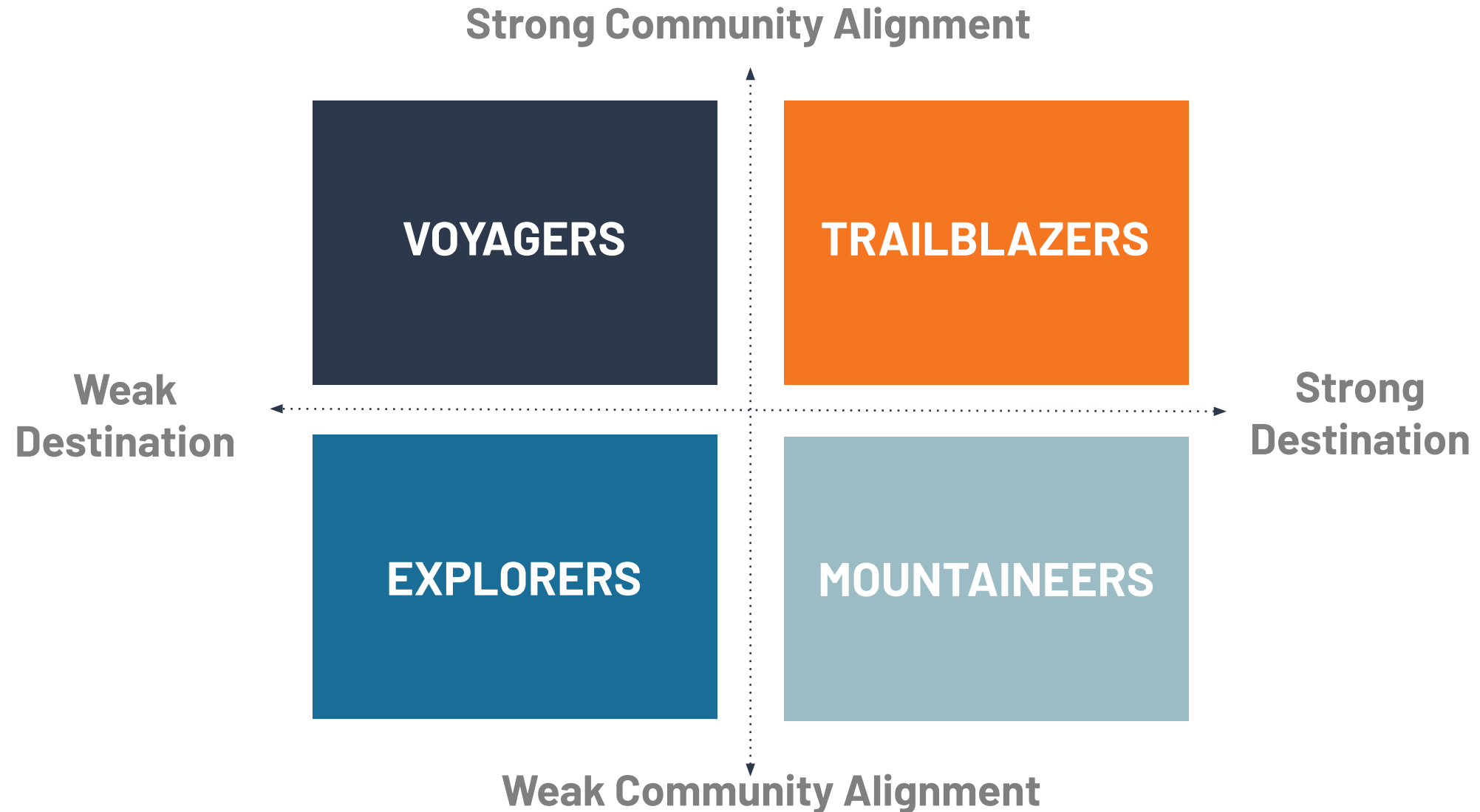


Canadian Destination Leadership Council

Tourism Lethbridge DestinationNEXT 2024

Cassandra McAuley, MMGY NextFactor / September 3, 2024

Scenario Model



Destination Strength Variables



**Attractions &
Experiences**



**Arts, Culture &
Heritage**



**Dining, Shopping &
Entertainment**



**Outdoor
Recreation**



**Conventions &
Meetings**



**Events &
Festivals**



**Sporting
Events**



Accommodation



**Local Mobility
& Access**



**Destination
Access**



**Communication
Infrastructure**



**Health &
Safety**

Community Alignment Variables



**Business
Support**



**Community Group &
Resident Support**



**Government
Support**



**Organization
Governance**



**Workforce
Development**



**Hospitality
Culture**



**Equity, Diversity
& Inclusion**



**Funding
Support & Certainty**



**Regional
Cooperation**



**Sustainability
& Resilience**



**Emergency
Preparedness**



**Economic
Development**

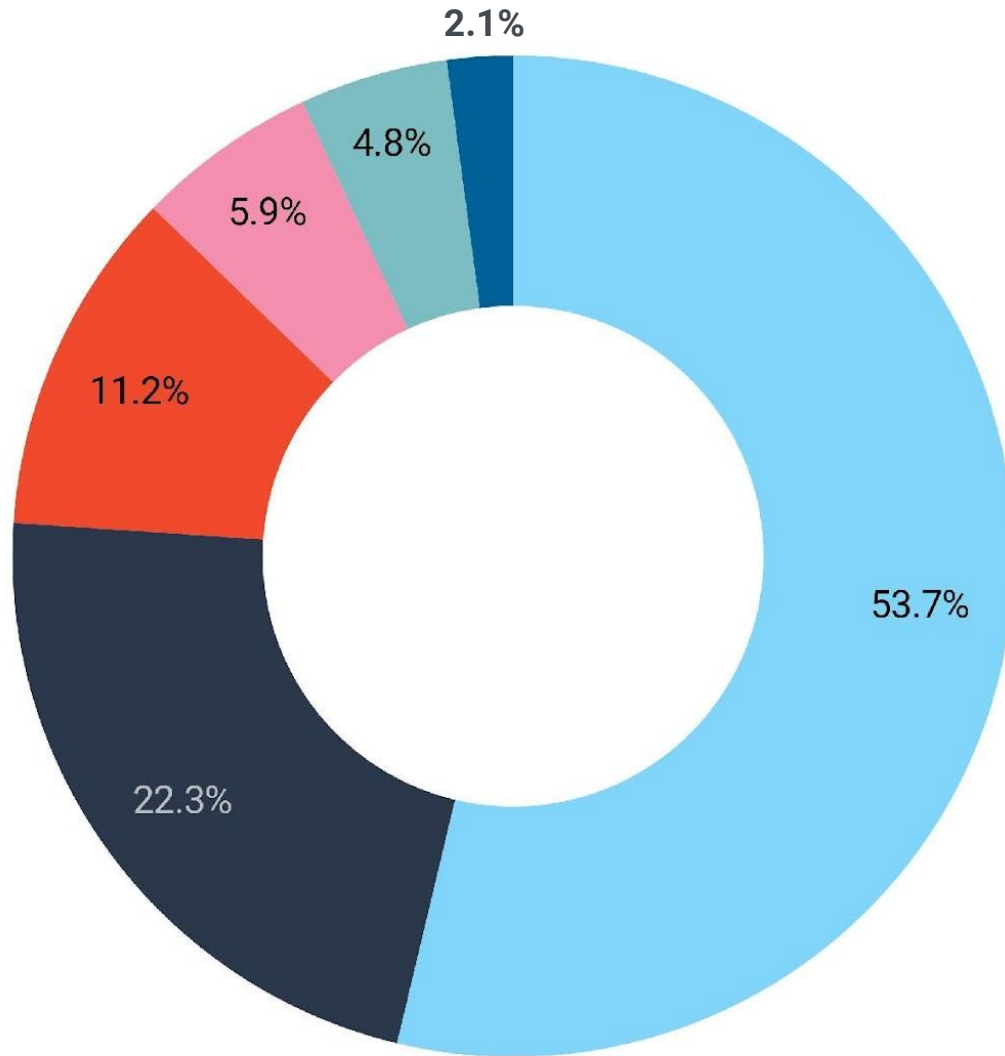
Stakeholders



Stakeholder Groups

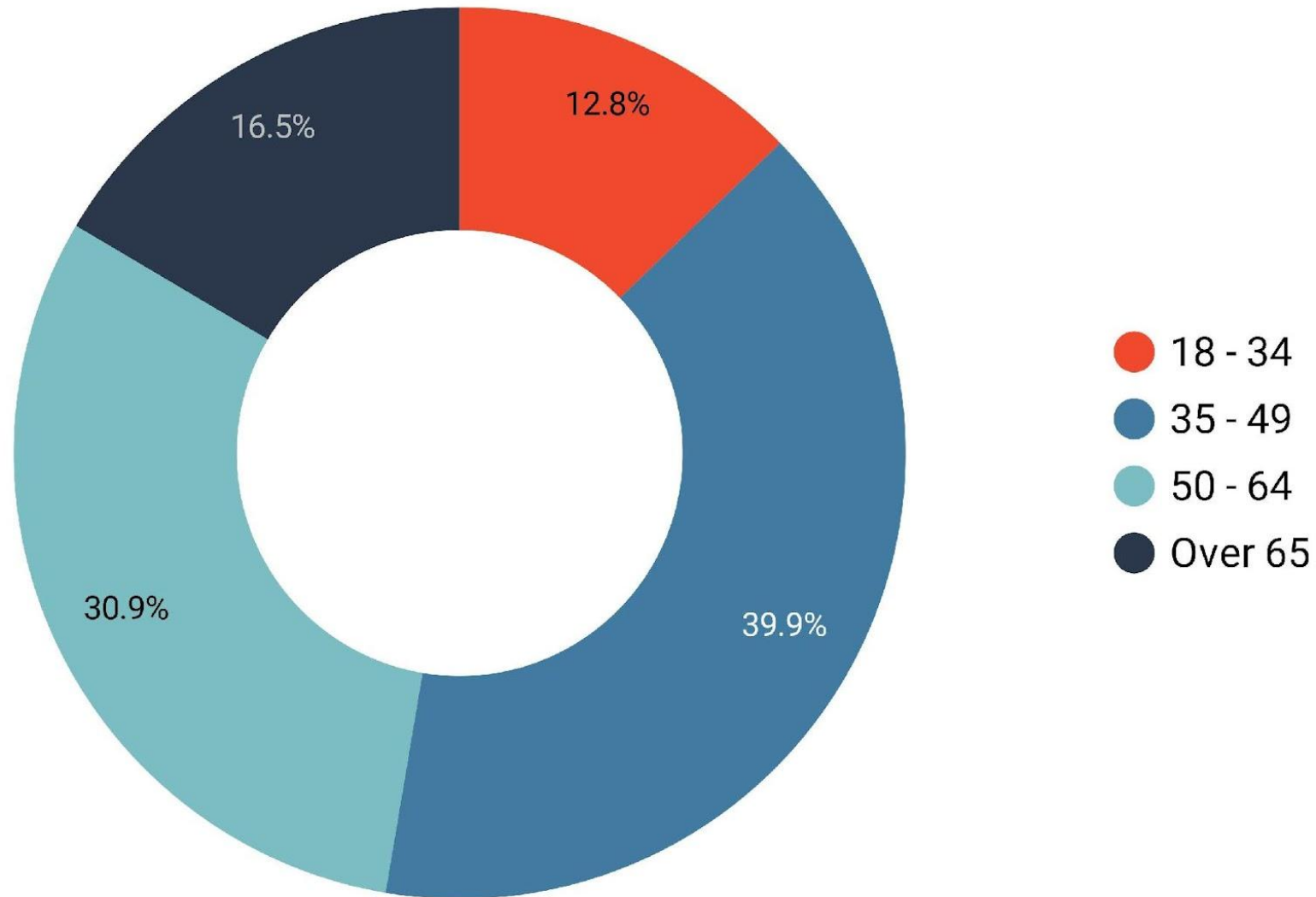
Total Respondents

188



- Community Partners
- Community Leaders
- Government Leaders
- Tourism Lethbridge Team
- Customers
- Tourism Lethbridge Board of Directors

