

# Delta Community Tourism Plan 2024



*Tourism Delta respectfully acknowledge the traditional territory of the scəw aθən məsteyəxʷ (Tsawwassen) and xʷməθkʷəy̓əm (Musqueam) First Nations and of all the hənqəmīnəm̓ speaking people who have been stewards of this land since time immemorial.*



# Acknowledgement

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## I. Introduction:

# Community Tourism Planning Program

The Community Tourism Planning program, designed to support BC communities in developing robust, long-term tourism strategies, offers access to skilled facilitators sourced through Destination BC. These facilitators lead communities through a collaborative process, organizing sessions and crafting tailored tourism plans. Through inclusive engagement with various stakeholders, the program encourages the formation of a cohesive tourism vision, leveraging each community's distinct strengths to identify initiatives that not only attract visitors but also generate social, cultural, and economic advantages.

The City of Delta has been specifically identified by governing bodies as a community with immense potential to unlock substantial economic benefits through the strategic implementation of a tourism master plan. Positioned as a growth-oriented destination, Delta is not only poised to drive economic prosperity within its immediate vicinity but also to significantly contribute to the broader tourism landscape across British Columbia and Canada. The significant investment of time and resources dedicated to crafting a tailored tourism master plan for Delta underscores the abundant opportunities for economic advancement, community enrichment, and the showcasing of the region's finest attractions to a diverse audience of local, regional, and international visitors.

# Overview of Delta, BC

Nestled in the southwestern corner of British Columbia, Canada, lies the dynamic community of Delta. Boasting a rich tapestry of attractions, this vibrant city encompasses a diverse range of landscapes, from fertile farmland to marshes, forests, coastal beaches, and waterfront areas. With its strategic location as a transportation hub, Delta serves as a gateway to not only neighboring municipalities, but coastal British Columbia and the Gulf Islands, offering visitors a plethora of experiences to explore and enjoy.

Delta is home to approximately 110,000 residents, comprising a culturally diverse population that adds to the city's vibrancy and inclusivity. Its age distribution is balanced, reflecting a mix of young families, working professionals, and retirees, fostering a dynamic and multi-generational community atmosphere.

The city's economy is diverse, supported by key sectors including agriculture, manufacturing, transportation, logistics, retail, hospitality, and tourism. Renowned for its agricultural industry, Delta's fertile farmland produces a wide array of crops, contributing to the region's food security and economic prosperity. Moreover, its strategic location as an industrial hub, coupled with robust transportation infrastructure, facilitates trade, commerce, and tourism, driving economic activity and investment in the region.

Underpinning Delta's governance is a stable and progressive political landscape, with a focus on community engagement, sustainability, and economic development initiatives. The city collaborates with local Indigenous communities, such as the Tsawwassen First Nation, promoting reconciliation, partnership, and mutual respect, while recognizing the importance of Indigenous rights, culture, and heritage.

Delta is renowned for its pristine natural landscapes, rich cultural heritage, and diverse recreational opportunities. From expansive farmland to historic sites, museums, and cultural institutions, the city offers an array of experiences for outdoor enthusiasts, naturalists, culinary adventurers, history buffs, and cultural explorers alike.

Delta's attributes lay a solid foundation for a sustainable and successful tourism economy. Its pristine natural landscapes, cultural heritage, and diverse recreational opportunities appeal to a broad spectrum of visitors, offering immersive experiences that showcase the city's unique identity and charm. Through collaborative efforts, responsible stewardship, and strategic planning, Delta can thrive as a premier destination, fostering economic growth, environmental sustainability, and community well-being for generations to come.



# Overview: City of Delta

## Location and Geography:

**Geographical Location:** Delta is situated in the southwestern corner of British Columbia, Canada, bordered by the Fraser River to the north, the Strait of Georgia to the west, and the US-Canada border to the south.

**Geographical Features:** The city encompasses diverse geographical features, including fertile farmland, marshes, forests, coastal beaches, peat bog, and waterfront areas, providing a rich tapestry of natural landscapes.

## Population and Demographics:

**Population:** Delta has a population of approximately 110,000 residents, making it one of the larger municipalities in within Metro Vancouver

**Demographics:** The population of Delta is culturally diverse, with a mix of ethnicities and backgrounds, contributing to a vibrant and inclusive community atmosphere.

**Age Distribution:** The city has a balanced age distribution, with a mix of young families, working professionals, and retirees, creating a dynamic and multi-generational community.

## Business Base and Economy:

**Business Sector:** Delta's economy is diverse, with key sectors including agriculture, manufacturing, transportation, logistics, retail, hospitality, and tourism.

**Agriculture:** The city is renowned for its agricultural industry, with fertile farmland producing a wide range of crops, including berries, vegetables, grains, and flowers, contributing to the region's food security and economic prosperity.

**Industrial Hub:** Delta serves as an important industrial hub, with manufacturing facilities, warehouses, and distribution centers located throughout the city, supporting local employment and economic growth.

**Transportation Infrastructure:** The city's strategic location is a transportation hub, with access to major highways, ports, rail lines, and airports, facilitates trade, commerce, and tourism, driving economic activity and investment in the region.

# Overview: City of Delta,

## Politics and Governance:

**Municipal Government:** The City of Delta operates under a mayor-council system of governance, with an elected mayor and councillors responsible for municipal administration, policymaking, and decision-making.

**Political Landscape:** Delta has a history of stable and progressive governance, with a focus on community engagement, sustainability, and economic development initiatives to enhance the quality of life for residents and promote the city as an attractive place to live, work, and visit.

**Collaboration with Indigenous Communities:** The city collaborates closely with local Indigenous communities, including the Tsawwassen and Musqueam First Nations, to promote reconciliation, partnership, and mutual respect, recognizing the importance of Indigenous rights, culture, and heritage in the region.

## Known For:

**Pristine Natural Landscapes:** Delta is known for its breathtaking natural scenery, including expansive farmland, marshes, rivers, and coastal habitats, offering abundant opportunities for outdoor recreation, wildlife viewing, and eco-tourism.

**Rich Cultural Heritage:** The city boasts a rich cultural heritage, with historic sites, museums, and cultural institutions showcasing the diverse heritage of its residents, including Indigenous, European, and Asian influences.

**Recreational Opportunities:** Delta offers a wide range of indoor and outdoor recreational activities for residents and visitors, including hockey, soccer, tennis, hiking, cycling, golfing, boating, fishing, and birdwatching, providing year-round enjoyment.

# Mission Vision Values



**Mission:** To foster sustainable tourism growth while preserving Delta's unique heritage and natural resources.

**Vision:** To emerge as a premier tourist destination, offering authentic experiences that showcase Delta's charm and diversity.

**Values:** Sustainability, community engagement, cultural preservation, economic prosperity, and inclusivity.

## 2. City of Delta:

# Tourism Economy

There is evident enthusiasm for nurturing a vibrant tourism economy, yet a clear understanding of the necessity for municipal government support in fostering such an industry remains unsure. As of late 2023, Tourism Delta has functioned as an independent entity, led by an Executive Director with limited human and financial resources. Recognizing the imperative of bolstering resources and support, a decision was made to integrate Tourism Delta into the Delta Chamber of Commerce in May of 2023. This approach is a common model typical in the early stages of local tourism industry development, which aims to harness synergies between government initiatives and private sector efforts to stimulate tourism growth. Such collaborative endeavors are essential to establishing a solid foundation for sustainable tourism development.

The integration of Tourism Delta with the Delta Chamber of Commerce not only signifies a strategic move to enhance support structures but also underscores the importance of municipal engagement in driving the tourism agenda forward.

The existing organizational structure of Tourism Delta, operating as a Destination Management Organization (DMO), provides unique opportunities for collaboration and engagement with industry associations that may not be readily accessible to DMOs operating under municipal departments. By functioning independently, Tourism Delta can actively participate in industry discussions, forge collaborative partnerships, and initiate joint initiatives with various stakeholders, including local businesses, tourism operators, and industry associations. This autonomy enables Tourism Delta to leverage industry expertise, access specialized resources, and drive strategic tourism initiatives that are tailored to the specific needs and priorities of Delta's tourism sector. The City of Delta has underscored its aspiration for tourism growth to drive economic development within the region. Amidst notable shifts and advancements in economic development and tourism support personnel throughout 2023/2024, the introduction of a stabilized internal support framework and the integration of a comprehensive tourism master plan are poised to channel sustainable resources to the Chamber, subsequently benefiting Tourism Delta.

## 2. City of Delta:

# Tourism Economy

Currently, there is a lack of notable data to quantify the economic impact of tourism within the City of Delta. However, drawing parallels from similar municipalities within British Columbia can shed light on the positive economic benefits tourism can bring to a community. For instance, municipalities of comparable size and scope, such as Richmond and Kamloops, have demonstrated significant economic gains from their tourism sectors. According to recent reports, Richmond's tourism industry contributes over \$1.7 billion annually to the local economy, supporting thousands of jobs and businesses. Similarly, Kamloops's tourism sector generates approximately \$600 million in economic activity each year, contributing to the overall prosperity of the community.

Given these insights, and numerous other examples, there arises a compelling need to invest in a comprehensive current value of tourism study within Delta. Such a study would serve as a crucial benchmark, providing valuable data to quantify the current contribution of tourism to the local economy. Additionally, it would enable stakeholders to measure the efficacy of future investments in the tourism sector against expected returns to the community. By understanding the economic value of tourism in Delta, decision-makers can make informed choices to strategically allocate resources, foster sustainable growth, and maximize the benefits derived from the tourism industry.

The Tourism Delta Strategic Plan, completed in 2019, serves as a foundational document that continues to inform the development of this master plan. The comprehensive insights and analyses contained within the 2020 plan, including the identification of target markets, unique selling propositions, SWOT analysis, and other pertinent information, remain relevant and invaluable for guiding the strategic direction of tourism development in Delta. Leveraging the findings and recommendations from the previous plan will serve as a significant tool to support the prioritized tactics outlined within this long-term strategy, ensuring continuity, alignment, and effectiveness in achieving the overarching objectives of Delta's tourism initiatives.

# 3. Importance & Value of a Delta Community Tourism Plan

A robust and dynamic Community Tourism Plan is crucial for guiding strategic development, maximizing economic benefits, and enhancing the overall visitor experience. It provides a framework for aligning tourism initiatives with community priorities and ensuring long-term sustainability. The following sections delve into the detailed importance and value of a Community Tourism Plan:



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## B. Economic Prosperity for Delta

### Strategic Development:

A Community Tourism Plan provides a strategic roadmap for developing tourism infrastructure, attractions, and experiences that align with Delta's unique assets and strengths. By identifying key development areas and investment priorities, the plan can attract visitors, stimulate business growth, and generate revenue for the local economy.

### Maximizing Economic Benefits:

Through targeted marketing, product development, and stakeholder engagement, Delta can maximize the economic benefits of tourism by attracting more visitors, extending their length of stay, encouraging seasonal dispersion, and increasing their spending in the community. This, in turn, creates opportunities for local businesses, stimulates job creation, and generates tax revenue for the city.

### Enhancing Visitor Experience:

By focusing on enhancing the visitor experience through quality and purposeful experience development, providing broader range of accommodations, attractions, and services, Delta can align with Destination Canada, and Destination BC to attract new and repeat visitors to Delta generating positive word-of-mouth recommendations, further driving tourism growth and economic prosperity.

