Surrey
- The Surrey Hotel and Motel Association
- Destination BC
- Consulting Agency

Resources: Discover Surrey, the SHMA, and the City will work together to investigate this activity.

Sources of Funding: MRDT

Timeframe: Ongoing throughout 2026

Budget:

\$21,000 (Discover Surrey)
\$5,000 (SHMA)
\$47,820 (City of Surrey)

Performance Measures:

- Surrey-specific research studies acquired
- Data-sharing initiatives with the City of Surrey and the SHMA

12. Major Category: Visitor Services

Activity Title: Visitor Services

Tactics:

- Continued participation in the Visitor Centre Network by providing in-person mobile visitor servicing
- Partner with key community partners and venues for consistent pop-ups around the community and at major events
- Provide ongoing visitor services across multiple channels
- Invest in a potential replacement for LiveChat
- Continue running FAM tours

Implementation Plan

Short Description:

Discover Surrey's Visitor Services Strategy aims to align with provincial tourism priorities while maximizing engagement with both visitors and residents. The strategy also promotes public awareness of Surrey's offerings through community outreach, on-the-ground visitor services, and curated familiarization tours.

Quantifiable Objectives:

- Achieving the 660 hours necessary to remain a member of DBC's Visitor Servicing Network
- Improving resident sentiment and awareness of Surrey's tourism offerings
- Establishing a baseline for Surrey's Net Promoter Score
- Number of visitors engaged

Rationale:

Visitor services are a critical touchpoint for both residents and visitors, helping to shape perceptions, provide accurate information, and encourage exploration of Surrey's tourism offerings. Through these tactics, Discover Surrey can improve engagement, support partners, and elevate Surrey's profile as a visitor-friendly destination. These efforts ensure that Surrey remains accessible, welcoming, and well-represented within the broader provincial tourism landscape.

Action Steps:

- Continue to implement and run the mobile visitor services program
- Partner with key community partners and venues for consistent pop-up activations around the community and

at major events

- Continue to ensure partners have access to Discover Surrey collateral to be given to visitors
- Conduct Visitor Services Familiarization Tours
- Monitor and maintain online presence on TripAdvisor
- Refresh used and weathered materials such as used t-shirts, worn signage, etc
- Explore ways to enhance the current visitor services strategy and increase our profile in the community

Potential Partnerships:

- Destination BC's Visitor Centre Network
- City of Surrey

Resources: Discover Surrey staff will lead this activity, which may include external digital media contractors and asset development teams.

Sources of Funding:

- Destination BC Visitor Services Network Program
- MRDT Funding
- Canada Summer Jobs Grant

Timeframe: Ongoing throughout 2026

Budget:

\$45,000 (Discover Surrey) – Visitor Services Operating Expenses

Performance Measures:

- Number of Visitor Servicing hours, as per DBC's requirements
- Number of visitors engaged
- Number of events attended

13. Major Category: Meetings, Conventions, Events and Sports

Activity Title: Sport Tourism

Tactics:

- Support Sport Surrey and event organizers to ensure their success and enhance the experience of attendees
- Provide support to encourage future hosting opportunities for local, provincial and national organizations
- Bid on applicable upcoming events in which Surrey meets infrastructure requirements
- Attend key events and shows alongside Sport Surrey representatives
- Showcase Surrey as a premier destination to host events
- Support the City of Surrey's Sport Surrey Grant approval process
- Support Sports Tourism Sponsorship grants for event organizers
- Collaboration with partners to convert tournaments into overnight stays.
- Increase visibility via active promotion and partner communications
- Apply to be the official partner for FIFA 2026 to host live activation sites

Implementation Plan**Short Description:**

In 2026, Sport Surrey will continue to serve as a central resource for supporting bid submissions and assisting tournament organizers in delivering successful events. Discover Surrey will lead the marketing efforts for the Sport Surrey program, in alignment with the memorandum of understanding with the City of Surrey and SHMA. This includes providing promotional support through paid media, digital advertising, collateral, giveaways, visitor services, and display materials. Financial assistance may also be available through the Discover Surrey Tourism Event Marketing Grant, with funding allocated specifically for promotional activities that drive overnight visitation and comply with MRDT guidelines.

