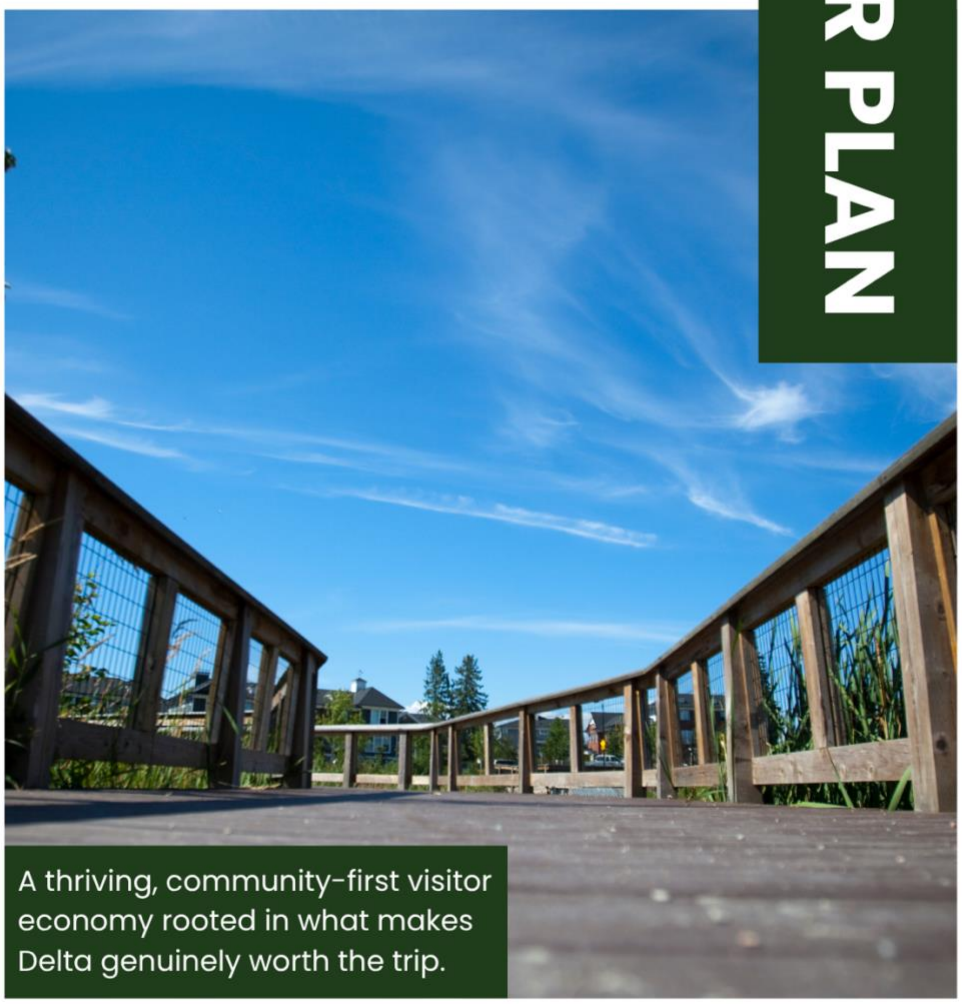
TOURISM

DELTA

2028 TO 2032

5-YEAR PLAN



A thriving, community-first visitor economy rooted in what makes Delta genuinely worth the trip.

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Summary

Tourism Delta is the designated destination management organization for the City of Delta, a registered society recognized by Destination BC. This five-year plan sets out how Tourism Delta will deploy Municipal and Regional District Tax funding to grow Delta's visitor economy in a way that strengthens local businesses, stewards the region's natural assets and improves quality of life for residents.

The Opportunity

Delta's 2024 Value of Tourism Study established that tourism generates $96.5 million in direct spending and supports 11% of all jobs in the city. Hotels ran at 84% occupancy in 2024, with demand clearly outpacing supply. Overnight visitors represent just 36% of trips but drive 71% of spending, making accommodation growth and shoulder-season demand the two highest-leverage strategies available. Food and beverage is the single largest lever at 40% of all visitor spending, pointing directly to Delta's farms, breweries, eateries and culinary experiences as the engine of growth.