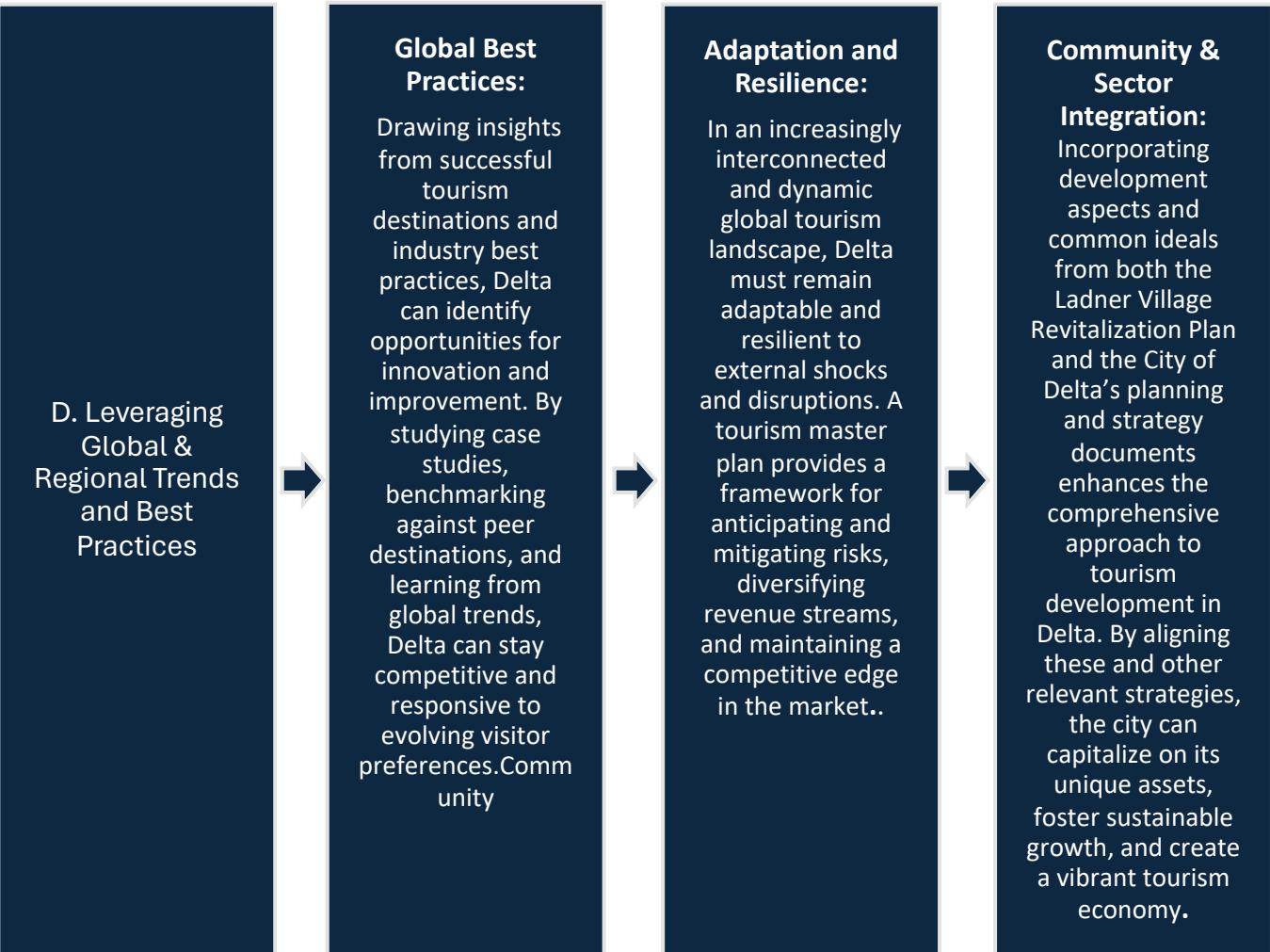
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# 4.

# Ladner Village Revitalization Plan Integration:

Revitalization of Ladner Village to support community and the tourism economy:



**Preservation of Heritage:**  
Authentic historical areas of interest are emphasized by the preservation of Ladner's historic charm and character through adaptive reuse of heritage buildings, streetscape enhancements, and public realm improvements to create an inviting and pedestrian-friendly environment.



**Mixed-Use Development:**  
Encourage mixed-use development in Ladner Village, incorporating residential, commercial, and recreational amenities to create a vibrant live-work-play community that attracts both residents and visitors.



**Cultural Programming:**  
Integrate cultural programming, public art installations, and community events into the redevelopment plan to celebrate Ladner's cultural heritage, foster a sense of place, and create memorable experiences for visitors.

# 5. City of Delta Plans & Strategy Integration:

By integrating the development aspects and common ideals from the Ladner Village Revitalization Plan, North Delta planning initiatives and the City of Delta's planning and strategy documents into the Tourism Delta master plan, the city can create a holistic and sustainable approach to tourism development. This approach not only revitalizes all of Delta as a destination and enhances the city's cultural and recreational assets but also fosters economic prosperity, environmental stewardship, and community well-being for residents and visitors alike. Through collaboration, innovation, and strategic planning, Delta can realize its full potential as a premier tourism destination in the region.

## ***Sustainable Development:***

### ***Environmental Stewardship:***

Prioritize environmental sustainability in tourism development initiatives, incorporating green building practices, renewable energy sources, and sustainable transportation options to minimize environmental impact and enhance the city's resilience to climate change.

**Community Engagement:** Foster community engagement and participation in tourism planning and decision-making processes, ensuring that development projects reflect local values, aspirations, and priorities while promoting inclusivity and social cohesion.

**Economic Diversification:** Leverage tourism as a catalyst for economic diversification and job creation, supporting local businesses, agriculture, athletics, sport, events, and artisans through tourism-related ventures, partnerships, and marketing initiatives.

## ***Infrastructure Investment:***

### ***Transportation Connectivity:***

Improve transportation connectivity and accessibility within Delta and to neighboring destinations, enhancing road/tunnel/bridge access, public transit services, cycling infrastructure, and pedestrian pathways to facilitate seamless mobility for residents and visitors alike.

### ***Tourism Infrastructure:***

Purposeful investment in tourism infrastructure and amenities, including visitor centers/kiosks, wayfinding signage, public washrooms, disposal/recycling stations, art installations, lighting, safety initiatives, and parking facilities, to enhance the visitor experience and support the growth of tourism-related activities and attractions.

## ***Cultural and Recreational Assets:***

### ***Cultural Heritage***

Preservation: Preserve and promote Delta's cultural heritage assets, including historic sites, museums, and cultural institutions, through heritage conservation programs, interpretive initiatives, and educational outreach efforts.

### ***Recreational Opportunities:***

Enhance recreational opportunities and outdoor amenities, such as infrastructure development and expansion, parks, trails, and waterfront areas, to provide diverse experiences for visitors, including hiking, cycling, birdwatching, and water-based activities, while promoting active living and well-being.

# 6. Guiding Principles for Plan Development



The primary purpose of this master plan is to outline comprehensive strategies for tourism development in Delta over the next 10 –15 years. Objectives include:

- Ensuring all development and initiatives are honoring a “Community First” approach.
- Enhancing Delta's reputation and brand as a desirable tourist destination.
- The importance of preserving Delta's natural landscapes
- Preserving Delta's cultural heritage.
- The importance of collaborative approach to economic development and infrastructure planning & development
- The need for strategic traditional and non-traditional partnerships to maximize resources and opportunities.
- The value for tourism to significantly contribute to the local economy.
- The importance of community involvement in shaping tourism development.
- Creating a sustainably funded, structured, and resourced destination marketing organization is crucial to effectively manage and grow Delta's tourism economy and ecosystem.

# 7. Purpose & Objectives of the Community Tourism Plan:

Expanding Stakeholder Engagement and Long-Term Positive Effects

The Community Tourism Plan serves as a visionary document that outlines strategies for sustainable tourism development in Delta over the next 10-15 years. Its long-term positive effects extend beyond immediate economic gains to encompass broader community benefits, environmental stewardship, and cultural preservation. By setting clear objectives and priorities, the plan lays the groundwork for lasting prosperity and well-being for residents and visitors alike.

Utilization by Stakeholders

- A. **City Planners:** City planners can use the master plan as a blueprint for integrating tourism considerations into urban planning and development processes. By aligning land use policies, zoning regulations, and infrastructure investments with tourism objectives, planners can create vibrant, attractive, and visitor-friendly built environments that enhance Delta's appeal as a tourist destination.
- B. **Economic Development Officials:** Economic development officials play a critical role in implementing the master plan's strategies to promote economic growth and job creation through tourism. By facilitating business development, investment attraction, and entrepreneurship support programs, they can catalyze tourism-related enterprises, stimulate economic activity, and diversify the local economy.
- C. **Developers:** Developers can leverage the master plan to identify investment opportunities and align their projects with Delta's tourism vision. By incorporating design elements, amenities, and experiences that cater to tourists' preferences and interests, developers can create destination-worthy attractions, accommodations, and entertainment venues that contribute to Delta's tourism appeal and competitiveness.

# 7. Purpose & Objectives of the Community Tourism Plan:

Expanding Stakeholder Engagement and Long-Term Positive Effects

- D. **Elected Officials:** Elected officials play a crucial role in championing the master plan's implementation and securing political support and resources for tourism initiatives. By advocating for policy reforms, funding allocations, and regulatory incentives that advance tourism development, they can create an enabling environment for tourism growth and ensure that Delta realizes its full potential as a tourist destination.
- E. **Community:** The master plan engages the community as active participants in shaping Delta's tourism future, preserving its cultural and natural heritage, and enhancing quality of life for residents. By soliciting input, fostering dialogue, and promoting civic engagement, the plan builds community buy-in, fosters a sense of ownership, and ensures that tourism development reflects local values, aspirations, and priorities.
- F. **Tourism Industry:** The tourism industry benefits from the master plan's strategic guidance, market insights, and partnership opportunities to enhance its competitiveness, innovation, and sustainability. By collaborating with stakeholders, leveraging resources, and adopting best practices outlined in the plan, the industry can capitalize on Delta's tourism potential, attract visitors, and deliver memorable experiences that drive repeat visitation and positive word-of-mouth.
- G. **Grant & Funding Opportunities:** A tourism community plan document plays a pivotal role in enabling the City and tourism stakeholders to secure grants and capitalize on various funding opportunities. By articulating a clear vision and strategic objectives for tourism development, the plan serves as a roadmap that can align with the priorities of potential funding opportunities. It provides a comprehensive overview of existing tourism assets and outlines specific projects or initiatives to enhance the visitor experience. This documentation not only demonstrates a commitment to sustainable tourism growth but also enhances the City's competitiveness in grant applications.

# 7. Purpose & Objectives of the Community Tourism Plan:

Expanding Stakeholder Engagement and Long-Term Positive Effects

- H. **Enhanced Reputation:** By enhancing Delta's reputation as a desirable tourist destination, the master plan attracts positive attention from visitors, new residents, investors, and media outlets, boosting the city's profile and visibility on regional, national, and international stages.
- I. **Strengthened Partnerships:** The master plan fosters collaboration and cooperation among diverse stakeholders, including government agencies, businesses, community organizations, and Indigenous communities, to align efforts, pool resources, and achieve shared tourism objectives.
- J. **Economic Growth:** Tourism serves as a catalyst for economic growth by generating revenue, creating jobs, and stimulating business activity across various sectors, including hospitality, retail, transportation, and entertainment. The master plan's strategic initiatives unlock new revenue streams, expand market opportunities, and drive investment in Delta's tourism infrastructure and services.
- K. **Cultural and Natural Preservation:** The master plan promotes responsible tourism practices that respect and protect Delta's cultural and natural heritage, ensuring that tourism development is sustainable, environmentally friendly, and culturally sensitive. By preserving historical sites, conserving ecosystems, and supporting Indigenous tourism experiences, the plan safeguards Delta's unique identity and sense of place for future generations.
- L. **Improved Infrastructure and Amenities:** Investment in tourism infrastructure and amenities enhances the visitor experience, making Delta more attractive and accessible to tourists. The master plan identifies priority areas for infrastructure development, such as transportation networks, accommodation facilities, recreational attractions, and cultural institutions, to meet the needs and expectations of modern travelers.

## 8.

# Purpose & Objectives of the Community Tourism Plan:

## Other Objectives

**Environmental Sustainability:** Implementing strategies to minimize the environmental impact of tourism activities, conserve natural resources, and promote eco-friendly practices.



**Cultural Exchange and Understanding:** Fostering cultural exchange, diversity, and understanding through tourism experiences that showcase Delta's multicultural heritage and Indigenous traditions.



**Health and Wellness Promotion:** Promoting health and wellness tourism by offering recreational activities, wellness retreats, and outdoor experiences that contribute to physical, mental, and spiritual well-being.



**Education and Learning:** Providing educational opportunities for visitors to learn about Delta's history, culture, and environment through interpretive centers, guided tours, and experiential learning programs.



**Technology and Innovation:** Harnessing technology and innovation to enhance the visitor experience, streamline operations, and deliver personalized services through digital platforms, smart technologies, and data analytics.



**Community Resilience and Disaster Preparedness:** Building community resilience and preparedness for natural disasters, pandemics, or other crises that may impact tourism operations and visitor safety.



**Accessible Tourism:** Ensuring that tourism infrastructure, services, and attractions are accessible and inclusive for visitors with disabilities, mobility challenges, or special needs.