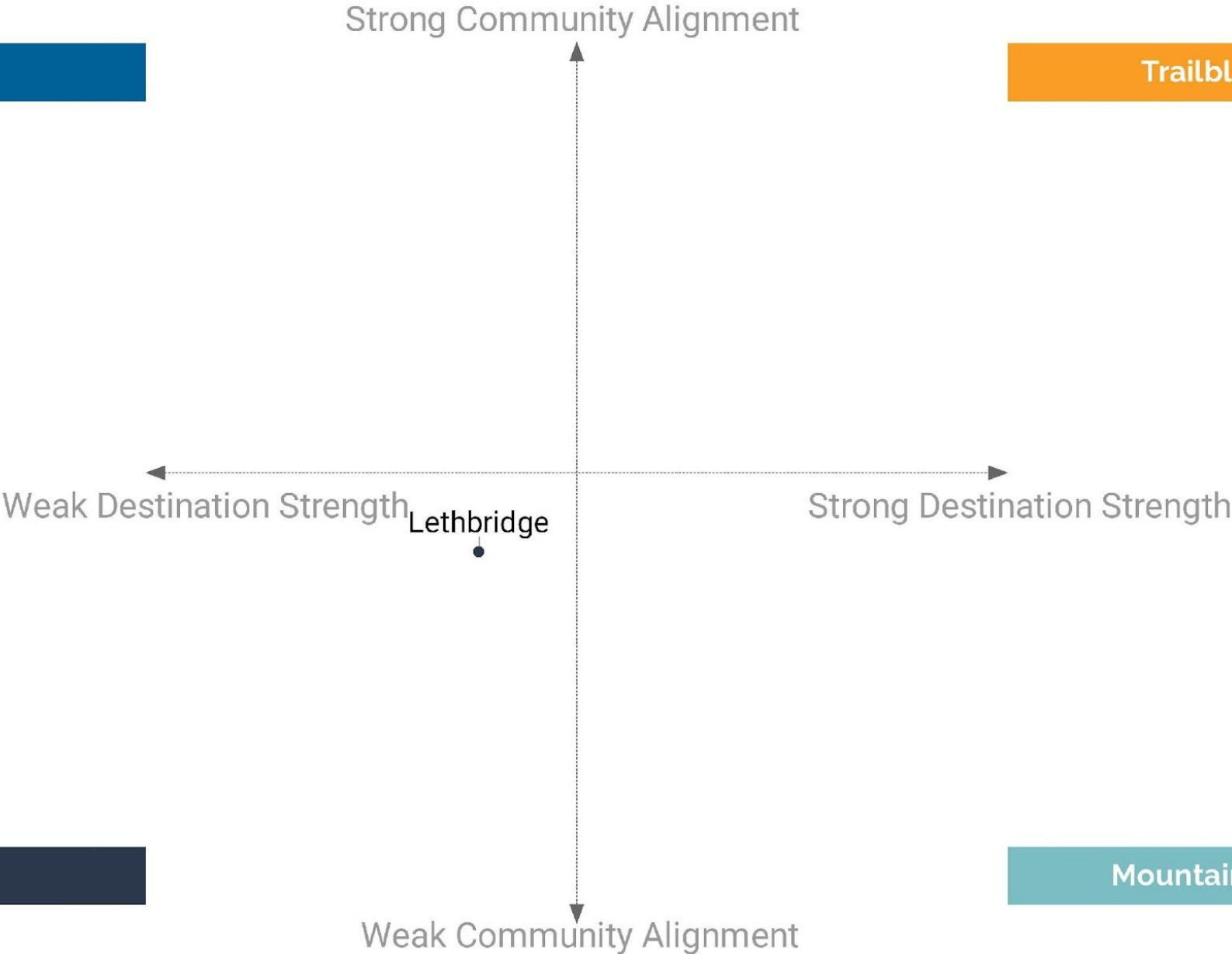
Total Respondents
188



Overall Assessment

Voyagers

Trailblazers



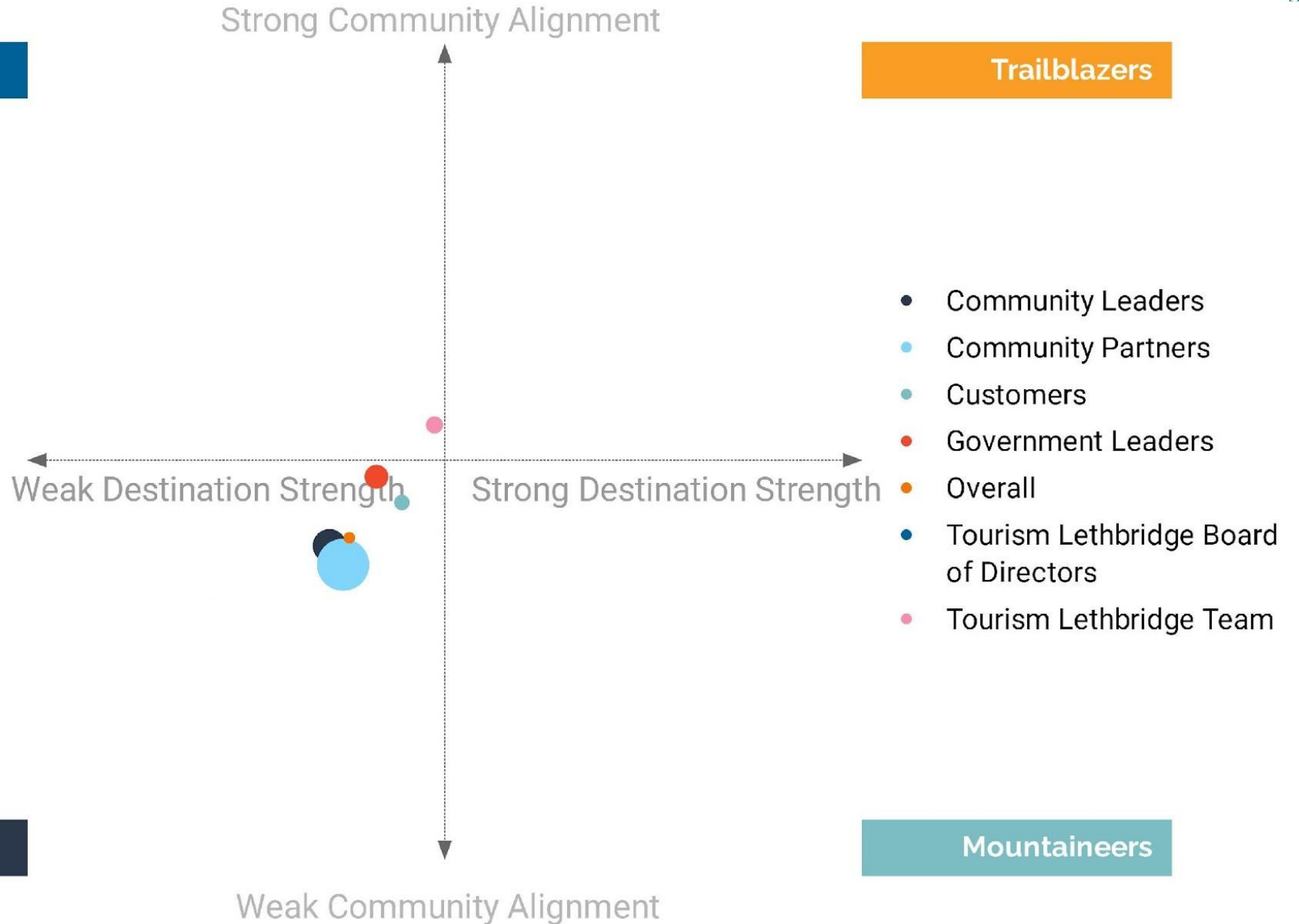
Explorers

Mountaineers

Stakeholder Groups

Voyagers

Trailblazers



Explorers

Mountaineers

Voyagers

Trailblazers



Explorers

Mountaineers

Destination Strength

Destination Strength

Variable	Relative Importance (0-100%)		Perceived Performance (1 - 5 scale)	
	All DNEXT Communities	Lethbridge	All DNEXT Communities	Lethbridge
Attractions & Experiences	9.00%	9.50%	3.71	3.26
Outdoor Recreation	8.64%	9.18%	3.76	3.75
Conventions & Meetings	7.90%	9.10%	3.37	3.36
Sporting Events	8.02%	9.08%	3.44	3.60
Arts, Culture & Heritage	8.34%	9.04%	3.65	3.57
Events & Festivals	8.29%	8.68%	3.66	3.32
Dining, Shopping & Entertainment	8.73%	8.36%	3.47	3.00
Destination Access	8.07%	7.92%	3.25	2.59
Accommodation	8.73%	7.58%	3.61	3.35
Local Mobility & Access	8.24%	7.57%	3.01	3.01
Communication Infrastructure	8.27%	7.05%	3.25	3.53
Health & Safety	8.15%	6.93%	3.32	2.58

Green indicates destination performance +5% above industry average; red indicates -5% below.

Destination Strength		Industry Average	Destination
		3.46	3.18

Scenario: Explorers

Destination Strength: Highest & Lowest Variable Scores

Highest-scored Variables

	Variable	Performance ▼
1.	Outdoor Recreation	3.73
2.	Sporting Events	3.57
3.	Communication Infrastructure	3.51
4.	Arts, Culture & Heritage	3.50
5.	Conventions & Meetings	3.38

Lowest-scored Variables

	Variable	Performance ▲
1.	Health & Safety	2.55
2.	Destination Access	2.59
3.	Dining, Shopping & Entertainment	2.95
4.	Local Mobility & Access	3.02
5.	Attractions & Experiences	3.22

Destination Strength: Highest & Lowest Statement Scores

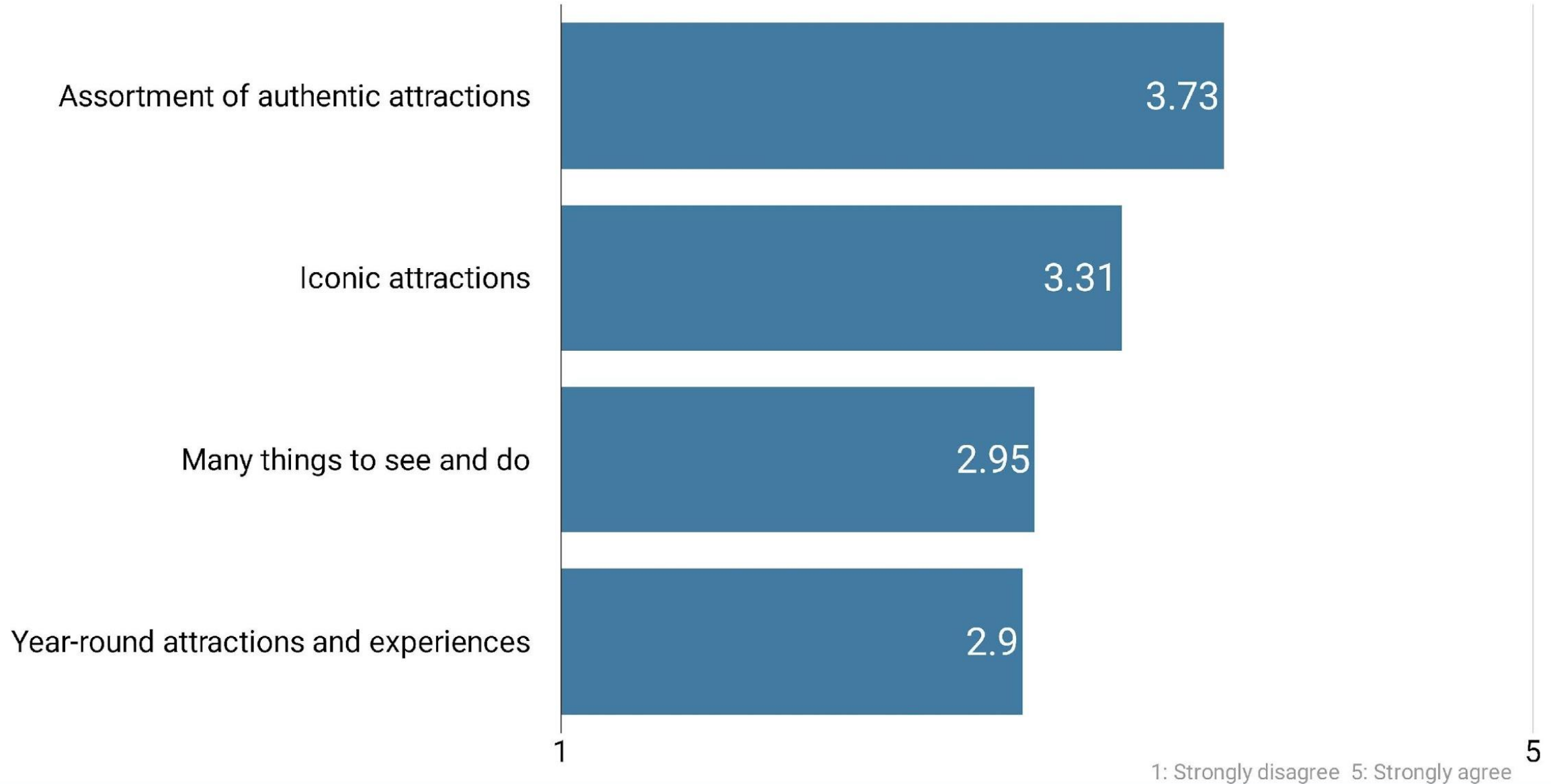
Highest-scored Statements

	Statement	Performance ▼
1.	Wide diversity of accessible hiking and biking trails	4.20
2.	High-quality outdoor recreation experiences	3.96
3.	Facilities and venues to host major amateur sporting events	3.96
4.	Mobile coverage/availability at attractions and entertainment areas	3.93
5.	Inter-city road/highway access	3.87

Lowest-scored Statements

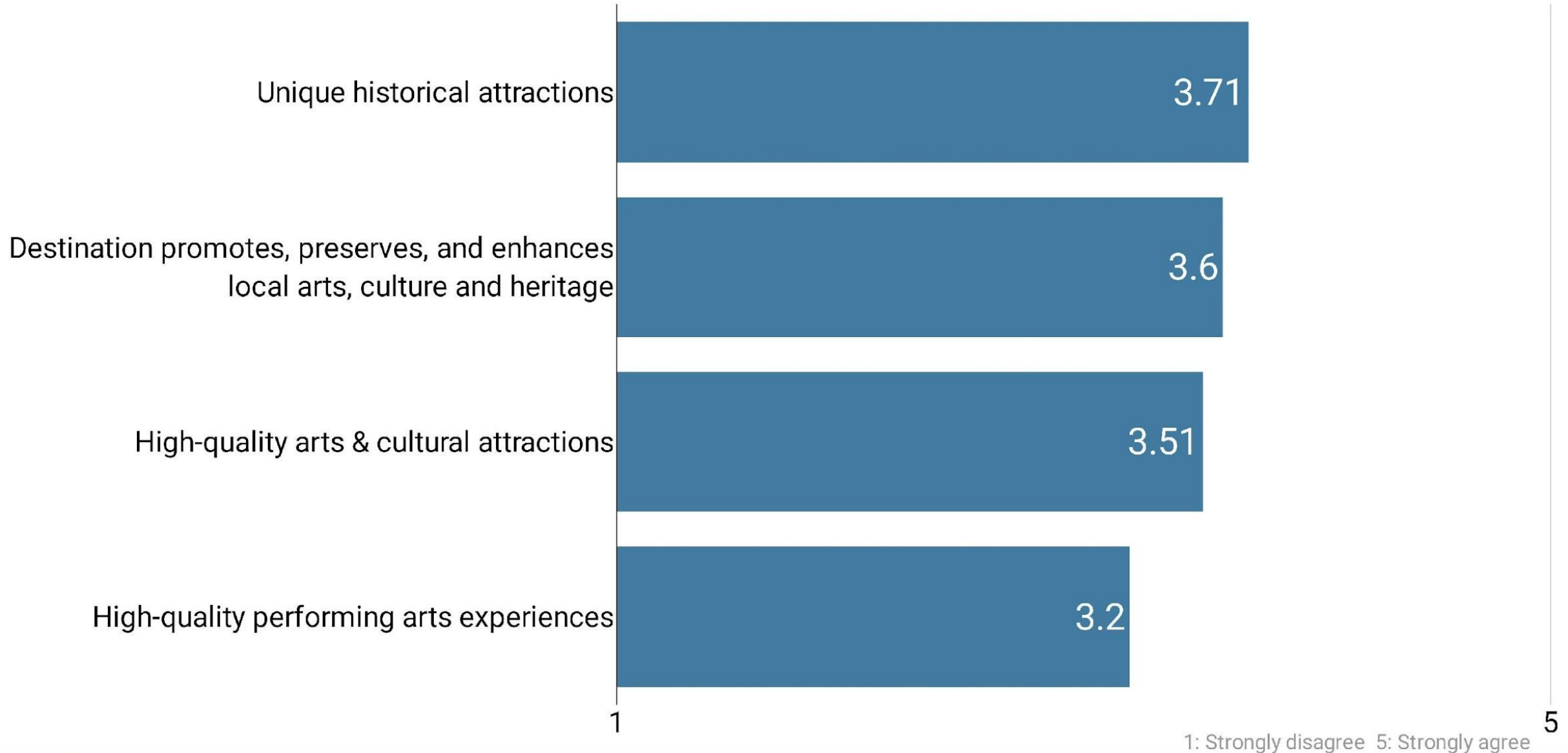
	Statement	Performance ▲
1.	Limited issues with homelessness	1.71
2.	Variety and quality international air access	1.85
3.	Safe from crime	1.94
4.	Variety and quality domestic air access	2.09
5.	There are a variety of public transportation	2.10