The Plan

Tourism Delta will pursue four compounding pillars over 2028–2032. **Pillar 1** activates MRDT, establishes the staffing model and builds the governance foundation that makes the rest of the plan possible. **Pillar 2** drives demand into shoulder seasons and underserved markets, starting with Metro Vancouver and Vancouver Island and expanding to Washington State and Alberta. **Pillar 3** develops the product that marketing requires: agri-tourism, events and festivals, sport tourism, a TFN partnership, film, and Ladner Village placemaking. **Pillar 4** closes the loop through wayfinding, visitor guidelines, industry training and community-first reporting that maintains the social licence to grow.

The Funding

MRDT collection commences in January 2028, the first month of the plan period. Year 1 revenue is projected at $593,000–$683,000, combining full-year MRDT and OAP collection with the $103,000 City of Delta Municipal Service Agreement. Revenue grows through inflation in Years 2 and 3, then increases from Year 4 as the anticipated addition of 69 rooms at the Delta by Marriott enters full collection. By Year 5 (2032), projected annual revenue reaches approximately $796,000, before accounting for any further accommodation supply growth or improved OAP compliance.

What Success Looks Like

By 2032, Tourism Delta is targeting approximately 850,000 annual visitors generating around $110 million in direct spending, with overnight visitor share growing from 71% to 75% or greater. Shoulder-season visitation will be at least five percentage points higher. A resident sentiment baseline will be established by Year 2 and tracked bi-annually, ensuring growth never outpaces community tolerance. These targets are anchored in the 2024 Value of Tourism Study and will be reviewed annually against MRDT reporting to Destination BC.

1.1 Vision, Mission and Values

Vision

A thriving, four-season visitor economy rooted in Delta's farms, rivers, beaches, birds and the local breweries, eateries and shops that turns every visitor into an advocate for the place.

This vision is intentionally tangible. By 2032, we want Tourism Delta to be measured against three verifiable shifts: more visitors arriving outside of July and August; more overnight stays anchored by an expanded accommodation base; and stronger stakeholder agreement that tourism is improving but not crowding life in Ladner, Tsawwassen and North Delta.

Mission

Tourism Delta develops Delta as a year-round destination, strengthens the farms, breweries, eateries, main street shops and partners who deliver the visitor experience, and stewards the natural and cultural assets that make Delta worth visiting.

Values

- **Sustainability.** Growth that does not outrun the host community's tolerance.
- **Community First.** Residents are partners in tourism, not bystanders. Programs are designed to make Delta a better place to live; visitation follows.
- **Authenticity.** We market what is genuinely Delta: working farms, craft breweries, migratory birds, and three distinct communities.
- **Collaboration.** We work alongside the City of Delta, Tsawwassen First Nation, the Delta Chamber of Commerce, neighbouring DMOs, Destination BC and our industry partners.
- **Accountability.** Fiscal prudence, transparent reporting to Council and Destination BC, and measured performance.

1.2 Strategic Context

Where Delta's Visitor Economy Stands Today

Delta's first Value of Tourism Study, completed in May 2025, provides a credible baseline using 2024 as the reference year. The study estimates 778,000 visitors generating $96.5 million in direct spending. Tourism's total economic impact includes $167.1 million in output, $89.6 million in GDP, $58.0 million in labour income, $9.9 million in taxes, and 1,356 jobs. Tourism already accounts for roughly 11% of all jobs in the city and 20% of all Delta businesses.

Two structural features of Delta's visitor economy shape this plan. First, overnight visitors account for 36% of trips but 71% of spend ($68.7M). Delta's 229 hotel rooms ran at 84% occupancy in 2024, signalling latent overnight demand that current supply cannot meet. Together with 552 short-term-rental rooms, Delta offers 781 rooms of overnight accommodation. Second, our domestic visitor base is 94% from BC, 3% from Alberta and 2% from Ontario, with Washington State and international visitors representing meaningful upside.