# 9. Delta Community Tourism Plan Development Process

The development of this master plan involved extensive stakeholder engagement, data analysis, and collaboration with relevant organizations. Input from community members, local businesses, elected officials, and tourism professionals informed the plan's strategic priorities and recommendations.



## Stakeholder Identification and Engagement

- A. **Individual Consultations:** Conducted one-on-one meetings with key stakeholders, including residents, government, not for profit associations, business owners, community leaders, and tourism operators, to gather input, address concerns, and solicit feedback on tourism development priorities and opportunities.
- B. **Indigenous Consultations:** Collaborated with the local Indigenous community and leaders through respectful and meaningful engagement processes, to incorporate Indigenous perspectives, values, and aspirations into the master plan.
- C. **Government Engagement:** Discussion and research with municipal, provincial, and federal government agencies, departments, and officials to align tourism initiatives with government policies, regulations, and funding priorities, and to ensure coordination and support for tourism development efforts.
- D. **Public Consultations:** Hosted local business/industry forum, and community/resident sentiment surveys to solicit input from the broader public and business community on tourism-related issues, opportunities, and concerns, and to promote transparency, inclusivity, and accountability in the planning process.
- E. **Private Sector Consultations:** Consulted with representatives from the private sector, including tourism businesses, industry associations, and economic development organizations, to identify market trends, investment opportunities, and partnership potentials, and to leverage private sector expertise and resources in tourism planning and development.

## 8.

# Delta Community Tourism Plan Development Process

<b>Engagement Activity</b>	<b>Total Engagement</b>
Stakeholder Workshop	55 Attendees
Interviews (Virtual & In-Person)	44 Participants
Online Survey- Residential	83 Responses
Online Survey- Business	122 Responses
<b>TOTAL</b>	<b>321</b>

# Delta Community Tourism Plan Development Process

## Research & Expert Consultation

The Tourism Delta master plan was developed through a collaborative, academic, informative, and consultative process. A wide variety of stakeholders worked together to create a comprehensive roadmap for tourism development that reflects the community's goals, values, and priorities. The plan includes expert advice, best practices, and innovative solutions to position Delta as a leading tourism destination in the region.

**Research Review:**  
Collaborative/research initiatives to review and learn from existing academic studies, market research, and data analysis on tourism trends, consumer behavior, destination competitiveness, and economic impact assessments, and to leverage academic expertise and resources in informing evidence-based decision-making.



**Expert Consultations:**  
Sought input and guidance from tourism experts, and advisors with specialized knowledge and experience in destination management, sustainable tourism, marketing strategy, cultural heritage preservation, and stakeholder engagement, to ensure the master plan reflects best practices and innovative approaches in the tourism industry.



**Comparative Analysis and Benchmarking**  
**Research Other Jurisdictions:**  
Study and analyze tourism master plans, destination management strategies, and best practices from other jurisdictions, both domestically and internationally, to benchmark Delta's tourism potential, identify successful models and strategies, and adapt relevant lessons and insights to the local context.

# 10. Key Findings & Themes

During the engagement process, a diverse collective of stakeholders, including representatives from business, residential, government, First Nations, and industry sectors, contributed to the emergence of five key themes. This consensus reflects an intriguing and thoughtful convergence of perspectives

- Stakeholder engagement revealed tourism as a vital economic driver: Advocating for greater municipal investment of both resources and long- term sustainable funding is necessary to foster economic growth and job creation.
- An immediate strategy to enhance visitation and foster community pride and excitement would be to expand the array of events and festivals. This addition would not only draw more visitors but also strengthen bonds within the community."
- Insights from stakeholder engagement underscore the imperative collaboration between Economic Development and the tourism sector. It is evident that prioritizing joint efforts to attract additional accommodation, primarily hotels, is paramount. This strategic focus was seen as critical for fostering a robust tourism economy and ensuring its enduring prosperity.
- Participants underscore the pivotal role of continued investment in Ladner's revitalization initiatives. Sustained support of revitalization not only enhances the local community's quality of life but also significantly bolsters the area's attractiveness as a tourism destination.
- A key finding from stakeholder engagement is the critical importance of data collection and analysis in understanding and maximizing the value of Delta's tourism economy. Investing in data collection informs destination development and enhances our understanding of the current economic landscape.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## A. Inclusion in City of Delta Official Plan

**Key Insight:** Integrating tourism into the City of Delta's official plan ensures that tourism development is aligned with broader municipal goals, policies, and priorities. It provides a framework for sustainable tourism growth and community engagement. Delta's OCP is guided by [Metro Vancouver's Regional Growth Strategy](#) which represents a collective vision for the region related to housing and development, the local economy, environment and transportation infrastructure.

### **Recommendations:**

**Tourism Master Plan Integration:** Incorporate the goals, strategies, and recommendations of the City of Delta Tourism Master Plan into the municipality's official plan to ensure alignment and consistency. For example, [Fort Worth's Comprehensive Plan](#) includes a chapter on tourism and cultural development, outlining goals and strategies for enhancing the visitor experience.

**Community Consultation:** Engage residents, businesses, and community stakeholders in the official plan review process to gather input and feedback on tourism-related policies and initiatives. Breckenridge's Community Plan includes ongoing input from residents and stakeholders gathered through surveys, workshops, and public meetings.

**Policy Development:** Develop specific policies and guidelines within the official plan to support tourism development, infrastructure investment, and destination management. As an example, [Denver's Blueprint Denver](#), Vancouver, BC's [Vancouver Plan](#) and [Victoria, BC's OCP](#) includes policies related to tourism zoning, land use, and transportation planning to support the city's tourism industry.

**Monitoring and Evaluation:** Establish mechanisms for monitoring and evaluating the implementation of tourism-related policies and initiatives outlined in the official plan. Include indicators and benchmarks for tracking progress towards tourism development goals and objectives.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## **B. Build Understanding of the Value of Tourism for Government, Community, and Industry**

**Key Insight:** Recognizing the economic, social, and cultural value of tourism is essential for fostering support and investment in tourism development initiatives in Delta.

### **Recommendations:**

**Economic Impact Analysis:** Conduct economic impact studies and assessments to quantify the contributions of tourism to Delta's economy, including job creation, tax revenue, and business activity. Tourism Economic Impact Studies measure the economic benefits of tourism and hospitality sectors to inform policy and investment decisions.

**Social and Cultural Benefits:** Highlight the social and cultural benefits of tourism, such as community pride, cultural exchange, and heritage preservation, to engage residents and stakeholders in tourism development efforts. Tourism Social Impact Assessments evaluate the social effects of tourism on local communities and residents to inform sustainable tourism planning.

**Stakeholder Engagement:** Expand Tourism Delta's Advisory Committee to bring together distinct representatives from government, business, and community organizations to advise on tourism policy and strategy. Engage government officials, community leaders, and industry stakeholders in dialogue and collaboration to foster a shared understanding of the value of tourism and its importance to Delta's future prosperity.

**Education and Awareness:** Educate residents, businesses, and visitors about the value and significance of tourism through marketing campaigns, educational programs, and public outreach initiatives. Numerous DMO's throughout Canada and BC provide resources and materials to schools, businesses, and community groups to promote tourism awareness and appreciation.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## C. Tourism, Community, Business & Government Leaders Included in Economic Development Conversations

**Key Insight:** Integrating tourism into broader economic and development conversations ensures that tourism's potential contributions to job creation, revenue generation, and community prosperity are recognized and prioritized.

### **Recommendations:**

**Inter-agency Collaboration:** Foster collaboration and coordination among economic development agencies, tourism organizations, and local government departments to integrate tourism into economic development strategies and initiatives. A relevant model would be Saskatoon's Economic Growth Strategy that includes tourism as one of its key focus areas, with specific goals and actions to support tourism development.

**Data Sharing and Analysis:** Share tourism-related data, research, and insights with economic development stakeholders, government and local business to demonstrate the economic impact and importance of tourism to the local economy. Ensure tourism statistics and performance indicators are utilized to inform decision-making and investment priorities.

**Business Support Services:** Collaborate with Delta's economic development to create and provide tourism industry support services, incentives, and resources to tourism-related businesses and entrepreneurs to encourage investment, growth, and innovation.

**Stakeholder Engagement:** Engage tourism stakeholders, industry associations, and business leaders in economic development planning processes on an ongoing basis to ensure their perspectives and priorities are considered.

**Public-Private Partnerships:** Form strategic partnerships with businesses, government agencies, and industry stakeholders to support tourism initiatives and maximize resources. Explore opportunities for joint funding, co-marketing efforts, and shared infrastructure projects.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## D. Stabilized Sustainable Funding for Tourism Development & Management

**Key Insight:** Adequate funding is crucial for implementing tourism initiatives effectively and sustaining long-term growth. The City of Delta should allocate resources to support tourism development projects, marketing campaigns, and infrastructure improvements.

### **Recommendations:**

A Municipal Service Agreement represents a pivotal step towards ensuring the long-term viability and success of tourism initiatives within the City of Delta. This agreement serves as a commitment from the city to provide consistent and reliable funding to support tourism, recognizing its significance as a key economic driver for the local community. As tourism continues to evolve and expand, a robust funding mechanism is essential to sustain growth, support infrastructure development, and enhance visitor experiences.

### **Components of the Agreement:**

**Resource Funding:** The core component of the Municipal Service Agreement is the allocation of long-term financial resources from the City of Delta to support tourism initiatives. This funding serves as the foundation for essential operational expenses, including salaries for key personnel such as an Executive Director, marketing and communications employee, and visitor servicing staff. By providing dedicated funding for these roles, the city demonstrates its commitment to prioritizing tourism as a strategic economic driver.

**Incremental Increase:** Recognizing the dynamic nature of the tourism industry and the potential for expansion, the Municipal Service Agreement includes provisions for incremental funding increases as dictated by the growth of tourism activities within Delta. This adaptive approach ensures that resources align with evolving needs and opportunities, allowing the tourism sector to flourish while maintaining fiscal responsibility.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## D. Stabilized Sustainable Funding for Tourism Development & Management

Diversification of Revenue Sources: While the base funding for tourism initiatives is provided by the municipality, the Municipal Service Agreement acknowledges the importance of diversifying revenue sources to support operational expenses. Additional revenue streams may include partnerships with local businesses, BC Ferries, sponsorship opportunities, and revenue generated from tourism-related activities such as events and attractions. By leveraging these complementary revenue sources, the city can supplement base funding and enhance the sustainability of tourism initiatives.

- a. Public-Private Partnerships: Explore opportunities for public-private partnerships to leverage additional funding and resources for tourism projects. For example, the Breckenridge Tourism Office in Colorado, Kelowna, BC, and Kamloops, BC, collaborates with local businesses and stakeholders to fund marketing campaigns and events.
- b. Co-operative Grant Programs: Establish grant programs or funding opportunities to support tourism-related businesses, events, and infrastructure projects. For instance, the City of Toronto offers various grant programs through its Economic Development and Culture division, Tourism Calgary, Travel Nova Scotia all offer co-operative grant programs to support tourism-related initiatives , provides co-operative financial assistance to organizations and initiatives that promote tourism and enhance visitor experiences.
- c. Municipal and Regional District Tax (MRDT): a provincial hotel tax with up-to three percent applied to sales of short-term accommodation. Over 60 communities in BC have the tax, including neighbouring Richmond and Surrey. These funds are used for tourism marketing, programs, and projects.
- d. Destination Marketing/Management Fee (DMF): a voluntary fund collected in some communities to support tourism initiatives and cultural attractions. This fee is often applied to various services such as lodging, food and beverage, attractions, memberships, and rental car fees. Notable examples of cities utilizing the DMF include Whistler, Kelowna, Denver.
- e. Federal and Provincial Grants: Seek out grants and funding opportunities from federal and provincial governments to support tourism infrastructure projects and destination marketing efforts.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## Rationale and Benefits:

- Economic Catalyst: Tourism serves as a catalyst for economic growth, driving spending, job creation, and business development within the community. A Municipal Service Agreement ensures that Delta's tourism sector receives the necessary resources to maximize its economic potential and contribute to overall prosperity.
- Strategic Investment: By investing in tourism infrastructure and marketing efforts, the city positions itself as an attractive destination for visitors, investors, and residents alike. This strategic investment generates positive returns by increasing visitation, stimulating local businesses, and enhancing the quality of life for residents.
- Community Development: Tourism initiatives supported by the Municipal Service Agreement not only benefit visitors but also enrich the lives of residents. Vibrant cultural events, improved amenities, and enhanced public spaces create a more vibrant and livable community, fostering civic pride and social cohesion.
- The formalization of a Municipal Service Agreement represents a commitment from the City of Delta to prioritize and invest in the growth and sustainability of its tourism sector. By providing stable funding, fostering collaboration, and embracing innovation, Delta can unlock the full potential of tourism as a driver of economic prosperity and community development.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## E. Building Human and Professional Resources

**Key Insight:** Skilled personnel and professional expertise are essential for planning, implementing, and managing tourism initiatives effectively. Delta should prioritize the creation and support of workforce development and capacity-building initiatives to foster tourism growth both internally and for tourism-related businesses within the destination.