Attractions & Experiences

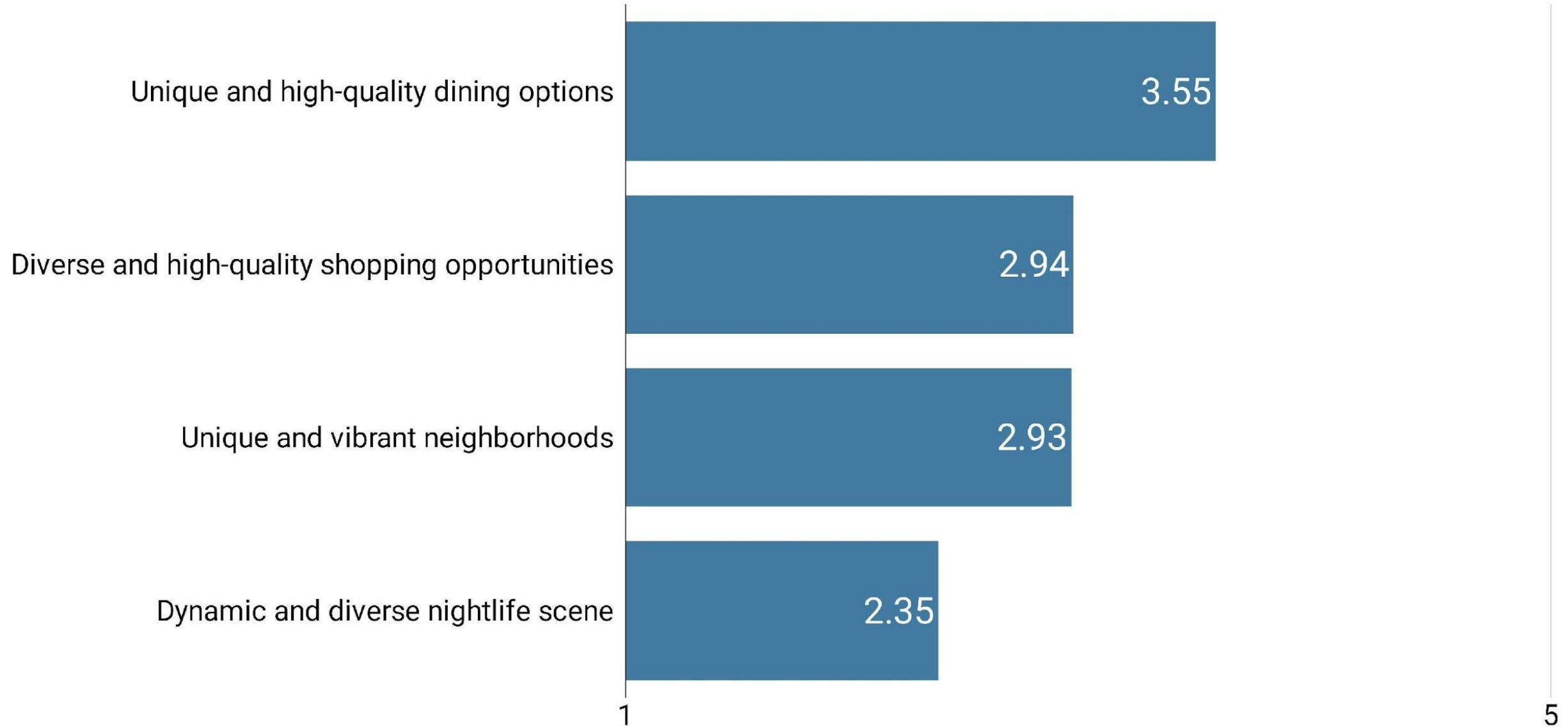


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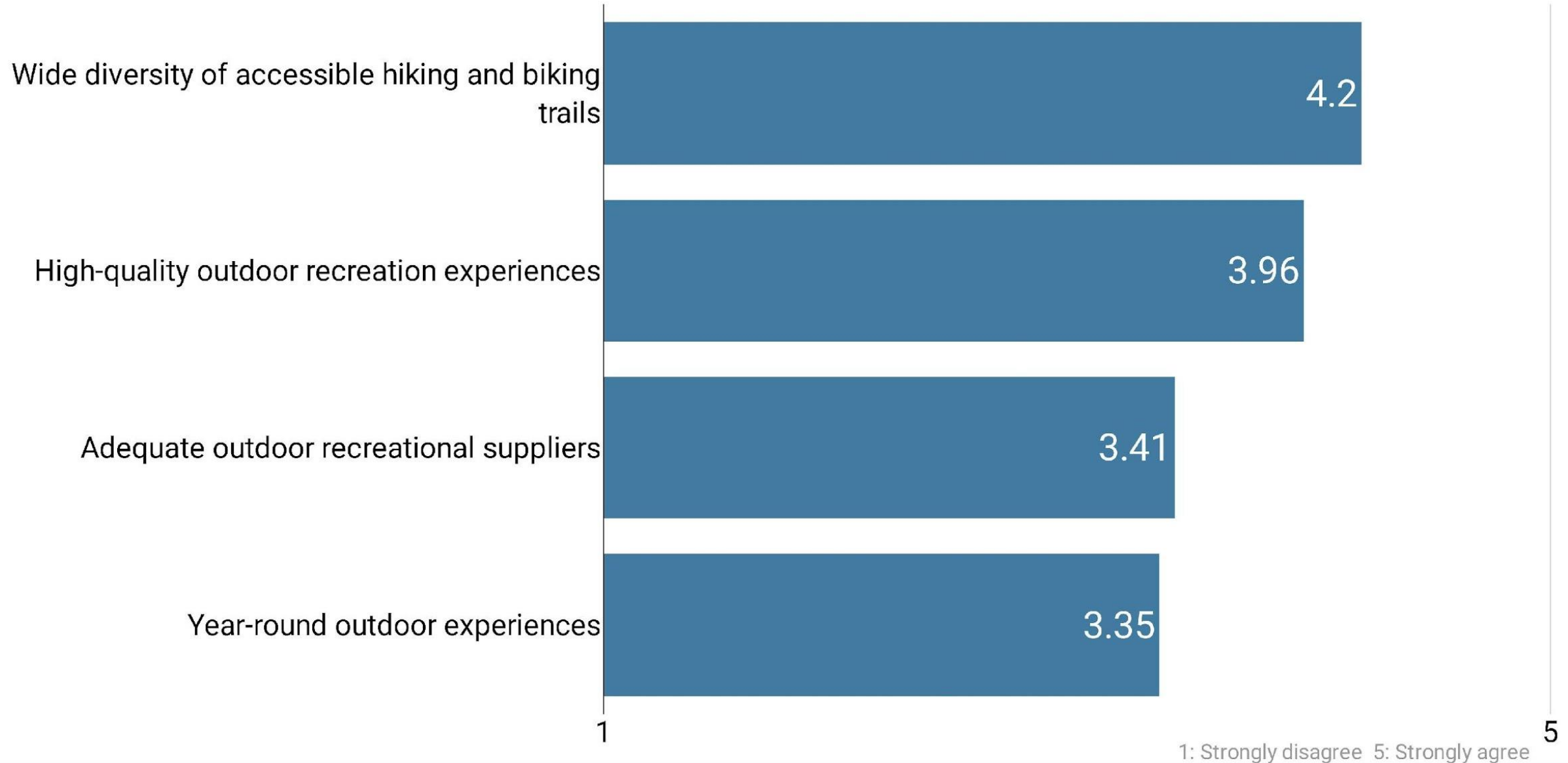
Arts, Culture & Heritage