Food and beverage is the single largest visitor-economy lever in Delta at 40% of direct spending, followed by accommodation (21%), retail (16%), recreation and entertainment (12%) and transportation (11%). This has clear implications for how Tourism Delta invests in agri-tourism, the Delta Ale Trail, breweries, wineries and culinary product development.

Organizational Context

Tourism Delta has strengthened significantly since 2020, with a renewed Board of Directors, a completed Community Tourism Plan and Delta's first quantified value of tourism study now providing a credible foundation for this plan. Three developments are particularly significant:

- **A strengthened Board of Directors.** Tourism Delta is governed by a board of directors drawn from accommodation, agriculture, food and beverage, recreation, hospitality and active transportation.
- **A completed Community Tourism Plan (2024).** With 321 stakeholder engagement touchpoints, the CTP is the most current articulation of community priorities and remains in force as our 10-15 year vision. This five-year plan is the operational delivery.
- **Quantified value of tourism (2025).** Delta now has hard numbers for visitation, spending, GDP, jobs and taxes, making 2028-2032 the first plan Tourism Delta can hold itself accountable to.
- **An approved brand identity (2025).** Tourism Delta's Your Own Way brand is grounded visually and verbally in Delta's working coast, farmland, wildlife and three distinct communities.

Tourism Industry Context

- **Provincial strategy.** Destination BC's emphasis on regional collaboration, Indigenous tourism and responsible growth aligns well with Delta's positioning. The Vancouver, Coast and Mountains region remains the most visited in BC, and Delta sits inside Metro Vancouver's largest demand pool.
- **Demand patterns.** Canadian travellers are sustaining the post-pandemic preference for shorter, closer-to-home, experience-led trips, a profile that fits Delta well.
- **Accommodation supply.** Delta's hotel capacity is constrained relative to demand. The CTP identified expanding accommodation inventory as a top-tier priority. Adjacent development on Tsawwassen First Nation land represents a potential supply unlock during the plan period.

Strengths, Opportunities and Challenges

Strengths

- Diverse natural assets, including George C. Reifel Migratory Bird Sanctuary, Burns Bog, Boundary Bay, Watershed Park, and Deas Island, that are genuinely distinctive in the Lower Mainland.
- A key position on the Pacific Flyway, rare bog landscapes, expansive tidal flats and the sunniest climate in Metro Vancouver.
- Strong agri-tourism and culinary foundation: Westham Island farms, two wineries, a meadery, a craft distillery, three breweries and an active Ladner Village Market.
- Strategic gateway location via Highway 99, Highway 17, Highway 91 and Boundary Bay Airport.
- A registered society with a stable Board of Directors, co-located with the Delta Visitor Information Centre and recognized by Destination BC.
- Seasonally appealing microclimate with drier days allows for year-round outdoor activities.

Opportunities

- MRDT at 3% is projected to generate approximately $360,000 to $430,000 annually from hotels plus an estimated $130,000 to $150,000 from the Online Accommodation Platform, transforming what Tourism Delta can deliver.
- Sport tourism: underutilized venues and a track record with Tour de Delta provide the foundation for a credible regional and provincial event hosting program.
- Indigenous tourism partnership: Tsawwassen First Nation's cultural and commercial development creates room for shared programming and visitor itineraries.

- Shoulder-season demand: birding, harvest, spring blossoms and trails provide Delta with natural product to support year-round visitation.
- Ladner Village revitalization: the City's planning opens a multi-year placemaking window with direct tourism benefit.
- Film tourism: an underexploited demand source with near-term potential.
- Potential for growth in the meeting + events sector that is underutilized given the inventory of space available; ideal for shoulder-season visitor dispersion.
- Domestic travellers are a strong segment of potential visitors, given the current political climate in the US.