### **Recommendations:**

- **Training and Certification Programs:** Offer training programs, workshops, and certification courses for tourism professionals, hospitality staff, and local businesses to enhance their skills and knowledge. For instance, Destination BC, Indigenous Tourism BC, Community Futures, TIABC, BCHA, provides online training modules and resources for tourism industry professionals.
- **Industry Collaboration:** Foster collaboration and knowledge-sharing among tourism stakeholders, industry associations, and educational institutions to build a skilled workforce and exchange best practices. Great examples of this is Denver's Tourism Roadmap and Canada's own Go2HR initiatives that brings together industry leaders and experts to identify workforce development priorities and strategies.
- **Internship and Mentorship Programs:** Establish internship and mentorship programs to provide hands-on experience and career opportunities for students and young professionals interested in pursuing careers in tourism and hospitality. Camosun College, Thompson Rivers University, BCIT, Vancouver Community College, offer degrees and certificates in Hospitality and Tourism that also require internships for their students. Project Ireland's National Tourism Careers Programs offers internships and apprenticeships in various tourism-related fields.
- **Professional Development Opportunities:** Support the continuous professional development of staff and leaders by capitalizing on networking opportunities within the tourism industry, such as conferences, seminars, and industry events. The Tourism Industry Association of British Columbia (TIABC), IMPACT Conference in Victoria, and BCDMOA (British Columbia Destination Management Organization Association) organize networking opportunities, annual conferences, and workshops aimed at addressing key issues and trends in the tourism sector.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## Seasonal Dispersion Strategy - Fall and Spring

**Key Insight:** Delta benefits from a primarily mild and dependable climate, offering a significant advantage in its endeavor to establish a year-round tourism economy. This favorable climate provides an opportunity for deliberate and strategic growth, allowing Delta to tailor its offerings, provide targeted support, and foster sustainable expansion. Planning for dispersion by promoting tourism during the shoulder seasons of fall and spring can mitigate overcrowding during peak tourist months, distribute visitor spending more evenly throughout the year, and sustain economic activity year-round.

### **Recommendations:**

**Seasonal Events and Festivals:** Organize seasonal events, festivals, and attractions that showcase Delta's unique offerings and encourage visitation during the shoulder seasons. Numerous destinations host events and festivals in the fall and the spring to attract visitors during off-peak times.

**Promotional Campaigns:** Launch targeted marketing campaigns and promotions highlighting fall and spring activities, attractions, and experiences to attract visitors during these periods.

**Special Offers and Packages:** Offer special deals, discounts, and packages for accommodations, activities, and attractions during the fall and spring seasons to incentivize visitation. Kamloops Getaway promotion includes discounted hotel rates, attraction passes, and dining deals to attract visitors during the autumn months.

**Product Development:** Develop new tourism products, experiences, and itineraries tailored to the interests and preferences of fall and spring travelers, such as outdoor activities, cultural events, and culinary tours. Tofino, Quebec City, Saskatoon offers fall foliage tours, spring garden walks, winter storm watching and harvest festivals to attract visitors during the shoulder seasons.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## G. Lead with “Community First” Approach - Resident Sentiment towards Tourism

**Key Insight:** Engaging and addressing the concerns of residents is essential for fostering community support and ensuring that tourism development benefits local communities in Delta.

### **Recommendations:**

**Community Consultation:** Involve residents in the tourism planning process through public meetings, workshops, surveys, and advisory committees to gather input, address concerns, and build consensus.

**Transparent Communication:** Provide clear and transparent communication about tourism development plans, initiatives, and impacts to residents through newsletters, websites, social media, and public notices. Include regular updates and engagement activities to keep residents informed and engaged.

**Benefits Sharing:** Ensure that tourism development initiatives deliver tangible benefits and opportunities for residents, such as job creation, economic growth, and community investments. Outline commitments and obligations to ensure that tourism projects benefit the local community and economy.

**Cultural Preservation:** Preserve and celebrate Delta's cultural heritage, traditions, and identity through tourism development initiatives that respect and reflect the values and aspirations of local communities. [Thompson Okanagan Tourism Association Biosphere Initiative](#) supports community-led tourism projects that promote cultural heritage, sustainability, and community well-being. They have created an area visitor pledge that honors 7 generations of sustainability and well-being.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## H. Seek Opportunities to Work with Neighboring Municipalities (Richmond, Surrey, Vancouver, White Rock, Tsawwassen First Nations, Musqueam First Nations)

**Key Insight:** Collaborating with neighboring municipalities strengthens regional tourism partnerships, enhances destination appeal, and promotes economic growth in Delta and surrounding areas.

### **Recommendations:**

**Regional Tourism Strategy:** Develop a regional tourism strategy in collaboration with neighboring municipalities, regional tourism organizations, and industry partners to promote cross-promotion, cooperation, and destination marketing.

**Product Development:** Collaboration with neighboring municipalities is vital for Delta's growing tourism economy, given its current lack of infrastructure and experiences. Joint tourism initiatives will showcase unique attractions, while multi-jurisdictional programs enrich visitor experiences, drive economic growth, and nurture a vibrant local tourism industry.

**Transportation Connectivity:** Improve transportation connectivity and accessibility between Delta and neighboring municipalities through infrastructure investments, transit services, and multi-modal transportation options. Be informed and participate in relevant regional transportation planning and discussions. Include initiatives to enhance connectivity and mobility to support tourism and economic development.

**Events and Festivals:** When creating and organizing events, festivals, and cultural activities, collaborate with neighboring municipalities to create regional tourism systems to keep tourists within the area and support the local economies. Promote events and activities across the region to extend visitor stays and increase tourism spending while building the Delta tourism economy and supportive infrastructure.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## I. Foster Relationships and Greater Collaboration with Neighboring Indigenous Communities

**Key Insight:** Strengthening partnerships with Indigenous communities fosters cultural preservation, economic development, and reconciliation efforts in Delta and surrounding areas.

The proximity of Tsawwassen First Nations (TFN) to Delta presents an enticing opportunity for the cultivation of stronger collaboration and relationships. With TFN's wealth of natural and cultural resources and burgeoning tourism initiatives, there exists the potential to forge mutually beneficial partnerships that could amplify economic growth and community development. Iconic attractions such as Tsawwassen Mills and Big Splash, coupled with TFN's plans for cultural enrichment, highlight the promise of deeper collaboration between TFN and Delta. Big Splash's proposed hotel development on adjacent property promises to further enhance the visitor experience and contribute to the economic growth of both TFN and Delta. Although the visitor does not necessarily perceive a differentiation between the City of Delta and TFN jurisdictions, it is important to note that both Tourism Delta and TFN express a shared desire to explore avenues for closer cooperation, recognizing the potential for shared success and prosperity.

### **Recommendations:**

**Indigenous Tourism Development:** Collaborate with local Indigenous communities and organizations to develop Indigenous tourism products, experiences, and initiatives that highlight Indigenous culture, heritage, and traditions. Indigenous Tourism BC (ITBC) supports Indigenous-led tourism projects that promote cultural authenticity and economic empowerment.

**Cultural Heritage Preservation:** Support efforts to preserve and celebrate Indigenous cultural heritage, languages, and traditions through tourism development initiatives, cultural events, and heritage preservation programs. Tourism Delta's annual marketing and business plans should include strategies to promote local Indigenous tourism experiences and partnerships.

**Community Engagement:** Engage with Indigenous communities and leaders in dialogue and consultation to ensure that tourism development initiatives respect Indigenous rights, values, and perspectives.

**Economic Partnerships:** Foster economic partnerships and business opportunities with Indigenous entrepreneurs, artists, and businesses to support Indigenous-led tourism ventures and promote economic development in Delta and neighboring Indigenous communities.

# 11. Foundational Implementation Strategies - Ensure Integrated Success of the Plan

## J. Build A Tourism Delta Brand Identity

**Key Insight:** Developing a strong brand identity for Delta is crucial for positioning it as a top tourism spot. This identity will distinguish Delta as an attractive destination, attract visitors, and boost local pride, offering numerous benefits beyond tourism by elevating Delta's reputation and fostering community engagement. A well-crafted brand identity will enhance Delta's appeal to tourists by showcasing its unique offerings. Delta's distinct narrative will set it apart in the tourism landscape, supporting economic growth and a vibrant community. The process of brand development will also offer a valuable opportunity to engage with stakeholders at all levels, fostering an inclusive approach that builds a sense of ownership and collaboration among the community and businesses.

### **Recommendations:**

**Brand Development:** Invest and procure a brand specialist to develop a comprehensive brand strategy that reflects Delta's identity, values, and aspirations. Incorporate input from stakeholders to ensure authenticity, relevance, and resonance with target audiences.

**Stakeholder Engagement:** Engage stakeholders, including residents, businesses, community organizations, and tourism professionals, to gather insights and perspectives on Delta's unique attributes and strengths.

**Messaging Consistency:** Ensure consistency in messaging across all marketing channels, including digital platforms, print materials, and advertising campaigns. Communicate Delta's unique selling points and value proposition effectively to target audiences.

**Partnership Development:** Forge partnerships with tourism industry stakeholders, local businesses, government agencies, and community organizations to leverage resources, share expertise, and amplify marketing efforts. Collaborate on joint promotional campaigns and initiatives to showcase Delta's attractions and experiences to a broader audience.

## 12.

# Champion Destination Experiential & Infrastructure Development

While acknowledging that Tourism Delta may lack the capacity or resources to directly undertake the construction and development of the identified experiences, it is crucial to recognize its pivotal role as an advocate and facilitator of opportunities for growth. Throughout the strategic planning process, a consensus has emerged regarding the exploration of the viability and feasibility of the experiences identified within this section. Tourism Delta is tasked with the responsibility of prioritizing these initiatives based on various factors, including existing planning frameworks, the interests of local businesses and agricultural entities, and any potential constraints related to land use and zoning regulations.

As the implementation phase unfolds, the success of this plan hinges significantly on Tourism Delta's ability to effectively identify priorities through a strategic allocation of resources and a collaborative approach involving multiple stakeholders. By leveraging its influence and expertise, Tourism Delta can play a central role in aligning the interests of various parties and steering the development process towards mutually beneficial outcomes. Additionally, by fostering open communication and partnerships with key stakeholders, including government agencies, business owners, community groups, and agricultural entities, Tourism Delta can create an environment conducive to the realization of the identified experiences.

Furthermore, it is essential for Tourism Delta to remain adaptable and responsive to evolving circumstances and feedback throughout the implementation phase. By continuously reassessing priorities and adjusting strategies as needed, Tourism Delta can ensure the efficient allocation of resources and the successful execution of the strategic plan. Ultimately, by serving as a catalyst for collaboration and innovation, Tourism Delta can contribute significantly to the sustainable growth and prosperity of the tourism industry in Delta.