To further strengthen Surrey's position as a premier destination for sports tourism, the SHMA will manage the Sports Tourism Sponsorship Program, offering incentives to attract regional and national tournaments that generate room nights and boost off-peak occupancy. Athletes and attendees will be encouraged to explore Surrey through visitor services and potential explorer programs.

Sport Surrey continues to lead proactive efforts in securing bids for major sporting events, positioning the city as a premier destination for sport tourism in Canada. Through strategic partnerships with organizations, Sport Surrey actively pursues hosting opportunities for provincial, national, and international tournaments. These efforts are supported by the Sport Tourism Strategy, which emphasizes relationship-building, leveraging local assets, and fostering inclusive and emerging sports to attract a diverse range of competitions.

Additionally, the City's Special Events division will continue to pursue major national and international events, including opportunities like becoming an official partner for FIFA 2026. These efforts aim to stimulate economic activity, increase hotel occupancy, and elevate Surrey's reputation as a leading destination for sports and special events.

Quantifiable Objectives:

- A minimum of 57 events supported through programs
- Explore options for passport programs or other ways to support in-city experience for athletes and attendees
- Attract sports tourism related events to Surrey, with focus on boosting hotel occupancy during the off season
- Attend Sports Event Congress and other Sports conventions as appropriate and follow up with leads.
- Submit bid applications for sporting events, especially during the shoulder season
- Submit application to be official partner for FIFA 2026

Rationale:

Sport Surrey plays a vital role in advancing Surrey's tourism and economic development by positioning the city as a premier destination for regional, national, and international sporting events. As a central resource for bid support and event coordination, Sport Surrey helps attract high-impact tournaments that generate overnight stays, increase visitor spending, and elevate the city's profile. Through collaborative marketing efforts led by Discover Surrey and supported by SHMA, the program ensures that sporting events are well-promoted and aligned with broader tourism goals. By investing in sports tourism, Surrey not only boosts off-peak occupancy but also strengthens community pride, supports local businesses, and builds long-term relationships with event organizers, laying the foundation for sustained growth and recognition as a top-tier host city.

Action Steps:

- Deploy digital and print marketing targeting national sports organizations.

- Develop strategic partnerships with community, regional, provincial, and national sports organizations, hospitality businesses, facilities, and sponsors.
 - Actively collect and share updates on sport tourism trends, research, funding, and events.
 - Manage a shared sport hosting calendar.
 - Attend sports tourism conferences and events (e.g., Sports Event Congress).
 - Identify and pursue leads to secure new sport-related events in Surrey.
 - Review bid opportunities and develop estimates for scope, schedule, and resources.
 - Identify tourism value of hosted events and prioritize those that benefit tourism businesses.
 - Measure economic impact using Destination International's Economic Impact Calculator (EIC).
 - Co-brand promotional efforts with MRDT partners.
 - Activate the Strategic Overnight Fund as needed.
 - Track leads, RFPs, confirmed room blocks, and post-event room nights using CRM tools.
 - Oversee and administer the City, and MRDT partner's, Sport Surrey Grant Programs.
- For FIFA 2026, collaborate with organizers to explore live site opportunities in Surrey

Potential Partnerships:

- Discover Surrey
- Sport Surrey Staff
- City of Surrey
- SHMA

Resources: This activity is a partnership between Discover Surrey, the SHMA, and the City of Surrey.

Sources of Funding: MRDT and City of Surrey

Timeframe: (when will the tactic begin and end or is it ongoing?): Ongoing throughout 2026

Budget:

- \$50,000 (Discover Surrey) – Sports Surrey Marketing
- \$35,000 (SHMA) - Sport Tournament Grants
- \$120,000 (City of Surrey) - Sports Surrey Staff Wages & Conferences
- \$47,820 (City of Surrey) – Special Events

Performance Measures:

- Number of sports events attended and total event attendees.
- Number of promotional ad placements across digital and print platforms.
- Number of event bids submitted and successfully secured.
- Estimated economic impact of supported sporting events.
- Number of events funded through the Sport Surrey Grant and Sport Tourism Sponsorship Program.
- Number of qualified planner leads and RFPs generated.
- Total confirmed room nights resulting from supported events.
- Attendance at sports tourism conventions, including number of appointments and leads generated.