Challenges

- Accommodation supply: without new rooms, overnight growth has a ceiling. Hotel development is a multi-year horizon.
- Awareness: Delta is not yet widely perceived as a destination in its own right. Brand and awareness building remain the largest barriers to growth.
- Stakeholder coordination: three distinct communities, multiple business associations and the TFN jurisdictional boundary require ongoing, deliberate coordination.
- Access perceptions: Highway congestion and the tunnel-replacement discussion continue to shape visitor sentiment.
- MRDT activation represents the first material step toward resourcing Tourism Delta at a scale commensurate with Delta's visitor economy. Funding will build over the plan period as accommodation supply grows.

1.3 Goals, Objectives and Targets

Targets are anchored to a 2024-2026 planning baseline, a period during which Tourism Delta completed Delta's first Value of Tourism Study, developed and approved the Your Own Way brand identity, and undertook the community engagement and stakeholder work that informs this plan. Where 2025 and 2026 actuals are not yet available at the time of submission, 2024 figures from the Value of Tourism Study are used as the reference point and will be updated in Year One reporting.

Objective	2024-2026 Baseline	2032 Target
Total visitation	778,000 (2024)	~849,700
Total direct visitor spending	$96.5M (2024)	~$110M
Overnight share of visitor spend	71% (2024)	75% or greater
Hotel room inventory	229 rooms (2024)	Net addition of 69 rooms
Total accommodation inventory	781 rooms (2024)	880 rooms or greater
Hotel Occupancy Rate	84%	84%
Shoulder-season VIC visitation share (Mar-May and Sep-Nov)	Baseline from 2015-2024 VIC data	+5 percentage points
Annual MRDT revenue (3%)	$0 (pre-MRDT)	Grow to ~$500 to 600 K years 3 through 5
Accommodation partner participation in Tourism Delta programs	To be established Year 1	75% or greater of fixed-roof inventory annually
Industry roundtables convened per year	To be established Year 1	2 per year, every year of the plan
Number of tourism businesses engaged annually	To be established Year 1	Year-on-year increase across plan period
Annual resident sentiment survey	Not yet established	Baseline established 2028, tracked bi-annually
Events and festivals supported annually	To be established Year 1	Minimum 4 per year

Objective	2024-2026 Baseline	2032 Target
Sport Tourism	To be established Year 1	Maintain industry memberships to relevant associations + attend 2 industry events per year
Meeting + Events	To be established Year 1	Maintain industry memberships to relevant associations + attend 2 industry events per year

1.4 Strategies: Four Pillars

Tourism Delta will pursue four strategic pillars over 2028-2032. The pillars are designed to compound: Pillar 1 makes the rest possible. Pillar 2 directs visitor demand where it will do the most good for Delta's residents and businesses. Pillar 3 ensures there is product worth marketing when visitors arrive. Pillar 4 closes the loop with quality experience and community licence to grow.

Pillar 1: Build Organizational Capacity and Sustainable Funding

Tourism Delta's Board brings deep local roots across accommodation, food and beverage, agriculture, recreation and active transportation. With MRDT activation and a Municipal Service Agreement, Tourism Delta will have the people and resources to deliver the rest of this plan.

Key Actions

Action	Timing
Activate 3% MRDT on fixed-roof accommodation and Online Accommodation Platform	Year 1
Sign and refresh Municipal Service Agreement with the City of Delta	Every year
Confirm Tourism Delta staffing model: Executive Director supported by part-time staff, contractors and specialist agencies	Years 1-2
Annual MRDT-aligned tactical plan and reporting to Destination BC	Every year
Refresh the five-year plan in advance of MRDT renewal	Year 5

Pillar 2: Drive Demand into Shoulder Seasons and Underutilized Markets

Delta's peak-season constraints and year-round product make seasonal dispersion the most defensible growth strategy. The Value of Tourism Study and VIC visitation data both show a pronounced summer skew worth softening.