# A.

## Sport Tourism

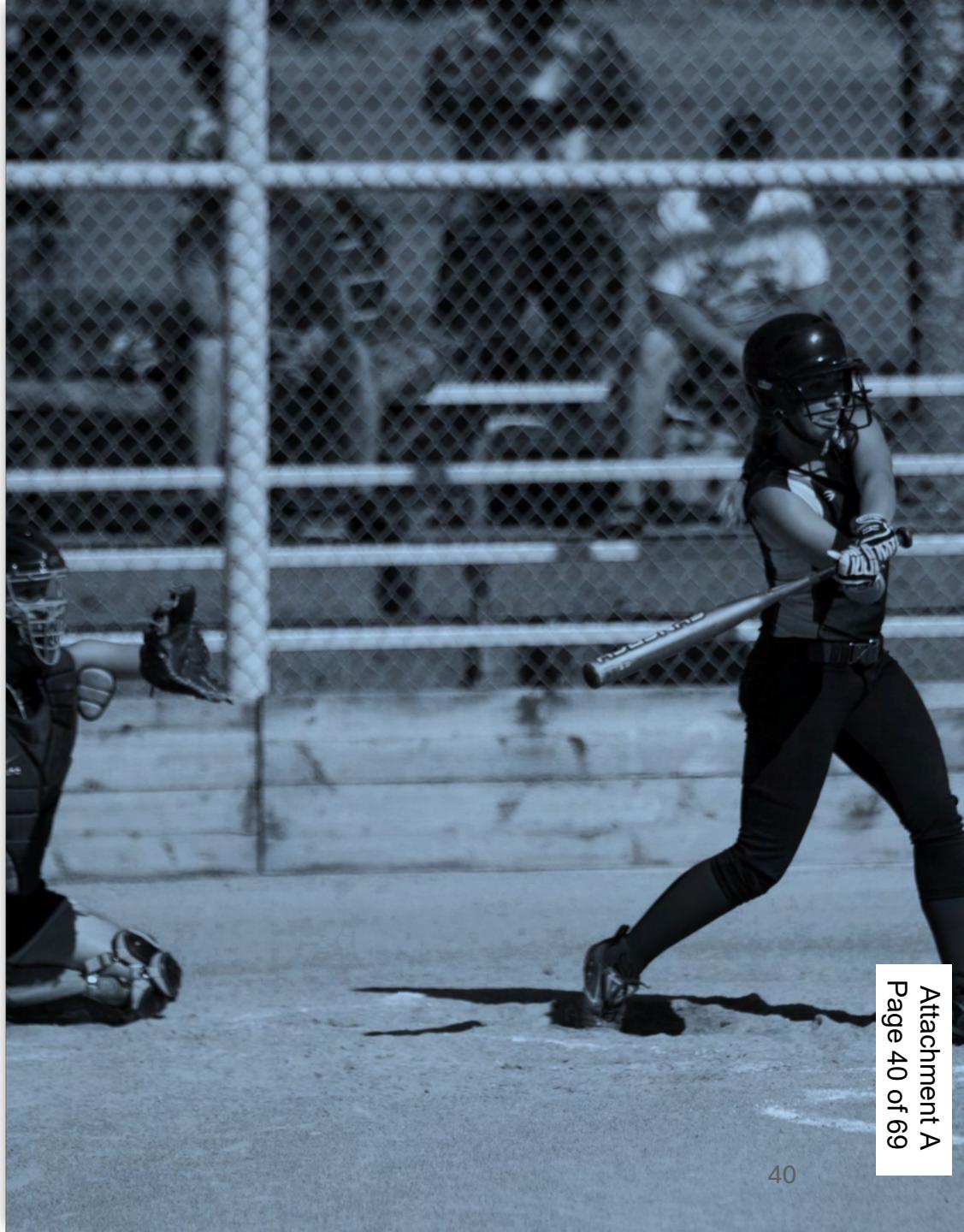
Leveraging the City of Delta's existing infrastructure and rich sporting history, Delta stands poised to become a premier destination for sports tourism over the next decade, offering a diverse array of indoor and outdoor athletic experiences. There are a number of community residents that support the development of sport tourism whose expertise, experience and passion would be valuable resource support to grow this sector.

Delta's sports scene is anchored by a robust network of facilities that cater to a wide range of activities. Indoor venues provide arenas and gymnasiums for hockey, basketball, volleyball, and more. Many of these facilities have hosted numerous local tournaments and training camps, drawing athletes from across the region. The Ladner Leisure Centre's proximity to the Vancouver Giants training facility could provide an interesting partnership for world class hockey training and development.

Delta has a track record of hosting successful sporting events that have left a lasting impact on visitors and community alike. Events such as the Tour de Delta, was an annual professional bicycle race that brought elite cyclists to the city, attracting spectators and generating excitement throughout the community. Additionally, hockey training camps hosted by local organizations like the Delta Hockey Academy have provided aspiring athletes with world-class coaching and development opportunities right in their own backyard. Outdoor fields and facilities have hosted numerous events and over the next few decades can be further expanded to host provincial and national events such as the BC Summer Games. These games rely on public facilities such as schools to house participants therefore not reliant on vast hotel inventory.

Looking forward, Delta can leverage its sporting heritage and infrastructure to drive tourism growth, while also supporting seasonal dispersion. By investing in facilities and programming, the city can attract larger events and tournaments, boosting visitor numbers and athlete participation. Projects like the proposed upgrades to Sungod Recreation Centre and the development of new sports complexes could elevate Delta's appeal as a sports tourism destination and support new hotel building initiatives.

Sport tourism not only benefits the economy but also fosters community cohesion. Hosting events and tournaments brings visitors, supporting local businesses and driving economic growth.



**Analysis:** Sport tourism involves hosting sporting events, tournaments, and competitions that attract athletes, spectators, and media attention to Delta. Investment in sports facilities, venues, and infrastructure is essential for attracting and hosting major sporting events.

**Venue Development:** Identify opportunities to develop or upgrade sports facilities, stadiums, and arenas to meet the needs of different sports and events.

**Event Bidding:** Pursue opportunities to bid for youth and amateur sporting events, such as championships, tournaments, regional and national competitions.

**Partnerships:** Partner with sports organizations, governing bodies, and event organizers to secure hosting rights and coordinate event logistics.

**Volunteer Recruitment:** Recruit and train volunteers to support event operations, hospitality services, and spectator management.

**Legacy Planning:** Develop legacy plans to ensure that sports infrastructure investments deliver long-term benefits for the community, such as increased participation in sports, improved health outcomes, and economic development opportunities.

**Facility & Venue Inventory:** Maintain an inventory of sport venues, including their event hosting attributes (capacity, amenities, services, parking, etc.)

**Conference & Networking:** Attend relevant conferences to network and promote Delta as a sport event hosting destination (i.e. Sport Event Congress, BC Sport Tourism Network)

**Grant & Funding:** Monitor and access local, regional and federal grant programs related to sport and event hosting.

## B. Events & Festivals



**Event Identification:** Identify key events and festivals that showcase Delta's culture, heritage, and natural beauty. Conduct market research and stakeholder consultations to determine the most promising event opportunities for tourism growth.

**Strategic Development of Events and Festivals** play a crucial role in the City of Delta's tourism plan, offering unique opportunities to showcase local culture, attract visitors, and stimulate economic activity. By leveraging the city's unique spaces and venues, and streamlining the permitting process, Delta can foster a vibrant events calendar that brings together residents, businesses, and visitors, while generating substantial economic benefits for the community.

**Utilizing Unique Spaces and Venues**, Delta boasts a diverse array of unique spaces and venues that provide ideal settings for hosting events and festivals. From picturesque to historic sites and cultural landmarks, the city offers a wealth of options to accommodate a wide range of activities and gatherings. By strategically leveraging these spaces, Delta can create memorable experiences that showcase the community's distinct character and appeal to both locals and visitors.

To support the development of events and festivals, the City of Delta will need to recognize the need for a streamlined permitting process that provides flexibility and responsiveness to organizers. By simplifying bureaucratic hurdles and providing clear guidelines, the city can empower event planners to navigate the permitting process efficiently and effectively. This proactive approach would demonstrate the city's commitment to fostering a supportive environment for event organizers and encourages the growth of a diverse events portfolio.

The success of past events, such as the Barnside Harvest Festival held last fall, underscores the importance of community-driven initiatives in creating excitement and vibrancy within Delta. The festival brought together elected officials, residents, businesses, and visitors, showcasing the city's hospitality, and fostering a sense of pride and belonging among attendees. Not only did the event provide a memorable experience for participants, but it also generated substantial economic benefits through increased visitation and support for local businesses.

While specific data on the economic benefits of events and festivals in British Columbia may vary, studies have shown that well-planned and executed events can have a significant positive impact on local economies. These benefits include increased spending on accommodations, dining, retail, and entertainment, seasonal dispersion, as well as job creation and tax revenue generation. Moreover, events and festivals contribute to destination branding and marketing efforts, attracting repeat visitors and enhancing the overall tourism experience.

## B. Events & Festivals

**Analysis:** Festivals and events play a crucial role in attracting visitors, generating economic activity, and fostering community engagement. Delta's diverse cultural heritage, natural landscapes, and local traditions provide ample opportunities for hosting festivals and events throughout the year.

**Event Planning Committee:** Establish an event planning committee comprising representatives from the tourism industry, local businesses, community organizations, and government agencies.

**Event Calendar:** Develop an annual calendar of festivals and events that showcases Delta's cultural diversity, seasonal attractions, and unique experiences.

**Community Engagement:** Solicit input from residents, businesses, and community groups to ensure that festivals and events reflect local interests and priorities.

**Marketing and Promotion:** Implement targeted marketing campaigns to promote festivals and events to residents, visitors, and tourists from neighboring communities.

**Partnerships:** Collaborate with sponsors, vendors, performers, and volunteers to support festival programming and enhance the overall visitor experience.

## C. Agri-Tourism



Agriculture is the Heartbeat of Delta, it isn't just an industry in Delta; it's woven into the very fabric of the community, serving as its DNA. The fertile farmland, abundant crops, and rich agricultural heritage define Delta's identity and contribute to its unique charm. Recognizing this, nurturing, and developing the agricultural sector emerges as a logical and authentic avenue for tourism growth.

Fostering Agri-Tourism by collaborating with the farming community opens doors to a world of possibilities, creating an Agri-tourism economy that promises prosperity and iconic experiences for a variety of visitors. By leveraging Delta's agricultural abundance and local expertise, the city can offer visitors a glimpse into the farming lifestyle and the journey from field to table.

Future and ongoing promotional efforts should spotlight Delta's agricultural sector through targeted marketing campaigns. These initiatives would shine a spotlight on local farms, vibrant markets, and culinary experiences unique to the region. Collaborating closely with farmers, producers, and food artisans, these experience campaigns would celebrate Delta's agricultural community and industry, showcasing its distinctive offerings to a broader audience.

Crafting engaging visitor experiences and immersing visitors in Delta's agricultural heritage, a diverse array of visitor experiences should be developed. These could include engaging farm tours, hands-on harvesting experiences, and farm-to-table dining opportunities. Camping experiences, such as the innovative [Harvest Host](#) program, can further connect visitors with the land and its producers. Tasting events and agritourism experiences would allow visitors to savor the flavors of Delta while fostering a deeper appreciation for its agricultural roots.

Creating interactive and educational opportunities for hands-on experiences and interactions with farmers and producers is key to fostering meaningful connections between visitors and Delta's agricultural community. From picking fresh produce to learning about sustainable farming practices, these interactive experiences would offer insights into the daily life and work of Delta's farmers, enriching the visitor experience and promoting a deeper understanding of the agricultural process.

In essence, Agri-tourism holds immense potential to unlock the economic and cultural riches of Delta's agricultural landscape. By nurturing this sector and crafting authentic visitor experiences, Delta can showcase its agricultural heritage, foster community pride, and create lasting memories for visitors locally and internationall

# C. Agri-Tourism

**Analysis:** Agri-tourism involves promoting Delta's agricultural sector through farm tours, farmers' markets, and culinary experiences. Partnerships with local farmers and producers can showcase Delta's food and beverage offerings and attract visitors interested in agrarian lifestyles.



## Develop

Promotional Campaigns: Develop marketing campaigns that highlight Delta's agricultural heritage, local farms, and culinary offerings.



## Farm

Farm Tours: Offer guided tours of farms and agricultural operations, allowing visitors to experience farm life and learn about sustainable food production.



## Support

Farmers' Markets: Support local farmers' markets and artisanal food producers by providing promotional support, experience development, and visitor amenities.



## Collaborate

Culinary Experiences: Collaborate with restaurants, wineries, and breweries to offer farm-to-table dining experiences, and culinary workshops.



## Develop

Educational Programs: Develop educational programs and workshops that teach visitors about Delta's agricultural history, farming practices, and food traditions.

# D. Brewery, Wine & Culinary Tourism



Brewery, wine, and culinary tourism initiatives represent a burgeoning sector within the broader tourism industry, offering unique experiences that appeal to a diverse range of travelers. In recent years, there has been a significant surge in interest in craft breweries, wineries, and culinary experiences, both domestically and internationally. Delta has the potential to capitalize on this trend and position itself as a desirable destination for brewery, wine, and culinary tourism.