Dining, Shopping & Entertainment

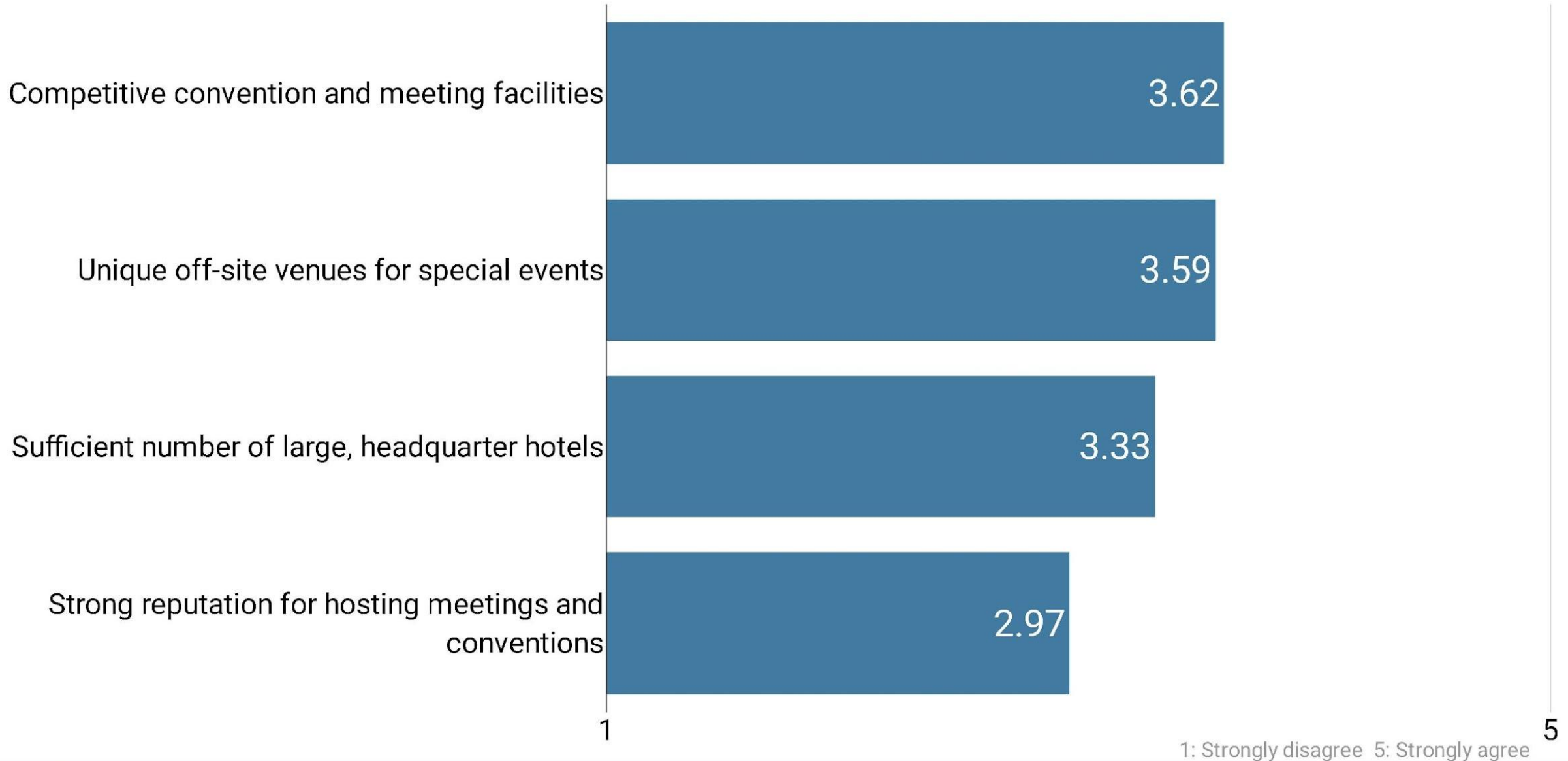


Outdoor Recreation

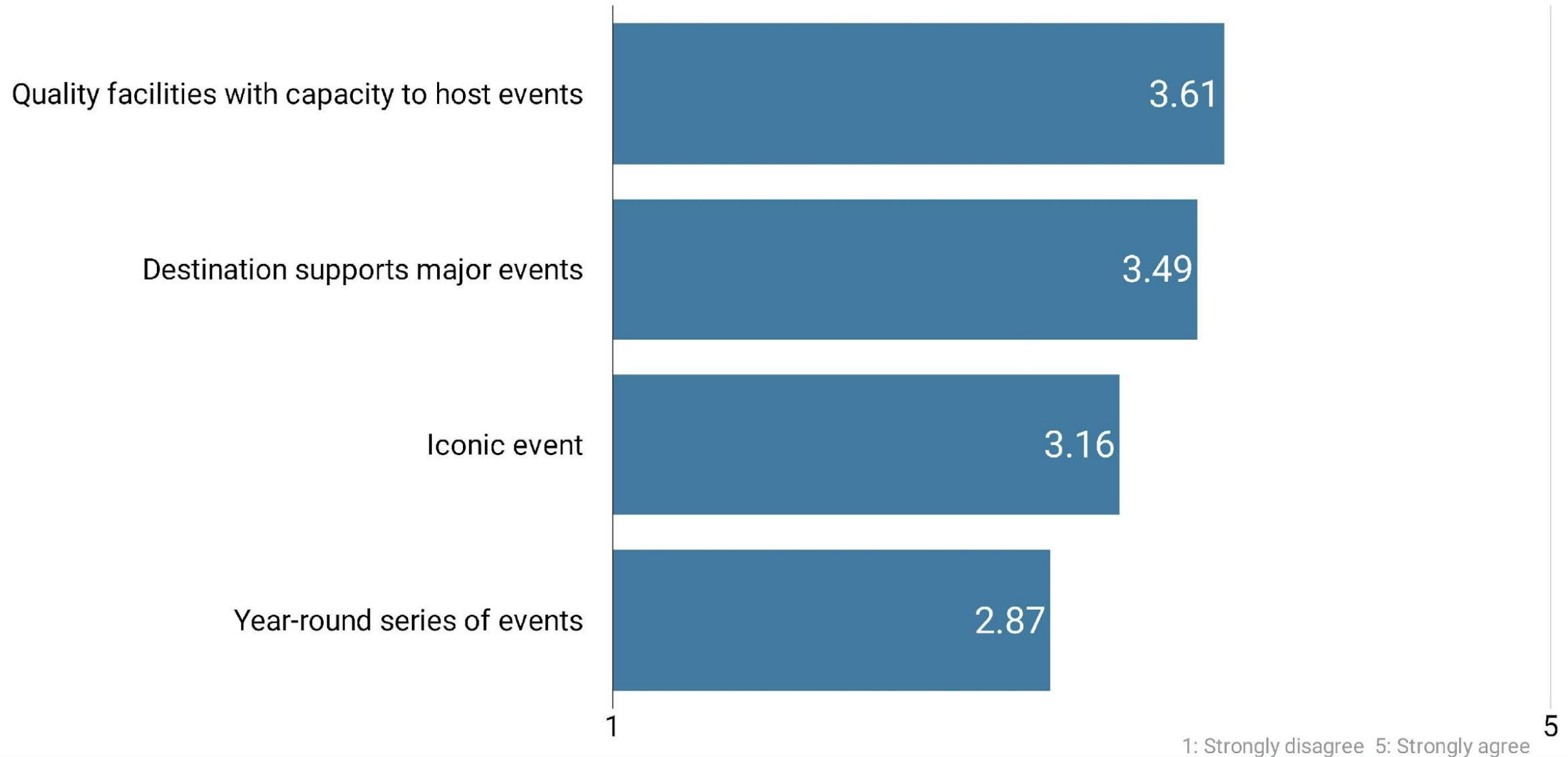


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Conventions & Meetings

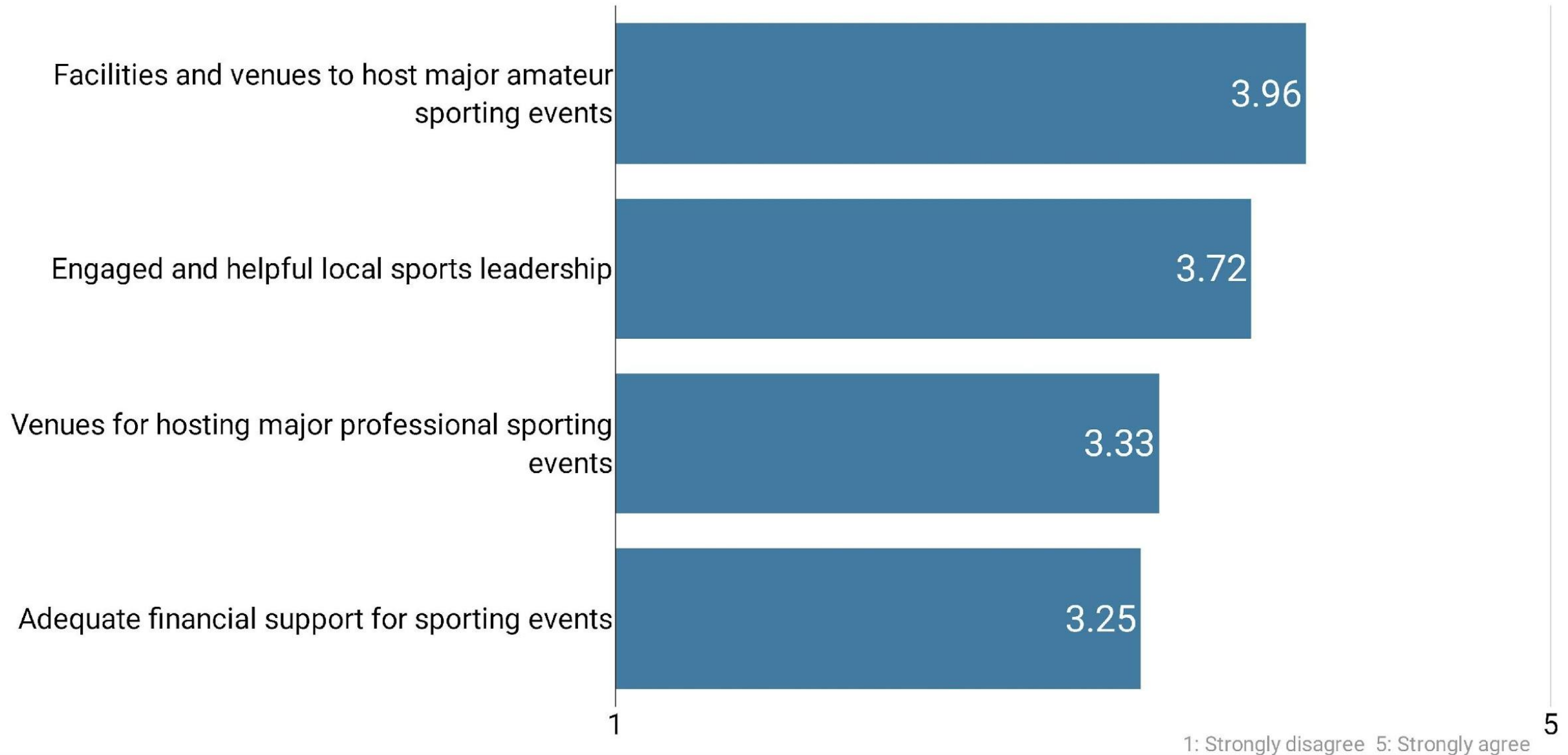


Events & Festivals

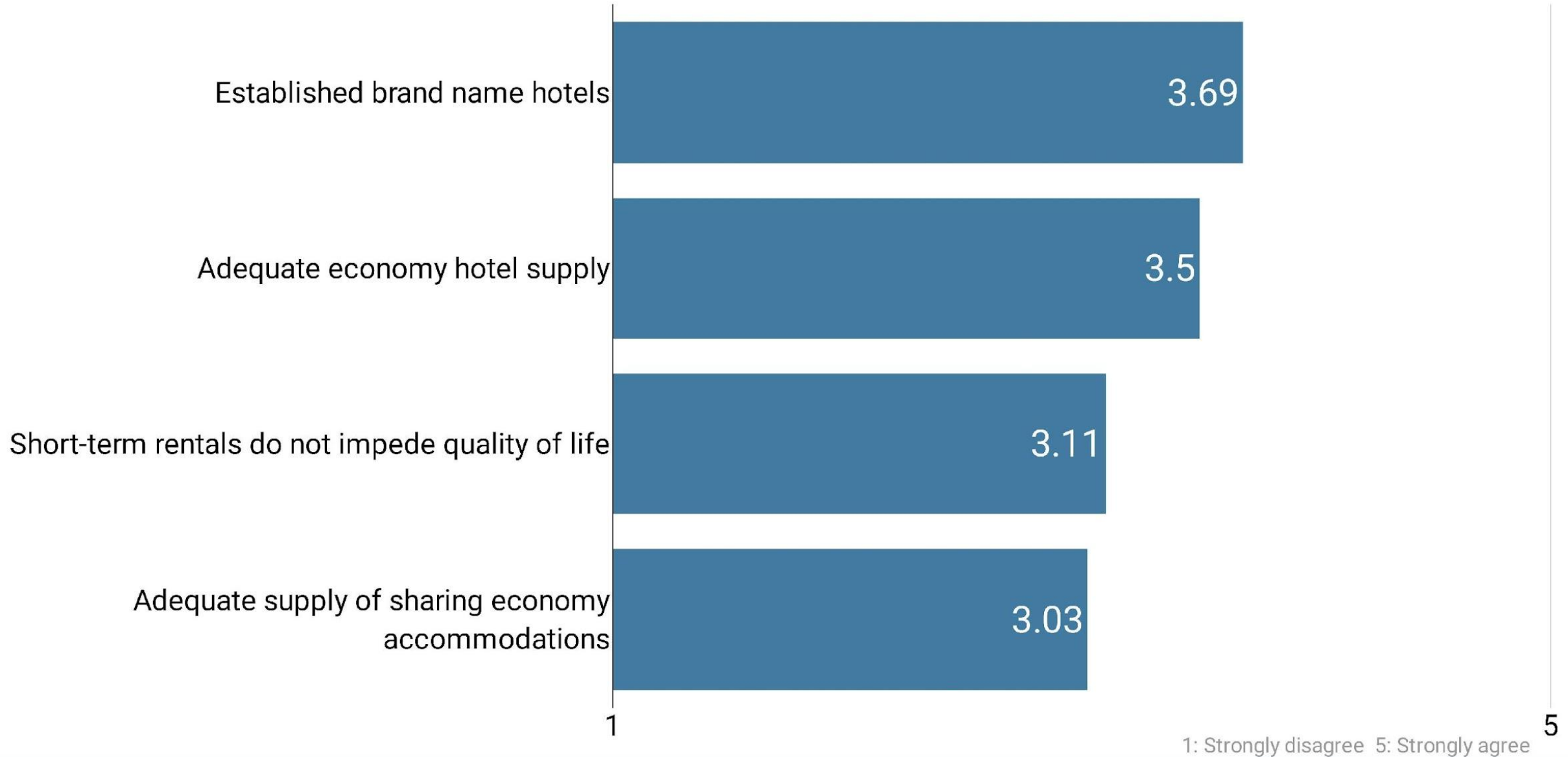


1: Strongly disagree 5: Strongly agree

Sporting Events

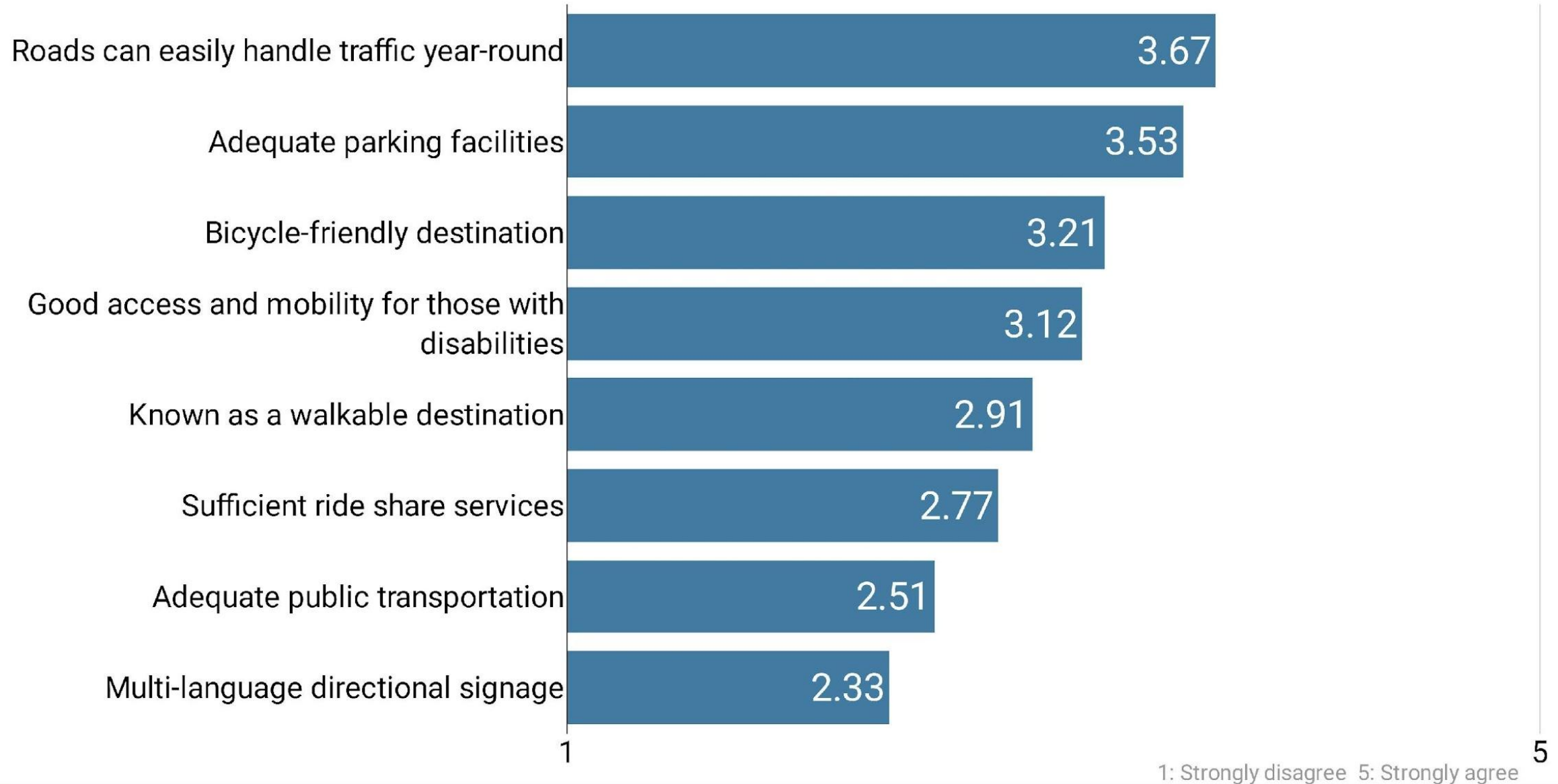


Accommodation

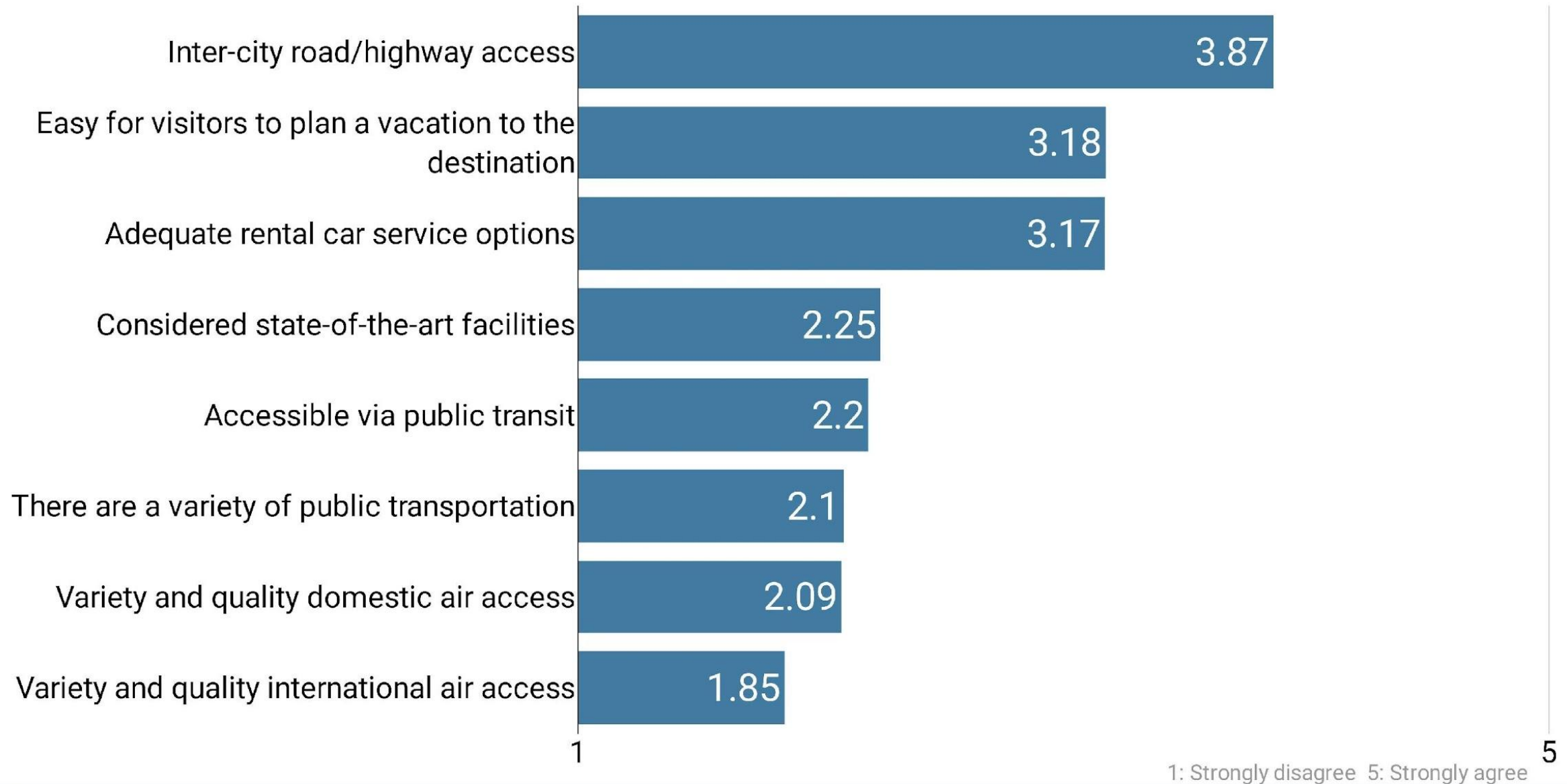


1: Strongly disagree 5: Strongly agree

Local Mobility & Access

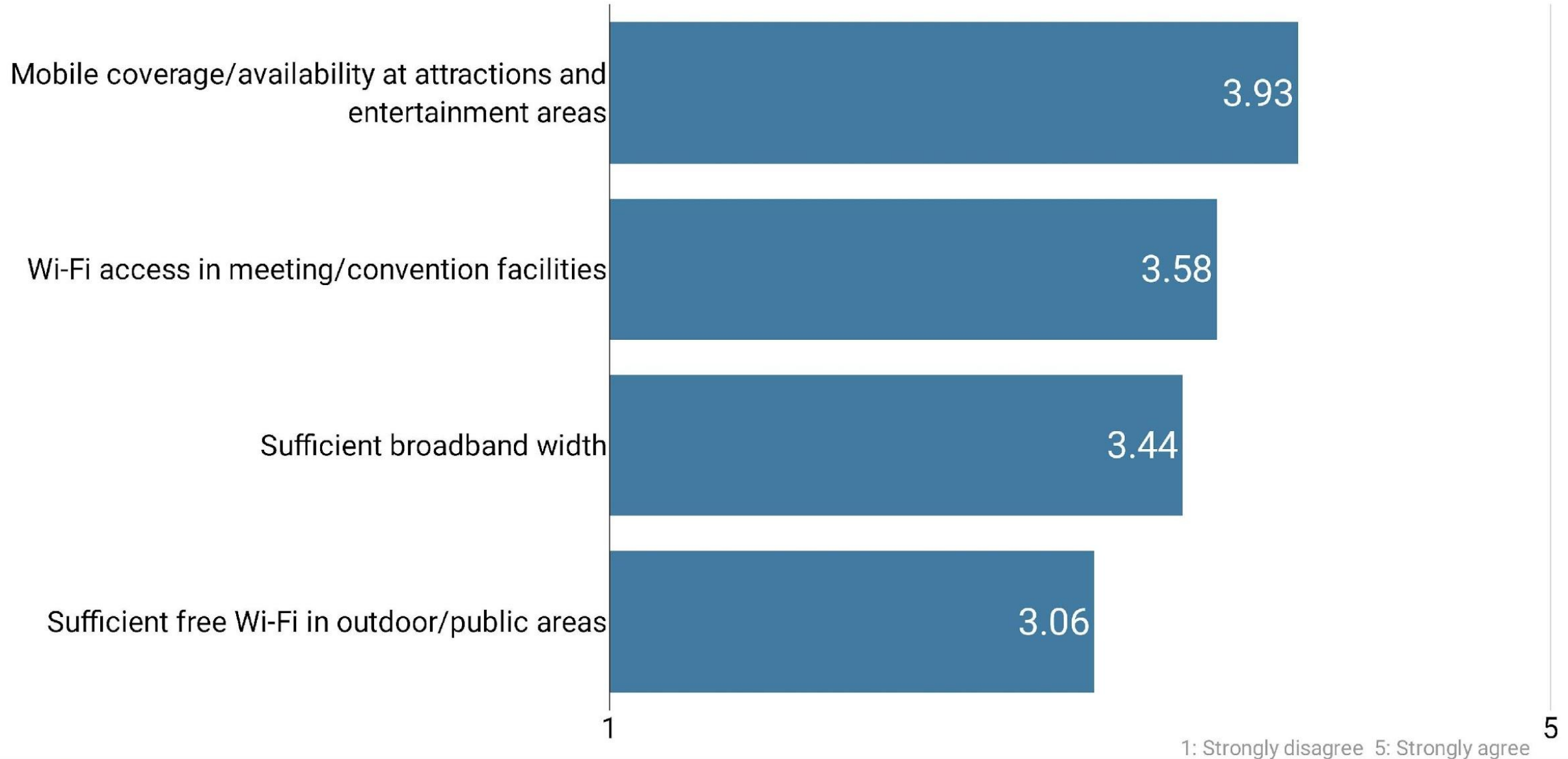


Destination Access

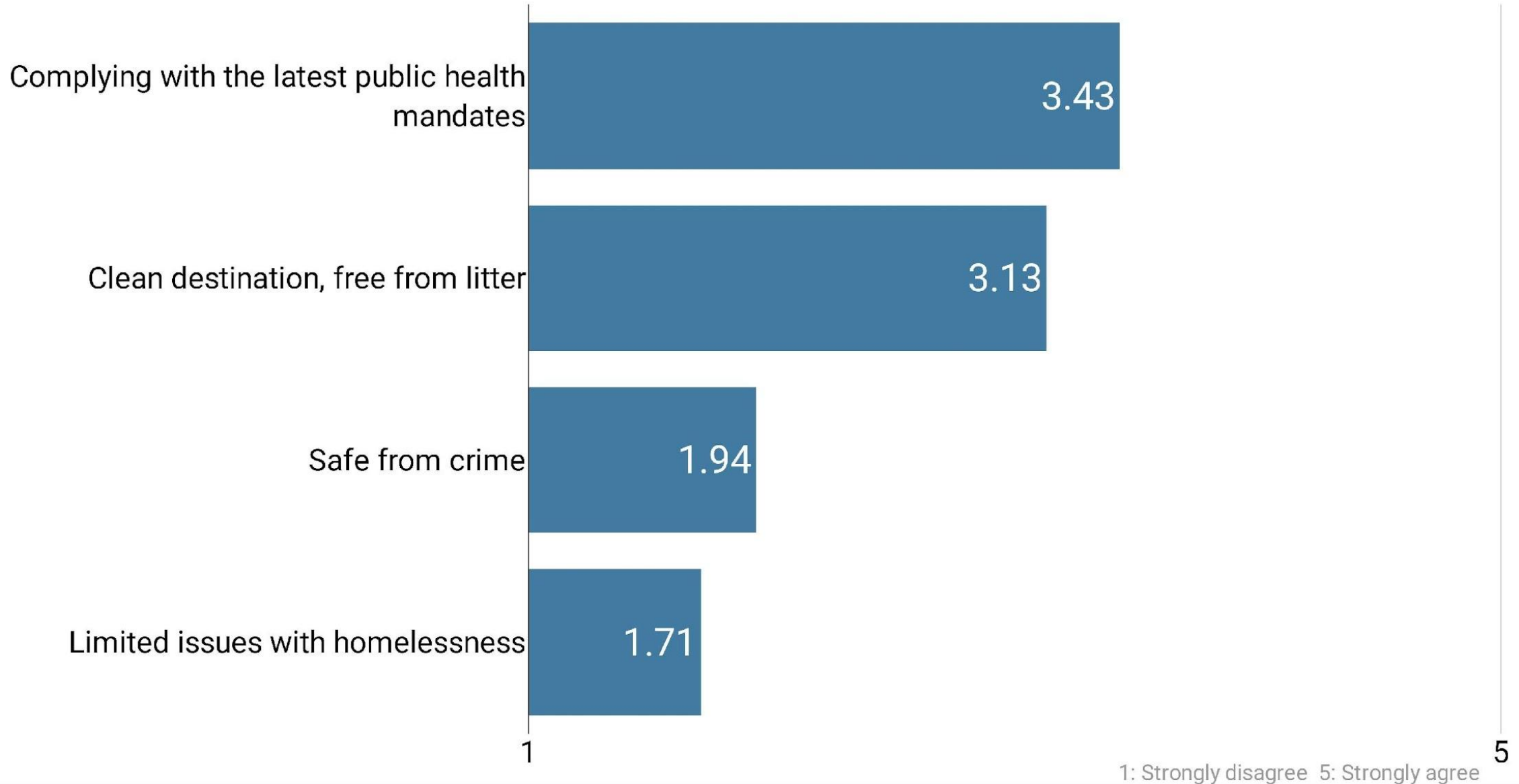


1: Strongly disagree 5: Strongly agree

Communication Infrastructure



Health & Safety



1: Strongly disagree 5: Strongly agree

Community Alignment

Community Alignment

Variable	Relative Importance (0-100%)		Perceived Performance (1 - 5 scale)	
	All DNEXT Communities	Lethbridge	All DNEXT Communities	Lethbridge
Hospitality Culture	8.50%	8.96%	3.63	3.27
Regional Cooperation	8.30%	8.89%	3.73	3.58
Business Support	8.51%	8.70%	3.83	3.51
Economic Development	8.34%	8.67%	3.92	3.73
Workforce Development	8.55%	8.61%	2.88	2.89
Government Support	8.47%	8.53%	3.68	3.43
Sustainability & Resilience	8.34%	8.27%	3.60	3.75
Funding Support & Certainty	8.38%	8.25%	3.30	3.14