Key Actions

Action	Timing
Shoulder-season campaign: fall (birding, harvest, Ladner Village, cycling)	Years 2-5
Shoulder-season campaign: spring (blossoms, dyke trails, farms reopening, cycling)	Years 2-5
VFR-targeted campaign with Metro Vancouver residents	Years 2-5
Southern Gulf and Vancouver Island Campaign	Years 2-5
Washington State drive-market campaign	Years 2-5
Target Alberta family travellers in shoulder windows	Years 3-5
Package development with accommodation and activity partners	Years 2-5
Sport Tourism + Meetings, Events - develop strategy	Years 4-5

Pillar 3: Champion Product and Experience Development

Tourism Delta is uniquely positioned to convene, advocate, brand and promote. The CTP makes clear that without product development, marketing has a ceiling.

Key Actions

Action	Timing
Sport tourism hosting program: bid support and facility inventory	Years 3-5
Events and festivals support: Barnside Harvest, Ladner Village Market, Barns to Beaches and new shoulder-season events	Years 2-5
Agri-tourism cluster activation: Westham Island, farm trails, harvest programming	Years 1-3
Partnership development with Tsawwassen First Nation	Years 2-5
Accommodation supply advocacy: support City and developer initiatives including alternative accommodation	Years 2-5
Ladner Village placemaking alignment with City revitalization plan	Years 1-4
Film industry partnership development	Years 3-5
Sport Tourism + Meetings, Events - develop granting framework	Years 2-5

Pillar 4: Strengthen Destination Stewardship

Stewardship of Delta's environmental, cultural and community assets is the foundation for sustainable growth.

Key Actions

Action	Timing
Wayfinding and signage audit and design (Year 2-3), phased install (Years 4-5)	Years 2-5
Responsible Visitor Guidelines and know before you go content	Years 1 and 4
Community-first reporting: annual resident sentiment survey	Years 2-5
Industry market-readiness training (Destination BC, Go2HR, ITBC, TIABC)	Years 2-5
Annual visitor research refresh (MobileScapes, VIC tracking, accommodation data)	Years 2-5
Elevate Tourism Delta's profile locally with residents & stakeholders, build new relationships and partnerships	Years 2-5

Five-Year Implementation Plan 2028–2032

Action	2028	2029	2030	2031	2032
Capacity and Funding					
Activate 3% MRDT on fixed-roof accommodation	●				
Activate Online Accommodation Platform (OAP)	●				
Sign and refresh Municipal Service Agreement with the City of Delta	●	●	●	●	●
Confirm Tourism Delta staffing model	●	●			
Annual MRDT-aligned tactical plan and reporting to Destination BC	●	●	●	●	●
Refresh five-year plan for MRDT renewal					●
Shoulder Seasons and Underutilized Markets					
Fall shoulder-season campaign (birding, harvest, Ladner Village, cycling)	●	●	●	●	●
Spring shoulder-season campaign (blossoms, dyke trails, farms, cycling)	●	●	●	●	●
VFR-targeted campaign with Metro Vancouver residents	●	●	●	●	●
Southern Gulf Islands and Vancouver Island campaign	●	●	●	●	●
Washington State drive-market campaign		●	●	●	●
Alberta family traveller campaign (shoulder windows)			●	●	●
Package development with accommodation and activity partners	●	●	●	●	●
Sport Tourism and Meetings + Events — develop strategy				●	●
Product and Experience Development					
Sport tourism hosting program: bid support and facility inventory			●	●	●
Events and festivals support: Barnside Harvest, Ladner Village Market, Barns to Beaches and new shoulder-season events	●	●	●	●	●
Agri-tourism cluster activation: Westham Island, farm trails, harvest	●	●	●		
Partnership development with Tsawwassen First Nation	●	●	●	●	●
Accommodation supply advocacy: support City and developer initiatives	●	●	●	●	●
Ladner Village placemaking alignment with City revitalization plan	●	●	●	●	
Film industry partnership development			●	●	●
Sport Tourism and Meetings + Events — develop granting framework		●	●	●	●
Destination Stewardship					
Wayfinding and signage audit and design		●	●		
Wayfinding phased installation				●	●
Responsible Visitor Guidelines and know before you go content	●			●	
Community-first reporting: annual resident sentiment survey		●	●	●	●
Industry market-readiness training		●	●	●	●
Annual visitor research refresh (MobileScapes, VIC tracking, accommodation data)		●	●	●	●
Elevate Tourism Delta's profile locally with residents and stakeholders	●	●	●	●	●

1.5 Brand Positioning

Tourism Delta's Your Own Way brand was approved in 2025 following a community-informed process anchored in Delta's defining geographic feature: a river delta where tributaries branch out in different directions before reaching the sea. The brand metaphor maps directly to the visitor experience, where independent-minded travellers chart their own course through farms, trails, wetlands, breweries and three distinct communities.