One key aspect driving the growth of this sector is the increasing demand for authentic and immersive experiences. Travelers are seeking opportunities to engage with local culture, traditions, and flavors, and brewery, wine, and culinary tourism precisely offer that. By showcasing the rich heritage, agricultural abundance, and culinary diversity of the region, Delta can attract visitors looking to indulge in unique gastronomic experiences.

**Analysis:** Delta's burgeoning brewery and winery scene presents opportunities for culinary tourism, including tastings, tours, and food pairings. Collaborations with local producers and hospitality businesses can showcase Delta's food and beverage offerings to visitors.

**Brewery and Winery Tours:** Develop self-guided tours of Delta's breweries, wineries, and distilleries, offering visitors behind-the-scenes access and tasting experiences.

**Culinary Events:** Host culinary events, such as food festivals, wine tastings, and farm-to-table dinners, that showcase Delta's local ingredients and culinary talent.

**Partnerships:** Partner with restaurants, hotels, and tour operators to offer brewery and winery packages that include accommodations, transportation, and dining experiences.

**Marketing Campaigns:** Develop marketing campaigns that promote Delta's brewery and winery scene to travel trade, food and beverage enthusiasts regionally and internationally.

E.

# Strengthen Collaborative Efforts with Metro Vancouver

**Analysis:** Collaborative endeavors with Metro Vancouver present a valuable opportunity for Delta to enhance its parks and recreational facilities, leveraging regional partnerships and resources to elevate the overall experience for both residents and visitors. By joining forces with Metro Vancouver, Delta can tap into a wealth of expertise, funding opportunities, and best practices to improve access, amenities, and programming within its parks and recreational areas. Through coordinated efforts, Delta can ensure that its outdoor spaces are well-maintained, inclusive, and cater to the diverse needs and interests of the community.

Of particular significance is the current leadership position of the City of Delta Mayor, who serves as the Chair of the Metro Vancouver Board. In this influential role, the mayor is uniquely positioned to drive positive change not only within the jurisdiction of Metro Vancouver but also to advocate vigorously on behalf of Delta's parks and outdoor spaces. By potentially leveraging this leadership position, the mayor can champion the interests of not only Delta, but advocate for the allocation of resources, and collaborate with other municipalities to address common challenges and opportunities in the realm of parks and recreation.

**Regional Partnerships:** Collaborate with Metro Vancouver, neighboring municipalities, and regional agencies to enhance coordination and cooperation on parks and recreational initiatives.

**Park Enhancements:** Invest in park enhancements such as trail improvements, playground upgrades, and recreational facilities that benefit residents and visitors from across the region.

**Programming Expansion:** Expand recreational programming and events in collaboration with Metro Vancouver, offering a diverse range of activities and experiences for people of all ages and interests.

**Trail Connectivity:** Improve trail connectivity and multi-use pathways that link Delta's parks and recreational areas to regional networks, providing seamless access for cyclists, walkers, and outdoor enthusiasts.

**Environmental Conservation:** Partner with Metro Vancouver on environmental conservation projects, habitat restoration efforts, and stewardship programs that protect and preserve Delta's natural ecosystems and green spaces.



## F. Deas Island Development and Expansion

**Analysis:** Deas Island and other spaces present opportunities for recreational tourism, including hiking, biking, picnicking, and wildlife viewing. Redevelopment initiatives can enhance visitor facilities, interpretive experiences, and natural attractions. The development of this area is highly dependent upon the collaborative relationship with Metro Vancouver.

**Master Planning:** Support & help to build a plan for Deas Island that balances conservation efforts with recreational development goals.

**Infrastructure Upgrades:** The plan should inform upgrade and expansion to trails, picnic areas, and visitor facilities to enhance the visitor experience and accommodate increased visitation.

**Interpretive & Indigenous Programming:** Support and collaborate to develop interpretive signage, guided tours, and educational programs to highlight Deas Island's cultural, Indigenous and natural heritage.

**Ecotourism Initiatives:** Promote ecotourism activities such as birdwatching, nature walks, and guided wildlife tours to attract nature enthusiasts and outdoor adventurers.

**Public-Private Partnerships:** Seek opportunities to partner with local businesses, tour operators, and conservation organizations to offer guided experiences, equipment rentals, and hospitality services.

## G. Outdoor & Nature, Biking, and Walking Trails

Delta's natural landscapes, from quiet forests to serene waterfronts, offer endless opportunities for outdoor exploration and recreation. By investing in trail development and enhancing access to these natural wonders, Delta can attract visitors seeking outdoor adventures while preserving its pristine environment for future generations.

Delta's existing trail network forms the backbone of its outdoor recreational offerings. The City of Delta and Tourism Delta has expressed a commitment to build upon this foundation, with an aim to expand and maintain trails that showcase natural beauty and diverse ecosystems. Collaborating with environmental organizations, government agencies, and community groups, the City of Delta and Tourism Delta should cooperatively identify priority areas for trail development and enhancement, ensuring connectivity between communities and providing opportunities for residents and visitors to explore the city's natural landscapes.

Expanding trail networks will play a pivotal role in connecting gaps within Delta's trail system. By bridging these divides, Delta can create seamless pathways for cyclists, walkers, and nature enthusiasts, facilitating safe and enjoyable outdoor experiences throughout the city. This initiative aligns with the City of Delta's 2019 Parks and Recreation Master Plan, which prioritizes the expansion and enhancement of recreational trails for the benefit of residents and visitors alike.

Greater collaboration with the Metro Vancouver area presents exciting opportunities for the expanded use of parks such as Deas Island and Boundary Bay. By leveraging these partnerships, Delta can unlock new recreational possibilities, attracting visitors from neighboring communities and enhancing the overall visitor experience. This collaborative approach aligns with the city's vision of promoting regional tourism and fostering connections between communities.

Southlands in Tsawwassen and John Oliver Park represent untapped potential for outdoor recreation and trail development. By investing in these areas, Delta can create new opportunities for residents and visitors to explore nature, engage in outdoor activities, and enjoy scenic vistas. These initiatives align with the city's commitment to enhancing public spaces and promoting active living for all.

Looking ahead, Delta envisions the creation of new routes such as the Barns to Beaches Route, which will wind its way through the community, showcasing Delta's agricultural heritage and inviting visitors to experience the charm of its rural landscapes. Additionally, the expansion of the Ladner Waterfront will provide enhanced access to the city's waterfront amenities, including parks, beaches, and recreational facilities, further enriching the visitor experience, and fostering a deeper connection with nature.

Delta's commitment to outdoor and nature-based tourism is evident in its efforts to develop and maintain trails, enhance access to natural areas, and promote responsible tourism practices. By embracing its natural splendor and investing in recreational infrastructure, Delta is poised to become a premier destination for outdoor enthusiasts, offering unforgettable experiences and fostering a deeper connection with nature for residents and visitors.

# G.

# Outdoor & Nature, Biking, and Walking Trails

## Trail Development:

Collaborate with the city and region to create a working group aimed at expanding and enhancing Delta's hiking, biking, and multi-use trail networks, which include mountain biking trails, paved pathways, and scenic routes.

## Trail Amenities:

Advocate for amenities such as rest areas, picnic spots, and bike rental facilities along popular cycling routes to enhance the visitor experience.

## Guided Tours:

Offer guided bike tours that showcase Delta's natural beauty, cultural landmarks, and hidden gems, catering to cyclists of all skill levels.

## Safety Measures:

Implement safety measures such as signage, maps, trail maintenance, and designated bike lanes to ensure the safety of cyclists and pedestrians.

## Promotional Partnerships:

Partner with outdoor retailers, bike shops, and tourism operators to promote biking and cycling tourism packages and experiences.

## H.

# Naturalists & Birdwatching

Birdwatching, also known as birding, is a popular recreational activity that involves observing and identifying birds in their natural habitats. Delta, BC, with its diverse ecosystems and abundant bird species, possesses immense potential to become a premier destination for birdwatching enthusiasts. By strategically prioritizing the development of birdwatching tourism, Delta can capitalize on its natural assets, drive tourism growth, and enhance the visitor experience. Delta's strategic location along the Pacific Flyway makes it a crucial stopover for migratory birds, attracting birdwatchers from around the world.

**Boundary Bay Regional Park:** Known for its rich biodiversity and extensive mudflats, Boundary Bay Regional Park is a prime location for birdwatching in Delta. Visitors can spot a wide variety of shorebirds, waterfowl, and raptors, including bald eagles and snowy owls, along the park's trails and viewing platforms.

**George C. Reifel Migratory Bird Sanctuary:** This internationally recognized bird sanctuary offers unparalleled opportunities for birdwatching. With its diverse habitats, including marshes, ponds, and wetlands, Reifel Sanctuary attracts thousands of migratory and resident bird species throughout the year, making it a must-visit destination for birdwatchers.

**Westham Island:** Situated at the mouth of the Fraser River, Westham Island boasts scenic landscapes and excellent bird watching opportunities. Visitors can explore the island's farms, and marshes, where they may encounter a variety of bird species, including waterfowl, shorebirds, and songbirds.

**Attracting Bird Watching Enthusiasts:** By promoting Delta as a premier birdwatching destination through targeted marketing campaigns, Delta can attract birdwatching enthusiasts from across the globe. Highlighting the region's diverse bird species, accessible birding locations, and experienced local guides can help position Delta as a must-visit destination for birdwatchers.

**Supporting Local Businesses:** Birdwatching tourism can provide a significant economic boost to Delta by supporting local businesses such as accommodations, restaurants, and tour operators. Establishing partnerships with these businesses to offer birdwatching packages, guided tours, and birding-related merchandise can further enhance the visitor experience and drive tourism revenue.

**Community Engagement and Education:** Engaging with the local community and fostering a sense of stewardship for the region's natural environment can contribute to the sustainable development of birdwatching tourism in Delta. Educational programs, workshops, and birding events can help raise awareness about the importance of bird conservation and habitat preservation while providing visitors with enriching experiences.

**Habitat Conservation:** Ensure developmental initiatives protect and preserve Delta's natural habitats, including wetlands, estuaries, and migratory bird sanctuaries, to support diverse bird and wildlife populations.

**Guided Tours:** Develop guided tours and interpretive programs that highlight Delta's biodiversity, ecological significance, and birdwatching hotspots for visitors and enthusiasts.

**Accessibility:** Improve access to birding and wildlife viewing sites through trail enhancements, viewing platforms, and visitor amenities that cater to people of all ages and abilities.

# I.

# Beachfront & Waterfront Development



In addition to trail development, Tourism Delta should continue to focus on enhancing visitor services to ensure a memorable and enjoyable experience for all. This includes improving beach and waterway access, promoting responsible tourism practices, and providing amenities such as picnic areas, washrooms, and interpretive signage. By prioritizing environmental stewardship and sustainability, Delta aims to preserve its natural beauty while welcoming visitors to explore and appreciate all that the city has to offer.

**Analysis:** Delta's beachfront and waterfront areas offer opportunities for recreational activities, waterfront dining, and seaside attractions. Redevelopment initiatives can enhance visitor amenities, public spaces, and waterfront experiences.

**Public Access:** Improve beachfront and waterfront access points, including parking facilities, pedestrian pathways, and boat launches, to enhance the visitor experience.

**Waterfront Amenities:** Collaborate with and support economic development to encourage additional amenities such as beachfront cafes, waterfront promenades, and recreational facilities that cater to visitors and residents alike.

**Water Sports:** Promote water sports activities such as kayaking, paddleboarding, and sailing, leveraging Delta's proximity to the ocean and waterways.

**Public Art and Placemaking:** Incorporate public art installations, cultural attractions, and placemaking initiatives to create vibrant and inviting waterfront destinations.

**Environmental Stewardship:** Implement sustainable development practices and shoreline restoration projects to protect and preserve Delta's natural ecosystems and waterfront habitats.

J.

# Boardwalk Entertainment Area Concepts

**Analysis:** Boardwalk entertainment areas offer opportunities for dining, shopping, entertainment, and cultural experiences along Delta's waterfront. Mixed-use developments can create vibrant and pedestrian-friendly destinations that attract visitors and support local businesses.

## Development Approach:

**Mixed-Use Development:** Work with community and communities to plan and design mixed-use developments that integrate retail, dining, entertainment, and residential components along Delta's waterfront areas, based on best practices seen in other jurisdictions.

**Public Spaces:** Create inviting public spaces such as boardwalks, plazas, and waterfront parks that encourage pedestrian activity and social interaction.

**Cultural Attractions:** Incorporate cultural attractions such as art galleries, museums, and performance venues that showcase Delta's heritage and creativity.