Organization Governance	8.01%	8.09%	3.77	3.44
Community Group & Resident S...	8.28%	8.00%	3.54	3.35
Equity, Diversity & Inclusion	8.03%	7.76%	3.61	3.36
Emergency Preparedness	8.23%	7.26%	3.46	3.20

Green indicates destination performance +5% above industry average; red indicates -5% below.

Destination Alignment	Industry Average	Destination
	3.54	3.34

Scenario: Explorers

Community Alignment: Highest Variable Scores

Highest-scored Variables

	Variable	Performance ▾
1.	Sustainability & Resilience	3.75
2.	Economic Development	3.73
3.	Regional Cooperation	3.58
4.	Business Support	3.48
5.	Government Support	3.42

Lowest-scored Variables

	Variable	Performance ▲
1.	Workforce Development	2.89
2.	Funding Support & Certainty	3.14
3.	Emergency Preparedness	3.20
4.	Hospitality Culture	3.25
5.	Community Group & Resident Support	3.32

Community Alignment: Highest & Lowest Statement Scores

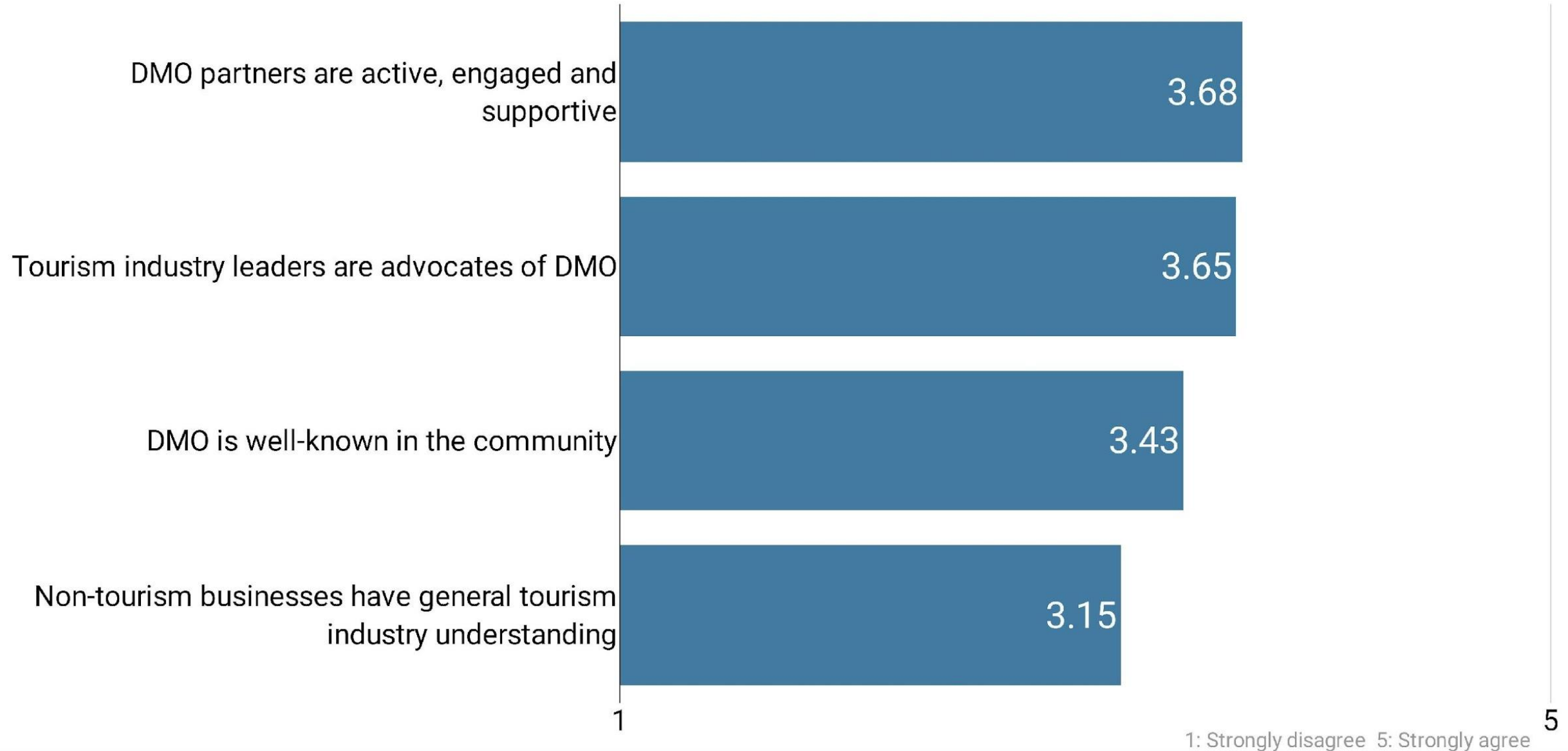
Highest-scored Statements

	Statement	Performance ▼
1.	Visitors do not impede quality of life	4.05
2.	DMO has good relationship with economic development agencies	3.86
3.	DMO and tourism industry play a critical role in long-term economic development	3.82
4.	Protecting and enhancing the natural environment	3.75
5.	Broader economic development strategies consider the visitor economy	3.71