Target Traveller Profile

Delta's brand and product align most closely with two Explorer Quotient types identified by Destination Canada and applied provincially by Destination BC:

- **Authentic Experiencers.** Understated, independent travellers seeking genuine, tangible engagement with the places they visit. They are drawn to working landscapes, local food and drink, and experiences that feel discovered rather than packaged.
- **Cultural Explorers.** Curious, experience-led travellers who seek immersion in the culture, people and settings of the places they visit. They respond to place-specific stories, local voices and off-the-beaten-path itineraries.

Both types are well-served by Delta's existing product mix and respond to the Your Own Way brand positioning. Marketing investment will be calibrated to reach these travellers in Metro Vancouver, Alberta and Washington State.

Competitive Positioning

Delta does not compete with Vancouver, Richmond or Surrey on scale, amenity or urban experience. Delta's positioning is deliberate and distinct: a working coast destination where the pace is slower, the landscapes are open, and the experiences feel genuinely local. Delta is a hidden gem and personal treasure, enjoyed by people who think beyond the norm and go their own way. This is a positioning that rewards authenticity over volume and repeat visitors over first-timers.

Brand Architecture

The Tourism Delta brand operates as a destination umbrella, with three town-level identities for Ladner, Tsawwassen and North Delta providing community-specific expression within the broader Delta brand framework. The five self-guided trails and the Pacific Flyway story serve as the primary narrative anchors across all channels.

1.6 Target Markets

Target market investment will be sequenced across the plan period to reflect Tourism Delta's funding ramp-up and the relative return available from each market.

Primary Market: Metro Vancouver, Lower Mainland, Vancouver Island, Southern Gulf Islands (Years 1-5)

With 94% of Delta's current visitors coming from BC, Metro Vancouver and the Lower Mainland is Tourism Delta's highest-return market at every stage of the plan. Two segments within this market are prioritized:

- **Visiting Friends and Relatives (VFR).** Delta's proximity to Metro Vancouver and Vancouver Island makes VFR the single highest-conversion near-term opportunity. A campaign positioning Delta as the destination to bring your visitors will be activated in Years 1 and 2 and maintained throughout the plan.

- **Independent day and overnight travellers.** Lower Mainland residents seeking a change of pace from the city, aligned with the Authentic Experiencer and Cultural Explorer profiles. Travellers moving between the Lower Mainland and Vancouver Island / Southern Gulf Islands encouraged to add a stopover in Delta. Shoulder-season campaigns will target this segment directly.

Growth Market: Washington State (Years 2-5)

Washington State represents an underexploited drive market with strong natural affinity for Delta's birding, farming and coastal product. Campaign activation will be informed by Destination BC's US market research and Explorer Quotient data for cross-border travellers. Year-round presence with peak summer suppressed in favour of shoulder seasons.

Growth Market: Alberta (Years 3-5)

Alberta represents 3% of current visitation but is identified in the Value of Tourism Study as a high-yield growth market. Alberta family travellers will be targeted in shoulder windows when Delta's product is at its strongest. Campaign development will draw on Destination BC's Alberta market research and Explorer Quotient data to inform messaging and channel selection.

1.7 Management, Governance and Administration

Board of Directors

Tourism Delta is governed by a Board of Directors drawn from Delta's tourism sector. Tourism Delta is governed by a board of directors drawn from accommodation, food and beverage, agriculture, recreation, hospitality and active transportation. The Board provides strategic direction, financial oversight and stakeholder accountability for the organization.