**Local Businesses:** Support local businesses and entrepreneurs by providing innovative opportunities for retail space, pop-up markets, and artisanal shops within boardwalk entertainment areas.

**Events and Programming:** Host events, festivals, and performances that activate boardwalk entertainment areas and attract visitors year-round.



K.

# Local Markets

Delta's local artisans and agriculture producers play a vital role in shaping the city's cultural identity and economic landscape. By supporting vibrant market experiences that highlight Delta's unique products and heritage, the city can stimulate economic growth, promote community engagement, and attract visitors eager to explore the region's artisanal treasures.

Economic benefits by investing in local markets offers tangible economic benefits for Delta and its residents. Data from similar initiatives in neighboring communities demonstrate a significant boost in tourism spending, job creation, and revenue generation.

Local markets serve as magnets for tourists seeking authentic experiences and locally crafted goods. By showcasing Delta's unique products, Agri and cultural heritage, these markets attract visitors from near and far, driving tourism visitation and spending in the region. Data from previous market events indicate an increase in visitor numbers, with attendees traveling from neighboring cities and even across regional borders to explore local markets.

Beyond the economic impact, local markets contribute to the social fabric of the destination, fostering community pride, and engagement. They provide a platform for residents to connect with local artisans, producers, and neighbors, strengthening social ties and fostering a sense of belonging. Moreover, market events often feature live music, entertainment, and family-friendly activities, creating vibrant gathering spaces where residents of all ages can come together to celebrate cultural diversity and creativity.

Local markets provide invaluable support to small businesses and entrepreneurs, serving as incubators for creativity, innovation, and entrepreneurship. By providing infrastructure and logistical support for market organizers, Delta can empower local artisans and producers to showcase their products and expand their customer base. This support extends beyond the market day itself, as businesses benefit from increased visibility, networking opportunities, and direct sales to both visitors and residents.

Collaboration with tourism partners and local businesses amplifies the impact of local markets, extending their reach and influence within the broader tourism ecosystem. By coordinating marketing efforts, cross-promotional campaigns, and joint events, Delta can attract visitors to its markets and encourage them to explore other attractions and experiences in the region. This collaborative approach maximizes the economic benefits of tourism visitation while showcasing Delta's vibrant culture and entrepreneurial spirit to a broader audience.

# Development of Ladner Village & Surrounding Areas

Support and participate in the revitalization of Ladner Village and its surrounding areas. This destination holds immense potential for elevating the visitor experience and fostering a sense of place that resonates with both the community and visitors. By investing in comprehensive revitalization efforts, Ladner Village can emerge as a vibrant cultural and commercial hub, attracting visitors from near and far while nurturing local pride and engagement.

Revitalization efforts in Ladner Village encompass a holistic approach to urban renewal, focusing on enhancing infrastructure, public spaces, and placemaking initiatives. This comprehensive plan seeks to breathe new life into the heart of Ladner, preserving its historic charm while creating dynamic spaces that cater to the needs and desires of both residents and visitors. Infrastructure upgrades, such as improved streetscapes, pedestrian-friendly pathways, and enhanced lighting, will enhance accessibility and safety while creating an inviting environment for exploration and leisure.

Supporting local businesses in Ladner Village is essential for the success of revitalization efforts. By encouraging entrepreneurship and innovation, Ladner Village can cultivate a diverse and thriving retail and dining scene that caters to the unique tastes and preferences of residents and visitors alike. This diverse mix of businesses not only enhances the visitor experience but also contributes to the economic vitality and sustainability of the community.

Revitalizing Ladner Village is not just about attracting visitors; it's also about fostering a sense of pride and belonging among residents. By creating spaces that cater to the needs and desires of the community, Ladner Village becomes more than just a destination; it becomes a gathering place where residents can connect, socialize, and celebrate their shared heritage and identity with both locals and visitors. This sense of community pride and engagement not only enriches the visitor experience but also strengthens the fabric of the community, creating a vibrant and resilient destination for years to come.

Ladner Village is a transformative endeavor that has the power to elevate the visitor experience, create a sense of place, and foster community pride and engagement. Through strategic investments in infrastructure, placemaking initiatives, and business support programs, Ladner Village can emerge as a dynamic cultural and commercial hub that attracts visitors from near and far while nurturing a strong sense of identity and belonging among residents.

L.

# Development of Ladner Village & Surrounding Areas

Similar revitalization projects in other destinations have demonstrated the transformative power of urban renewal efforts in enhancing the visitor experience and creating vibrant cultural hubs. Two relevant examples include:

Granville Island, Vancouver, British Columbia: Granville Island underwent a revitalization project in the 1970s that transformed it from an industrial area into a vibrant cultural and recreational hub. The revitalization efforts preserved the island's industrial heritage while repurposing existing buildings into artisan workshops, galleries, theaters, and markets. Today, Granville Island is a bustling center of activity, featuring a renowned public market, artisan studios, restaurants, and performance venues. Placemaking initiatives, such as outdoor art installations, waterfront promenades, and public squares, have enhanced the visitor experience and contributed to Granville Island's reputation as a vibrant destination for arts, culture, and entertainment.

Inglewood, Calgary's oldest neighborhood, underwent a revitalization project that revitalized its historic main street and industrial areas into a vibrant arts and culture district. The revitalization efforts focused on preserving Inglewood's heritage buildings while attracting new businesses, galleries, studios, and restaurants. Today, Inglewood is known for its eclectic mix of boutiques, galleries, cafes, and live music venues, making it a hub for arts, culture, and entertainment, bringing together residents and visitors to boost the economy of this once forgotten piece of Calgary. Placemaking initiatives, such as public art installations, festivals, and community events, have contributed to Inglewood's revitalization and its reputation as Calgary's original main street.

These examples demonstrate how revitalization projects can unlock the potential of underutilized areas, creating vibrant destinations that attract visitors, support local businesses, and celebrate the unique character and heritage of the community. Like Granville Island and Inglewood, Ladner Village has the opportunity to undergo a similar transformation, leveraging its assets and heritage to create a dynamic destination that enriches the visitor experience and enhances the overall vitality of the community.

During the creation of this tourism plan the City of Delta announced the purchase of additional lands to support the revitalization of Ladner Village. [City of Delta Announces Purchase of Properties to Support Ladner Village Revitalization | City of Delta](#)

# M. Expand Accommodation Inventory

It has become evident to all stakeholders and local government that addressing the critical need for accommodation is imperative for Delta to boost visitation and grow its tourism economy. Delta's strategic proximity to Vancouver and its robust transportation connections make it an appealing location for hotel development. Quality accommodations are paramount for attracting various visitor segments, including leisure travelers, sport groups, tour operators, business travelers, event organizers, and corporate groups.

**Market Analysis:** Conducting a comprehensive market analysis is essential to identify the demand for hotel accommodations not only within Delta but also in the surrounding areas. This analysis should encompass factors such as current occupancy rates, projected growth in tourism numbers, demographic trends, and the preferences of different visitor segments. By understanding the demand dynamics, stakeholders can make informed decisions regarding the scale and type of accommodation developments needed to meet market needs.

**Zoning and Permitting:** Engaging with the City of Delta, with the backing of Tourism Delta, is essential to advocate for hotel development and streamline related processes such as zoning regulations and permitting. This collaborative effort involves partnering with the City of Delta to highlight the economic advantages of building hotels and to identify opportunities for simplifying zoning laws and permitting procedures. With Tourism Delta's support, the city can present a compelling case for hotel investment, while also working to expedite approvals and reduce barriers to development, ultimately promoting economic growth and prosperity in the area.

**Incentives:** Tourism Delta should work with the City of Delta to explore the option of providing incentives to entice hotel developers. Such incentives might comprise tax breaks, development grants, and expedited permitting processes. By offering these financial incentives and streamlining regulatory procedures, the city can effectively attract increased investment in hotel development, thereby enriching the range of accommodation choices accessible to visitors.

N.

# Alternative Accommodation Development- RV & Glamping

**Market Analysis:** The primary obstacle to expanding the tourism economy in Delta lies in the significant shortage of both traditional hotel accommodations and RV parks. Without sufficient lodging options, the potential for attracting and retaining visitors to the area is severely constrained. Recognizing this challenge, it becomes imperative to explore alternative accommodation options that can cater to the diverse needs and preferences of travelers. Collaborating with local business landowners to embrace alternative lodging concepts such as Harvest Hosting, Hip Camp, Airbnb, and glamping presents an opportunity to not only address the accommodation shortage but also to diversify the tourism offerings in Delta.

**Partner with Local Business & Landowners:** Establishing partnerships with local business landowners is crucial to the success of this initiative. By engaging with landowners who have suitable properties, Delta can encourage the development of alternative accommodation options such as RV parks and glamping sites. These partnerships can involve providing support and guidance to landowners interested in entering the tourism accommodation sector, including assistance with regulatory compliance and marketing strategies.

**Marketing and Promotion:** Effectively marketing and promoting alternative accommodation options is key to attracting visitors to Delta. Collaborating with Tourism Delta and other relevant stakeholders, the city can develop targeted marketing campaigns to raise awareness of the unique lodging experiences available in the area. Highlighting the natural beauty, recreational activities, and cultural attractions of Delta can help position alternative accommodations as desirable choices for travelers seeking authentic and memorable experiences.

By embracing alternative accommodation options such as RV parks and glamping sites, Delta can not only address the current shortage of lodging but also unlock new opportunities for tourism growth and economic development in the region. Through strategic partnerships, infrastructure investment, and targeted marketing efforts, the city can position itself as a desirable destination for travelers seeking unique and immersive experiences.

# O. Boundary Bay Airport Expansion & Aviation Tourism

Boundary Bay Airport, located in Delta, British Columbia, is a vital aviation hub serving general aviation, flight training, and recreational flying. In recent years, there have been discussions and initiatives aimed at expanding the airport's facilities and enhancing its role in promoting aviation tourism in the region.

The Boundary Bay Airport Master Plan, will outline a strategic vision for the airport's future growth and development. The plan includes provisions for infrastructure improvements, such as runway extensions, terminal upgrades, and the construction of additional hangars and maintenance facilities. These enhancements aim to accommodate increased air traffic, support the growth of aviation-related businesses, and attract more visitors to the airport.

Boundary Bay Airport has been actively promoting aviation tourism through various initiatives and events. The airport hosts airshows, fly-ins, and aviation-related workshops and seminars, drawing aviation enthusiasts from across the region and beyond. These events not only showcase the airport's facilities and capabilities but also contribute to the local economy by generating revenue for nearby businesses and attracting visitors to Delta.

In terms of economic impact, aviation tourism plays a significant role in driving economic activity in Delta and the surrounding areas. According to a report by the British Columbia Aviation Council, aviation tourism contributes millions of dollars annually to the provincial economy through spending on flights, accommodations, dining, and recreational activities. By expanding Boundary Bay Airport and investing in aviation tourism initiatives, Delta can capitalize on this economic potential and position itself as a premier destination for aviation enthusiasts and pilots.

**Analysis:** Boundary Bay Airport offers opportunities for expansion to support aviation tourism, including airshows, flight training, and recreational flying. Investment in infrastructure and marketing efforts can attract aviation enthusiasts and pilots to Delta.

**Marketing Campaigns:** Develop cooperative targeted marketing campaigns to attract aviation enthusiasts and promote aviation experiences available at Boundary Bay Airport.

**Events Hosting:** Host airshows, fly-ins, and aviation-themed events to showcase the airport and attract visitors from across the region.

**Partnerships:** Forge partnerships with local flight schools, aviation clubs, and tourism organizations to offer aviation experiences and packages for visitors.

**Case Study:** The EAA Air Venture Oshkosh in Wisconsin, USA, is one of the world's largest aviation events, attracting over 500,000 attendees annually. By leveraging partnerships, infrastructure investments, and marketing efforts, Boundary Bay Airport could develop similar aviation tourism events to showcase its facilities and attract visitors.

P.

# Cruise Tourism Opportunities



As demand in the local cruise industry continues to rise in Vancouver and Victoria, there may be a potential need for additional services and infrastructure to support the industry's expansion. The Vancouver Port Authority may explore opportunities in nearby jurisdictions to meet this demand, and Delta stands out as a promising solution. With its strategic location and proximity to major cruise terminals, such as Canada Place in Vancouver and Ogden Point in Victoria, Delta offers an ideal setting for cruise-related activities and services. Delta's robust transportation network, including highways and ferries, provides convenient access for cruise passengers and crew traveling to and from the terminals. By leveraging these advantages, Delta can position itself as a key player in the cruise industry ecosystem, offering services such as pre- and post-cruise accommodations, transportation, excursions, and logistics support.