Lowest-scored Statements

	Statement	Performance ▲
1.	Adequate affordable housing for workers	2.27
2.	Public transportation for workers	2.74
3.	Affordable daycare options for workers	2.74
4.	Community has many Indigenous-owned businesses and services	2.80
5.	Adequate healthcare options for workers	2.93

Business Support



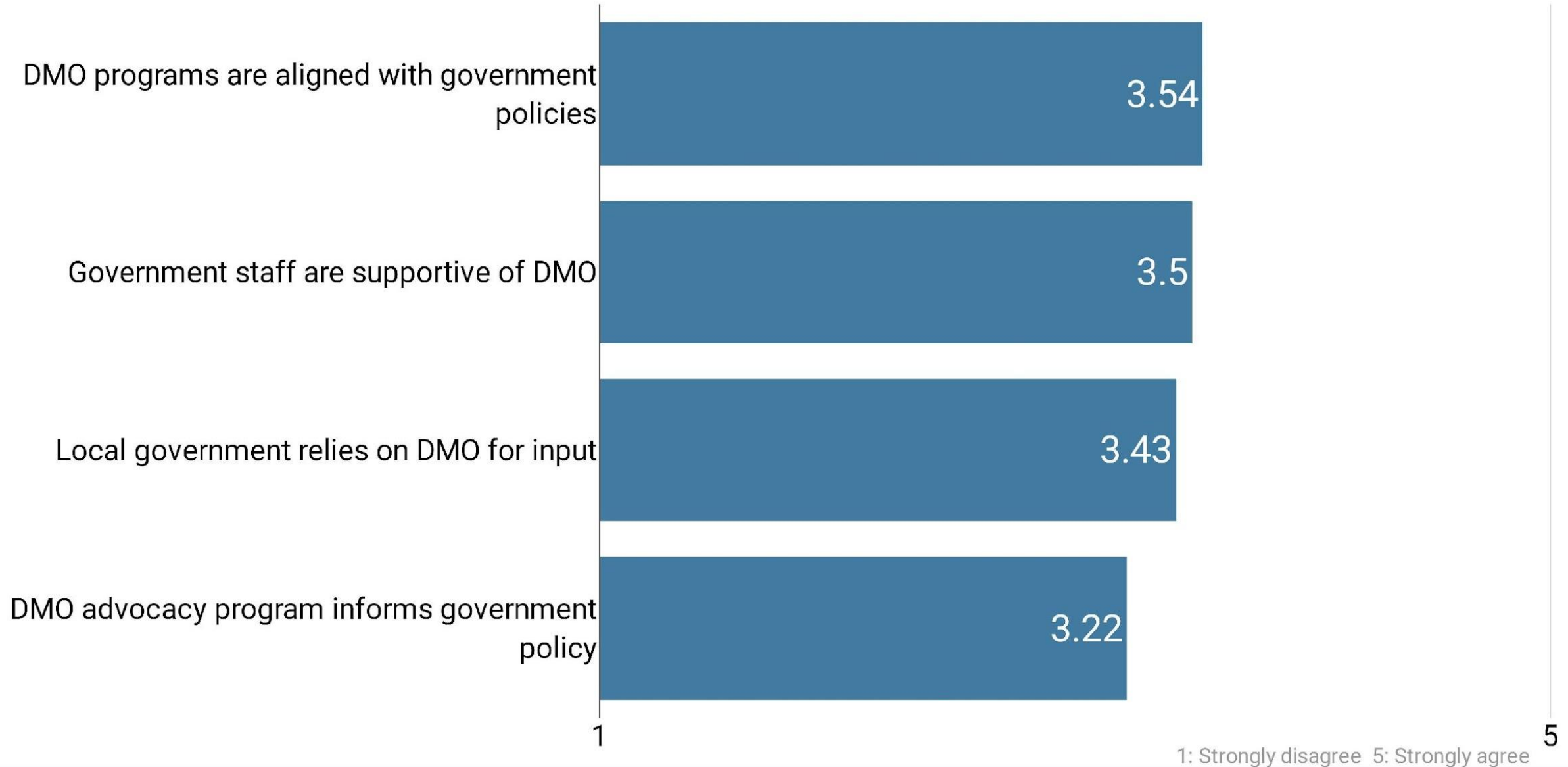
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Community & Resident Support

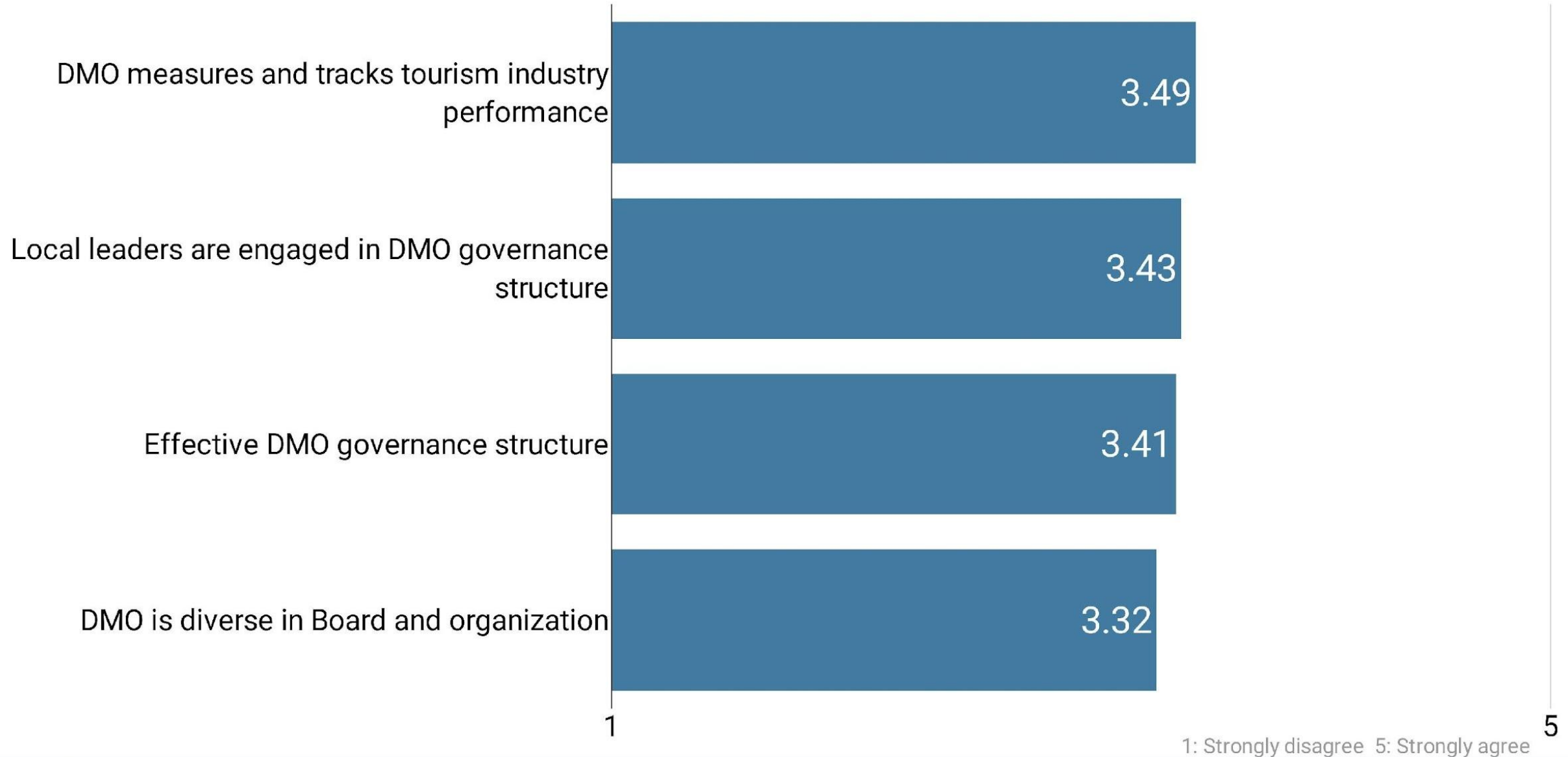


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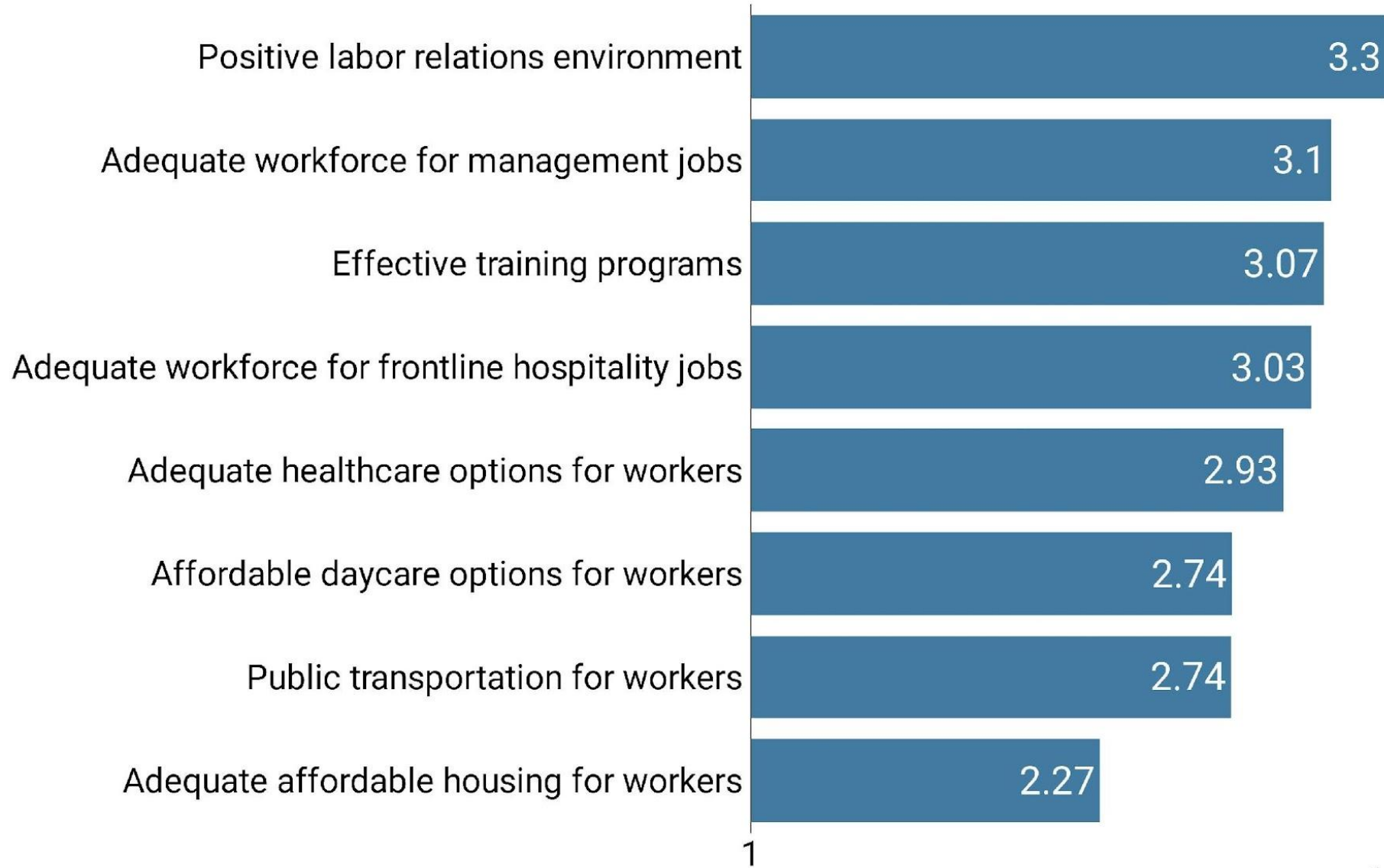
Government Support