Staffing Model

Tourism Delta operates a flexible, efficient staffing model designed to scale with MRDT revenue over the plan period. An Executive Director provides strategic and operational leadership, supported by part-time staff, contractors and specialist agencies engaged on a project basis. This model allows Tourism Delta to maintain a lean core while drawing on external expertise in areas such as content production, digital marketing, design and research as programs grow. Staffing levels will be reviewed annually as part of the MRDT-aligned tactical plan.

Municipal Service Agreement

Tourism Delta's mandate and funding relationship with the City of Delta is formalized through an annual Municipal Service Agreement. The MSA establishes Tourism Delta as Delta's official DMO, confirms the City's financial contribution, and provides the governance framework within which Tourism Delta operates. The MSA will be renewed annually and will be a standing agenda item for the Board.

Accountability and Reporting

Tourism Delta reports annually to both Destination BC and the City of Delta, providing a dual accountability structure that ensures public funds are invested strategically and transparently. This reporting includes the MRDT-aligned annual tactical plan, performance against the targets in Section 1.3, and a financial statement. Annual reporting to the broader stakeholder community will be delivered through an open Annual General Meeting.

Annual Tactical Plan

The five-year strategic plan is operationalized through an annual MRDT-aligned tactical plan developed each year by the Executive Director and approved by the Board. The tactical plan translates the four

pillars into specific campaigns, programs and investments for the coming year, with a budget allocation and performance measures. It is submitted to Destination BC as part of the annual MRDT reporting requirement and shared publicly.

1.8 Sources of Funding

MRDT activation transforms what Tourism Delta can deliver. For the first time, Tourism Delta will have a sustainable, industry-supported funding base that scales with the growth of Delta's visitor economy. The City of Delta's Municipal Service Agreement provides the organizational foundation from Day 1, ensuring Tourism Delta can operate and begin delivering against the plan while MRDT collection ramps up.

Year 1 Revenue (2028): Full Year Collection

MRDT collection is expected to commence in January 2028, the first month of the plan period. Full-year collection begins from Year 1.

Source	Basis	Year 1 (2028)
MRDT	3% on fixed-roof accommodation (full year)	$360,000–$430,000
OAP	3% on short-term rentals via Online Accommodation Platform (full year)	$130,000–$150,000
City of Delta Service Agreement	Annual Municipal Service Agreement	$103,000
Estimated Year 1 Total		~$593,000–$683,000

Five-Year Revenue Projection

From Year 1 onwards, Tourism Delta will be at full MRDT collection. Year 1 and 2 projections are based on current accommodation inventory and occupancy rates from the 2024 Value of Tourism Study. Year 3 projections reflect a partial-year contribution from the anticipated addition of 69 rooms at the Delta by Marriott, conservatively modelled given typical construction timelines. Full contribution from those rooms is reflected from Year 4. Years 2 through 5 are adjusted for inflation at 2% annually. City of Delta Service Agreement funding is held flat. Any growth in accommodation supply or STR compliance through the OAP represents upside beyond these projections.

Year	MRDT	OAP	City of Delta Service Agreement
Year 1 (2028)	$360,000–$430,000	$130,000–$150,000	$103,000
Year 2 (2029)	$360,000–$430,000	$130,000–$150,000	$103,000
Year 3 (2030)	$420,000–$510,000	~$146,000	$103,000
Year 4 (2031)	~$530,000	~$149,000	$103,000
Year 5 (2032)	~$541,000	~$152,000	$103,000

Year 1 reflects full-year MRDT and OAP collection commencing January 2028. Year 3 projections include a conservative partial-year contribution from the Delta by Marriott (69 rooms, targeted early 2028 opening); full contribution modelled from Year 4. Years 2 through 5 are adjusted for inflation at 2% annually, consistent with the Bank of Canada target rate. City of Delta Service Agreement funding is held flat at $103,000 annually. All projections will be reviewed and updated as part of the annual MRDT-aligned tactical plan.