14. Major Category: Meetings, Conventions, Events and Sports

Activity Title: Strategic Conference Promotion Initiatives

Tactics:

- Incentive grants, of higher value for off-peak meetings/conferences (Oct–May)
- Increase visibility via active promotion and partner communications
- Launch targeted digital campaigns aimed at meeting planners and associations in key markets
- Feature Surrey’s attractions, accessibility, and affordability in all promotional content
- Strategic Overnight Destination Fund
- Maintain a centralized lead intake and CRM system to track inquiries and conversions
- Engage with planners through LinkedIn and professional networks to build awareness and interest

Implementation Plan

Short Description:

Conference promotion will be executed through a unified incentive and marketing strategy designed to attract off-peak conferences and sports events, generate room nights, and elevate Surrey’s profile as an affordable, accessible event destination. This includes targeted digital and print advertising, tailored outreach to meet planners, and strategic attendance at key industry events. Customized promotional materials and messaging will highlight Surrey’s infrastructure, accommodations, and incentives. All leads and inquiries will be tracked through a centralized CRM system to measure impact, guide future efforts, and ensure alignment with broader tourism goals.

Quantifiable Objectives:

- 20 new/secured conferences & business events supported.
- 8+ sports tournaments supported.

Rationale:

Conferences and sports events are among Surrey’s most reliable drivers of off-peak visitation, offering consistent opportunities to generate room nights and stimulate local economic activity. Targeted incentives and planner-focused marketing efforts have proven to convert faster and deliver measurable benefits to SHMA members, particularly during shoulder seasons. By promoting Surrey as an affordable, accessible, and event-ready destination, these efforts not only support hotel occupancy but also enhance the city’s reputation within the meetings and events industry. A unified approach to conference promotion ensures strategic alignment across partners, maximizes visibility, and strengthens Surrey’s competitive positioning in regional and national markets.

Action Steps:

- Implement a co-representation strategy with MRDT partners
- Evaluate opportunities based on projected room night generation and alignment with off-peak travel period.
- Allocate grants
- Co-brand with MRDT partner where appropriate
- Activate Strategic Overnight Fund as needed
- Track leads, RFPs, confirmed room blocks, and post-event room nights in CRM

Potential Partnerships:

- Discover Surrey
- SHMA
- City of Surrey

Resources: This activity is led by the SHMA and supported by Discover Surrey where needed.

Sources of Funding: MRDT Funds

Timeframe: Ongoing throughout 2026

Budget:

\$10,000 (SHMA)— Conference Promotion Initiative

Performance Measures:

- Number of events supported
- Qualified planner leads/RFPs
- Confirmed room nights Off-peak occupancy lift Post-event partner feedback

15. Major Category: Administration Wages and Benefits

Activity Title: Tourism Development Coordinator – MRDT Reporting and Financial Reconciliation, Stakeholder Engagement

Tactics:

- Establish a streamlined reporting system and shared templates for MRDT partners.
 - Implement a transparent accounting system to track and report monthly MRDT revenue distribution.
 - Maintain and regularly update the accommodation provider database.
 - Lead and facilitate coordination meetings between the MRDT partners to ensure strategic alignment.
 - Represent the City of Surrey at tourism-related events, conferences, and stakeholder meetings.
 - Act as a central liaison for tourism stakeholders, responding to inquiries and connecting partners with appropriate resources.
 - Advocate for tourism infrastructure improvements by working with internal departments to assess venue availability, transportation, and logistics needs.
 - Support efforts to attract tourism investment by identifying opportunities, engaging potential investors, and promoting Surrey's tourism assets.
 - Monitor and share updates on tourism industry trends, funding programs, and policy developments relevant to Surrey.
- Collaborate with partners to identify gaps and opportunities for tourism infrastructure development that support long-term growth.

Implementation Plan:

Short Description:

The Tourism Development Coordinator will lead efforts to streamline communication, reporting, and collaboration among MRDT partners by developing shared systems and templates. A transparent accounting process will be established to track monthly MRDT revenue distribution, alongside maintaining an up-to-date accommodation provider list. The coordinator will facilitate regular coordination meetings between the MRDT partners and represent

the City at tourism-related events and engagements. Additionally, the role will focus on attracting tourism investment and advocating for infrastructure improvements by identifying opportunities, liaising with stakeholders, and working across departments to ensure Surrey is equipped to support future tourism growth.