**Analysis:** The Delta Port or the Vancouver Fraser Port Authority in collaboration with TFN would offer opportunities for cruise ship tourism, including port calls, shore excursions, and passenger services. Investment in port infrastructure and marketing efforts can attract cruise lines and passengers to Delta's waterfront destinations.

**Port Upgrades:** Invest in port infrastructure upgrades, terminal facilities, and passenger amenities to accommodate cruise ship traffic and enhance the visitor experience.

**Cruise Line Partnerships:** Forge partnerships with cruise lines, tour operators, and travel agencies to promote Delta as a cruise destination and develop shore excursion packages.

**Visitor Services:** Provide visitor services such as transportation, tours, and hospitality offerings that cater to cruise ship passengers and enhance their onshore experience.

**Cultural Experiences:** Develop cultural experiences, heritage tours, and culinary activities that showcase Delta's waterfront destinations and local attractions.

**Marketing Campaigns:** Launch targeted marketing campaigns to promote Delta as a cruise destination and highlight its unique selling points, such as natural beauty, cultural heritage, and recreational opportunities.

Q.

# Film Industry Tourism

With Vancouver already established as a major production and filming location, there exists significant potential for the expansion of film and movie production into Delta. The region's scenic landscapes, urban settings, and diverse locations provide ample opportunities for film industry partnerships and initiatives.

The proximity of Delta to Vancouver's bustling film industry hub presents an advantage for production companies seeking diverse filming locations within close reach. This accessibility can streamline production logistics and reduce costs while still offering filmmakers a wide range of settings to choose from. Increased filming activity can stimulate economic growth by creating job opportunities, generating revenue for local businesses, and boosting tourism through increased visibility and promotion of the region.

**Analysis:** Delta's scenic landscapes, urban settings, and diverse locations offer opportunities for film industry partnerships and initiatives, including location scouting, production services, and promotional campaigns.

## **Development Approach:**

**Film Commission:** Establish a film commission or industry liaison office to support filmmakers, producers, and location scouts interested in filming in Delta.

**Location Scouting:** Showcase Delta's diverse locations, including urban streetscapes, waterfront vistas, and natural landscapes, to attract film productions and location scouts.

**Production Support:** Collaborate with Film Commission and City of Delta to provide production services such as permits, logistics, and location assistance to facilitate filming in Delta and ensure a positive experience for filmmakers.

**Community Engagement:** Engage with residents, businesses, and stakeholders to ensure that filming activities benefit the community and minimize disruptions.

R.

# Explore BC Ferries Partnership Opportunities

**Analysis:** Delta, BC, situated strategically along the route of BC Ferries, presents a unique opportunity to capitalize on ferry passengers and visitors traveling through the region. By fostering collaboration with local businesses, Delta can create enticing packages and experiences that offer ferry passengers a memorable stay in Delta and the surrounding communities.

**Accommodation Packages:** Partnering with hotels, bed and breakfasts, and vacation rentals in Delta, offer packages that include exceptional experiences for ferry passengers and visitors.

**Activity Bundles:** Collaborate with local tour operators, outdoor adventure companies, and recreational facilities to create activity bundles tailored to ferry passengers. These bundles can feature guided nature walks, birdwatching tours, kayaking excursions, or bike rentals, providing visitors with immersive experiences in Delta's natural surroundings.

**Local Business Partnerships:** Collaborating with local businesses not only enriches the visitor experience but also supports the local economy. By offering experiences that showcase the best of what Delta and surrounding communities have to offer, businesses can attract more visitors and generate additional revenue.

**Convenience and Value:** Provide ferry passengers with added convenience and value, encouraging them to extend their stay and explore Delta and its surroundings. By bundling accommodations, activities, and attractions into comprehensive packages, visitors can enjoy a hassle-free experience and make the most of their time in the region.

**Promotional Campaigns:** Potential to work with BC Ferries to launch targeted promotional campaigns to promote packages to ferry passengers through various channels, including BC Ferries' onboard publications, social media, and digital marketing platforms. Highlighting the convenience, value, and unique experiences offered by these packages can incentivize ferry passengers to choose Delta as their next destination.

A few examples of similar initiatives include the Interisland Ferry Authority in Alaska, USA. The Ferry collaborates with local communities and tourism operators to promote tourism destinations and attractions accessible via ferry routes. By partnering with BC Ferries, Delta could develop similar partnership initiatives that leverage ferry transportation to enhance the visitor experience and promote tourism in the region.

By analyzing these development opportunities and drawing insights from successful projects and initiatives in other destinations, the City of Delta can effectively plan and implement its tourism development strategies.

# 13. Implementation Strategy for Delta's Community Tourism Plan

**Approach for Tourism Delta:** Tourism Delta will take a proactive and collaborative approach to creating the implementation strategy, leveraging the expertise of internal staff, external consultants, and key stakeholders. This will involve conducting comprehensive research and analysis to prioritize opportunities, develop action plans, and establish performance metrics to track progress. Additionally, Tourism Delta will foster open communication and collaboration with local businesses, community organizations, and government agencies to ensure alignment and support for the implementation of the Community Tourism Plan. Regular monitoring and evaluation of the implementation strategy will allow Tourism Delta to course-correct as needed and ensure the successful realization of Delta's tourism goals over the 10 to 15-year timeframe.

**Approach to Implementation Strategy:** Tourism Delta will adopt a phased approach to implementing the Community Tourism Plan, focusing on prioritizing identified opportunities based on quick wins, longer-term actions, and adaptability to changing circumstances. This strategy will extend over a 10 to 15-year period, transcending existing elected officials and facilitating the expansion of businesses while allowing for potential re-prioritization of community initiatives.

# Phase 1: Quick Wins (Years 1-3)

Phase 1 initiatives are crucial as they lay the foundation for the successful implementation of the Community Tourism Plan. These quick wins demonstrate tangible progress, build early momentum, and create a sense of excitement and commitment among stakeholders. Additionally, engaging in stakeholder partnerships and redefining the destination brand ensures alignment of goals, enhances community buy-in, and sets the stage for collaborative efforts towards sustainable tourism development.

1. **Immediate Action Items:** Identify and prioritize easily achievable initiatives to demonstrate tangible progress and build momentum early on.
2. **Stakeholder Engagement:** Engage key stakeholders, including local businesses, community organizations, and government agencies, to redefine the destination brand and messaging. Create a compelling and relatable brand that resonates with both the community and visitors.
3. **Advocate through Partnership Development:** Forge strategic partnerships with the Chamber of Commerce, local businesses, residents, Indigenous communities, neighboring municipalities, and elected officials. Highlight the importance and value of tourism to garner cohesive support for the Community.

# Phase 2: Longer-Term Actions (Years 4-10)

Phase 2 activities are essential for consolidating the gains made in Phase 1 and advancing towards long-term tourism development goals. These longer-term actions involve strategic investments in infrastructure, product development, and capacity building, which are critical for enhancing visitor experiences, diversifying tourism offerings, and ensuring the sustainability of Delta's tourism industry. Additionally, Phase 2 allows for ongoing evaluation and adaptation, enabling Tourism Delta to respond effectively to changing market trends, stakeholder needs, and external factors, thereby maintaining Delta's competitiveness as a tourist destination.

1. **Strategic Investment:** Allocate resources towards strategic investment projects identified in the Community Tourism Plan, such as the development of new tourism infrastructure, enhancement of cultural attractions, and expansion of accommodation options.
2. **Product Development:** Explore opportunities for diversifying tourism products and experiences, including the development of themed tours, cultural festivals, and ecotourism initiatives to attract a wider range of visitors.
3. **Capacity Building:** Invest in workforce development and training programs to enhance the hospitality and tourism industry's capacity to meet growing visitor demands and expectations.
4. **Sustainable Practices:** Integrate sustainable tourism practices into all aspects of destination management, including waste management, energy efficiency, and conservation efforts to preserve Delta's natural and cultural heritage.
5. **Evaluation and Adaptation:** Regularly assess the progress of the Community Tourism Plan, gather feedback from stakeholders, and adjust strategies as needed to address emerging opportunities and challenges.

# Phase 3:

## Adaptability and Continual Improvement (Years 11-15)

Phase 3 activities are integral for sustaining the momentum generated in the earlier phases and ensuring the long-term viability of Delta's tourism initiatives. These activities focus on adaptability, ongoing research, innovation, and community engagement, allowing Tourism Delta to respond proactively to evolving market dynamics and stakeholder feedback. Additionally, Phase 3 emphasizes legacy planning, laying the groundwork for future generations to build upon the successes of the Community Tourism Plan and further enhance Delta's position as a premier tourist destination.

1. **Flexibility and Innovation:** Maintain flexibility in the implementation strategy to adapt to changing market trends, consumer preferences, and external factors that may impact tourism development.
2. **Research and Development:** Invest in ongoing research and development initiatives to identify emerging tourism trends, innovative technologies, and best practices that can enhance Delta's competitiveness as a tourist destination.
3. **Community Engagement:** Continue to engage with the local community to ensure their voices are heard in the tourism planning process, fostering a sense of ownership and pride in Delta's tourism initiatives.
4. **Global Connectivity:** Explore opportunities for expanding Delta's global reach and connectivity through international marketing campaigns, trade partnerships, and participation in tourism exhibitions and events.
5. **Legacy Planning:** Develop a legacy plan to ensure the long-term sustainability and legacy of tourism initiatives beyond the 15-year timeframe, laying the foundation for future generations to build upon.

# Phase IV: Monitoring & Evaluation Framework

To ensure effective implementation and continuous improvement of the community tourism plan, it is crucial to establish robust monitoring and reporting mechanisms. This involves defining clear metrics and benchmarks to monitor progress and evaluate the impact of tourism initiatives. Metrics may include key indicators such as visitor numbers, tourism expenditure, economic impact, community satisfaction levels, and stakeholder engagement.

Regular assessment against these metrics allows for ongoing evaluation of the plan's effectiveness in achieving its objectives. By tracking progress over time, stakeholders can identify trends, successes, and areas for improvement.

In addition to quantitative metrics, qualitative measures such as community satisfaction surveys and feedback mechanisms should be implemented to gauge the perceived benefits and challenges of tourism development.

The use of data-driven insights is essential for informed decision-making and strategy refinement. By analyzing performance data and identifying patterns and trends, stakeholders can make evidence-based adjustments to the plan to optimize outcomes and maximize benefits for all stakeholders.

The establishment of comprehensive monitoring and reporting mechanisms ensures that the community tourism plan remains dynamic, responsive, and adaptable to changing circumstances and evolving needs. By continuously evaluating performance and refining strategies based on data-driven insights, Tourism Delta can effectively fulfill the objectives of the plan and drive sustainable tourism development in the community.

# 14. Conclusion

The City of Delta's Community Tourism Plan outlines a strategic vision for sustainable tourism development over the next 10-15 years. By leveraging Delta's unique assets, fostering collaboration among stakeholders, and prioritizing community engagement, the plan aims to enhance the visitor experience, promote economic growth, and preserve the community's cultural and natural heritage.

## **Vision for the Future of Tourism in Delta, BC**

Looking ahead, Delta aspires to become a leading destination renowned for its diverse attractions, authentic experiences, and warm hospitality. By embracing innovation, sustainability, and inclusivity, Delta will continue to thrive as a vibrant and welcoming community for residents and visitors alike.

# Appendices

- Tourism Delta Strategic Plan
- City of Delta Goals & Priorities
- [Report 2024 Barnside Harvest Festival](#)
- [Land acquisition Ladner Village Revitalization](#)
- [2024 Boundary Bay Airshow](#)
- [Tourism Delta – Resident Polling Results](#)
- [Tourism Delta – Business Polling Results](#)
- [City of Delta Foundation for the Future](#)
- [City of Delta Official Community Plan](#)
- [2023 BC Farmers' Market Economic Impact Study PROVINCIAL REPORT](#)
- [Destination Canada Tourism Outlook 2023: Unlocking Opportunities for the Sector](#)
- [Ladner Village Mixed Used Building Proposal](#)
- [Ladner Village Renewal Committee Final Report](#)
- [Ladner Village Revitalization Planning](#)
- [Metro Vancouver Regional Parks Plan](#)
- [Final Report – Delta Cycling Master Plan](#)