Organization Governance Model

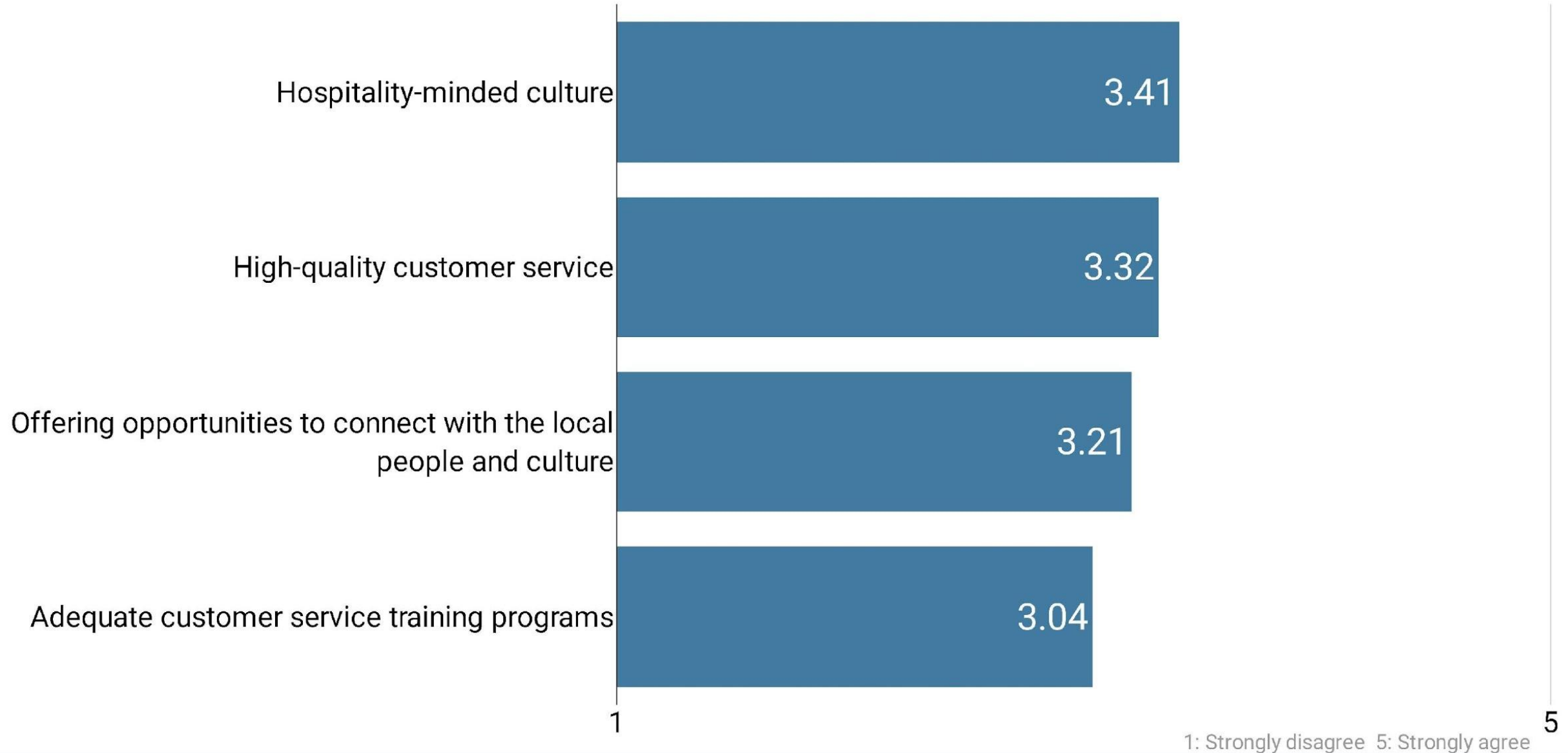


Workforce Development

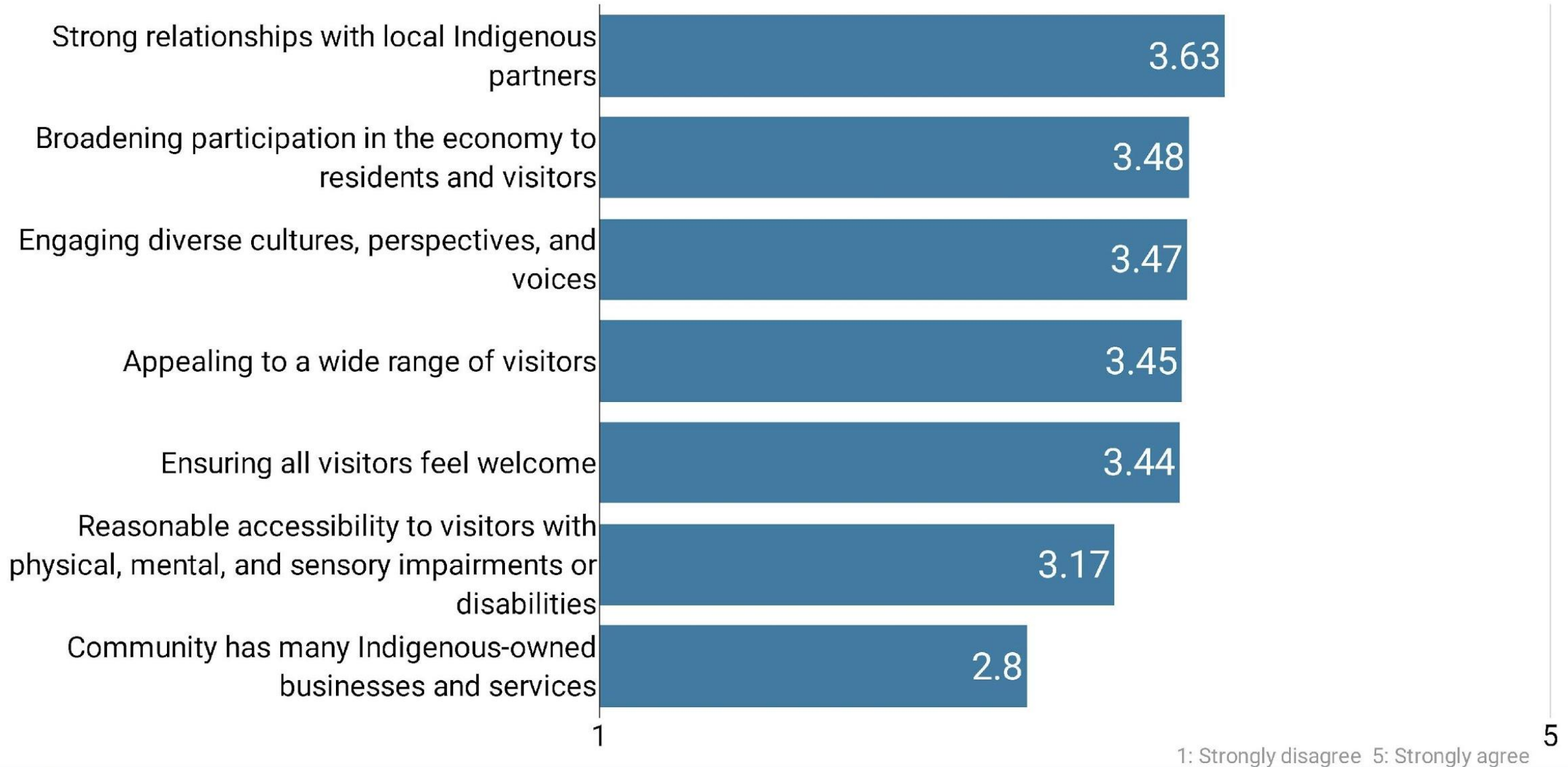


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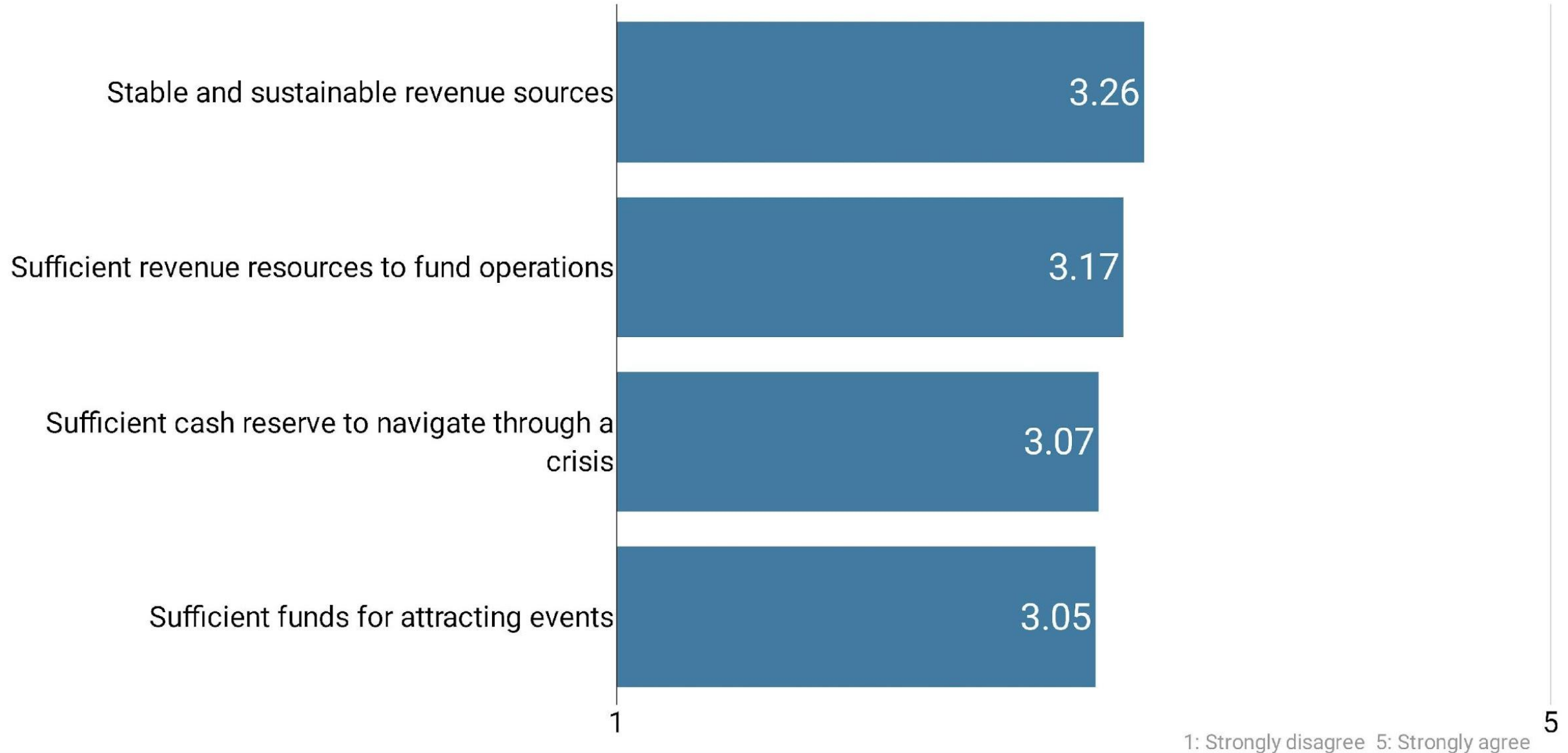
Hospitality Culture