Quantifiable Objectives:

- Develop and implement a standardized MRDT reporting template used by all tourism partners.
- Establish a monthly MRDT revenue tracking system
- Maintain an updated accommodation provider list with quarterly reviews and updates.
- Facilitate and coordination meetings annually between the City, SHMA, and Discover Surrey.
- Represent the City at tourism-related events, conferences, or stakeholder meetings per year.
- Identify and support tourism investment opportunities annually.
- Advocate for tourism infrastructure improvements through formal proposals or interdepartmental collaboration.
- Track and report on industry trends and funding opportunities quarterly.
- Respond to stakeholder inquiries within a 48-hour turnaround.
- Develop and maintain a centralized tourism stakeholder contact list.
- Submit MRDT One-year Tactical Plan and Annual Report on time to Destination BC.
- Attend Discover Surrey and SHMA board meetings.

Rationale:

The Tourism Development Coordinator role is essential in streamlining operations and enhancing the effectiveness of collaborative initiatives. By assuming the majority of administrative responsibilities and advancing partnership driven project, it enables partner organizations to focus on their core mandates and strategic priorities. This centralized support structure reduces duplication of effort, improves coordination across stakeholders, and ensures timely follow-through on shared objectives. It also fosters consistency in documentation, accountability, and stakeholder engagement, which are critical for long-term success.

Action Steps:

Reporting & Compliance

- Develop standardized reporting templates for partners to streamline data collection and ensure consistency.
- Monitor grant and funding deadlines, ensuring timely submissions and compliance with City and provincial requirements.
- Compile quarterly and annual reports summarizing program outcomes, metrics, and financials for internal and external stakeholders.
- Maintain documentation of meetings, decisions, and deliverables to support transparency and accountability.
- Support audit preparation by organizing records and liaising with finance teams.

Relationship Engagement

- Coordinate regular partner meetings, including scheduling, agenda development, and follow-up communications.
- Maintain a stakeholder contact database, ensuring up-to-date information for efficient outreach and collaboration.
- Facilitate cross-sector introductions between tourism operators, community groups, and City departments to encourage collaboration.
- Gather feedback from partners through surveys or interviews to inform program improvements.
- Support event planning and logistics, including venue booking, promotional materials, and volunteer coordination.

Advocacy for Tourism Infrastructure & Investment

- Track and document business feedback related to infrastructure impacts (e.g., SkyTrain construction) to inform

advocacy efforts.

- Prepare briefing notes and presentations for City leadership and external stakeholders highlighting tourism needs and opportunities.
- Identify and promote funding opportunities for tourism-related infrastructure and innovation projects.
- Coordinate stakeholder input into City planning processes, ensuring tourism priorities are represented.
- Support grant applications and proposals for infrastructure investment by compiling data, writing support letters, and aligning with strategic plans.

Potential Partnerships: Discover Surrey (staff and board of directors), SHMA (staff and board of directors), Various City Departments, Educational Institutions, Community & Business Organizations

Resources: This role is within the City of Surrey Economic Investment Services division and will have support from internal staff.

Sources of Funding: MRDT and City in-kind support from department staff

Timeframe: Ongoing

Budget \$120,000 (City of Surrey)

Performance Measures:

- Reports are submitted on or before the required deadlines.
- Documentation is accurate and requires minimal revisions.
- Projects and partners consistently meet grant and funding compliance requirements.
- Records are well-organized and readily available for audits or compliance reviews.
- Reports and data are compiled and distributed efficiently within expected timeframes.
- Stakeholders express satisfaction with communication and support, as measured through feedback and surveys.
- Regular meetings and collaborative sessions are held with partners to maintain engagement.
- Partner inquiries and requests are responded to promptly and professionally.
- New stakeholders and organizations are successfully engaged and onboarded.
- Briefing notes, presentations, and proposals are prepared and submitted to support tourism advocacy efforts.
- Tourism-related grants and investments are successfully secured through coordinated applications.
- Businesses and organizations actively participate in advocacy initiatives and consultations.
- Feedback from businesses regarding infrastructure impacts is consistently documented and shared.