Equity, Diversity & Inclusion

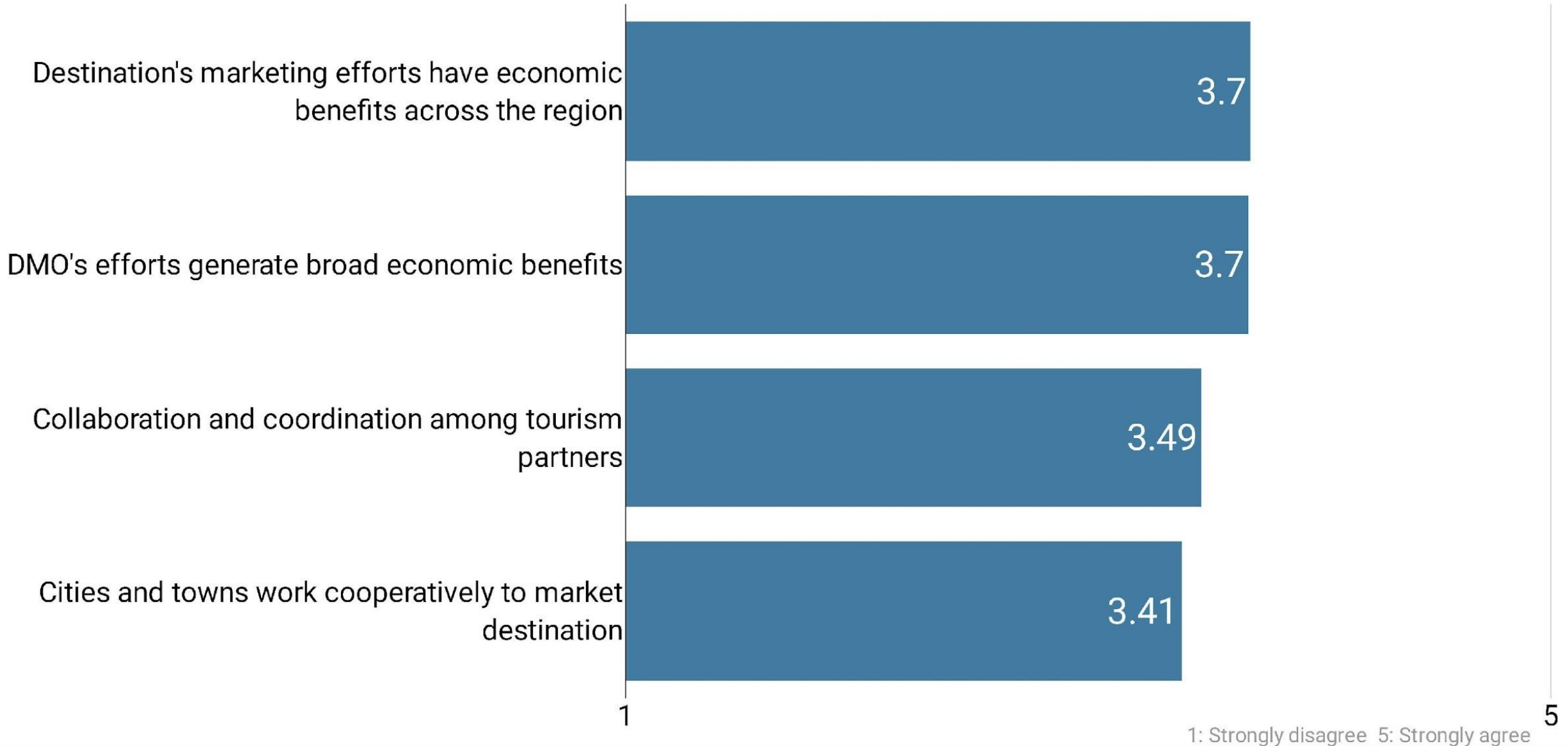


Funding Support & Certainty

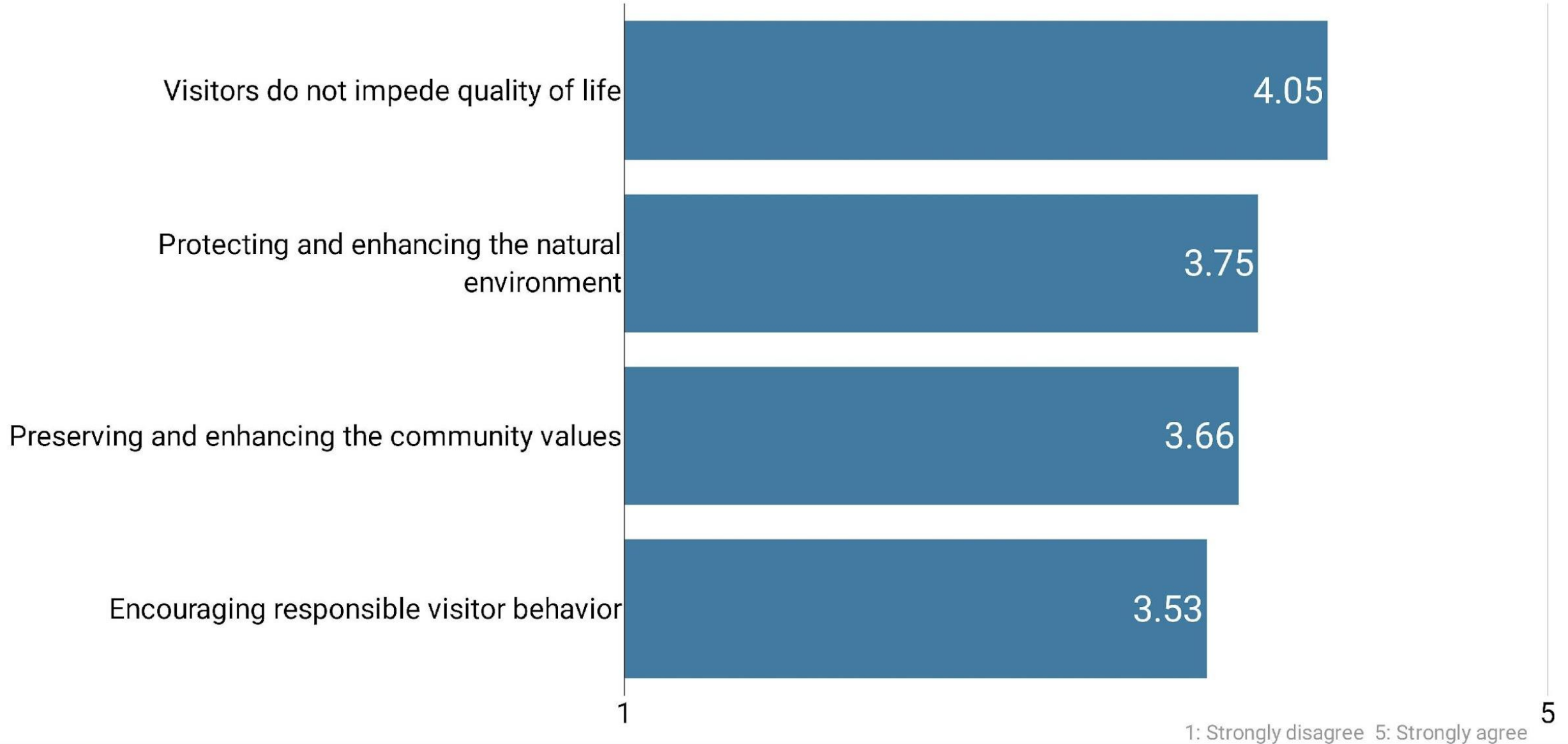


1: Strongly disagree 5: Strongly agree

Regional Cooperation

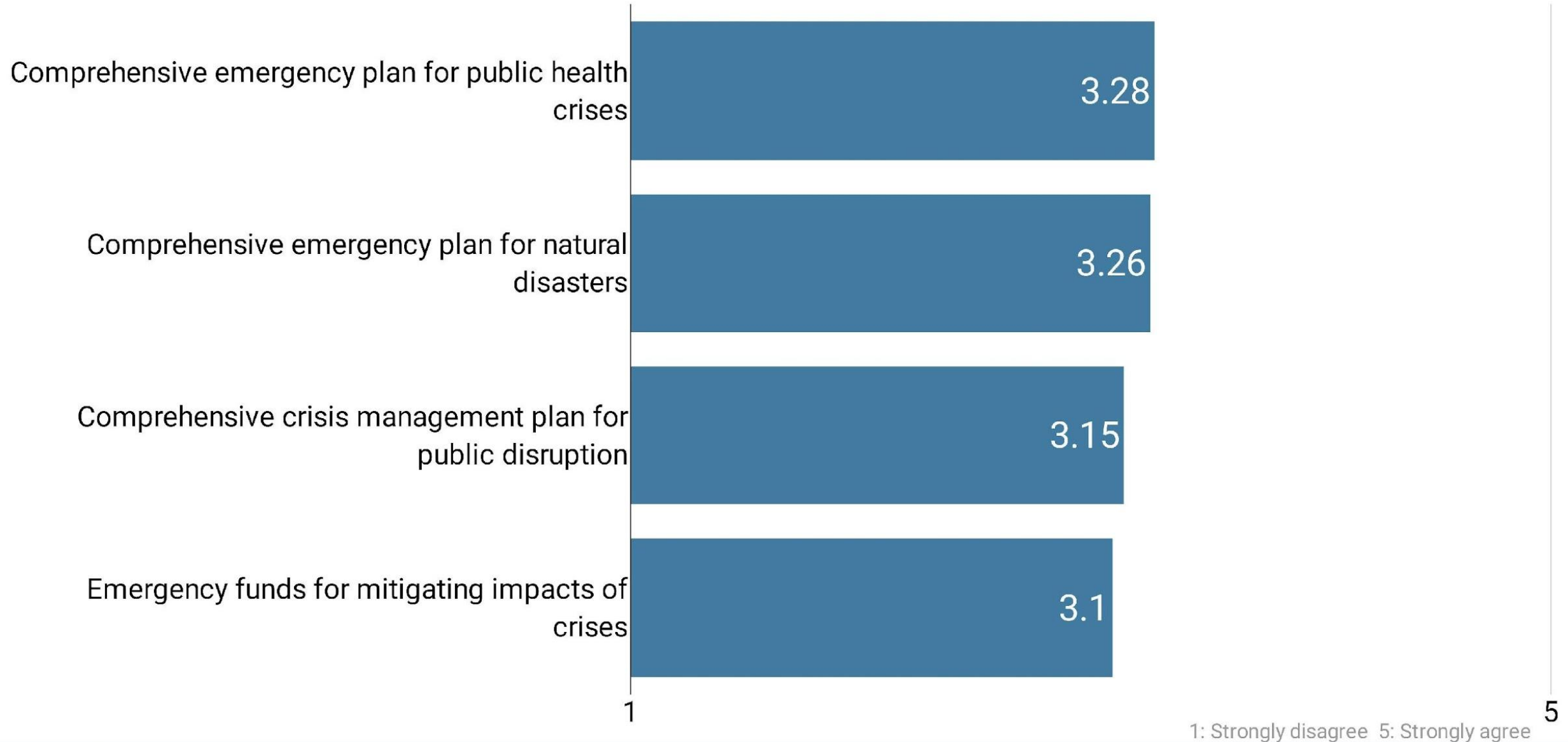


Sustainability & Resilience

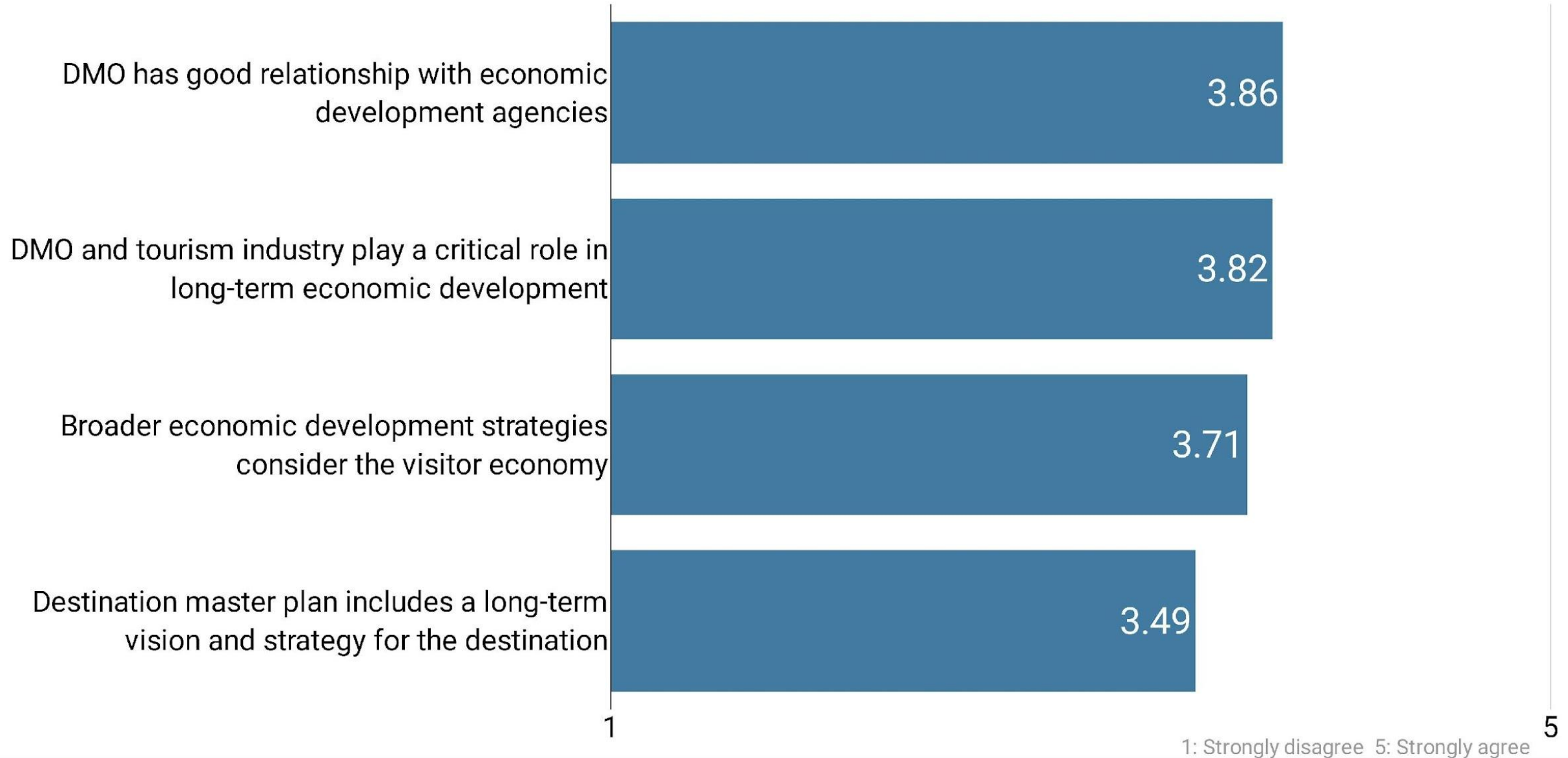


1: Strongly disagree 5: Strongly agree

Emergency Preparedness



Economic Development



Q 1. Are there certain issues that Tourism Lethbridge should specifically address?

Health & Safety

- "Solve the drug and crime issues. Make the city feel safe."
- "The perception of Lethbridge as a crime and drug affected area needs to be worked on."
- "Get the drug users off the streets and placed in areas with support systems elsewhere! They spoil the downtown."
- "Degradation of downtown."
- "Clean up after themselves and help to prevent littering or do community clean ups."
- "We have a long way to go in being more welcoming and less discriminatory. The general community needs more education on how to be open and accepting of all people."

Community & Resident Support

- "We have a community that has a very negative perception of itself. We need community members and organizations to become champions for this City and region."
- "Community Morale is often low. I've never lived in a place so incredibly negative about itself, despite being an absolutely delightful place to live!"
- "We live in a fantastic area, with so much to see and do. It would be good if Lethbridge/southern Alberta residents were a bit more excited about their own area and would 'talk it up' to potential visitors. It seems trendy to be jaded and downplay what we have, instead of excited about sharing it with others."

Sustainability & Resilience

- "Ensuring long term sustainable growth with low impact to environment."
- "Protect the river valley from the degradation caused by wheeled users."
- "Tourism Lethbridge should market Lethbridge as an EV-friendly destination, given our excellent local & regional access to electric vehicle charging."
- "Working with our government partners on emergency preparedness as well as long term planning for sustainability."

Q 1. What one thing could our community do to become a better visitor destination?

Destination Access

- "Reliable air service in and out of Lethbridge. There are not many times WestJet flies so there is a lot of wait time in Calgary. If you are lucky to be on a flight that has not been cancelled."
- "It is near impossible to get here in a sensible manner without using a private vehicle and just driving, this is inconvenient, pigeons hole the people we can attract, and is environmentally damaging."
- "Attract more airlines with more destinations to the airport. We lose out on major events / conferences because we do not have direct flights to major hubs other than Calgary."
- "Better connectivity to national and international centres (e.g., a better airport with more service to more destinations)."

Local Mobility & Access

- "Increase funding and coverage of public transit. In its current state, the busses are not an effective or efficient mode of transport for any residents or visitors."
- "You need to advocate local government for infrastructure improvements. Transit is POOR. Roads are in disrepair. Urban sprawl has made areas difficult to navigate."
- "Support efforts to make downtown walkable, bikeable, and have great public spaces."
- "Better promotion and signage for existing attractions (like biking trails) is needed."
- "Without a proper public transportation, tourists will choose a city to visit that has an efficient one. We don't."

Attractions & Experiences

- "Building a performing arts centre is long past due. Current performing arts venues in the city are either too small and have been outgrown or are too large. A facility seating 1000-1200 would attract groups and performers who would enrich the cultural and performing arts scene in our community."
- "Have more in the way of festivals and family experiences throughout the year."
- "Develop reasons for visitors to come here other than a sports tournament. There are not enough attractions, and it has been a long time since something new came on stream."

Summary

- Lethbridge is in the Explorer quadrant with below average scores for destination alignment and destination strength.
- There is generally good alignment between all stakeholder groups.
- There are several key takeaways to consider:

Key Takeaways

- Stakeholders have many suggestions for increasing the area's appeal through new attractions and experiences. Prioritizing these ideas and coalescing around the ones with the most appeal could boost the visitor economy.
- Better transportation to and within Lethbridge is seen as a high priority.
- There is significant tension and confusion surrounding the roles of Tourism Lethbridge and Visit Lethbridge. Many respondents see a need for better collaboration, a consolidation of these organizations, and a unified brand and marketing strategy to improve tourism efforts in the city.
- Improvements to the city's overall appearance, infrastructure, and sense of safety are seen as important for visitor appeal.
- There is tension over being welcoming to all races and ethnicities. Some stakeholders feel there is overt racism that needs to be acknowledged and improved. Although some of these comments were directed at residents, such views are seen as hurtful and detracting to the city's efforts to attract visitors.
- Many stakeholders commented on the great job Tourism Lethbridge is doing with limited resources.