



# Statement of Work

## Destination Development & Alignment Contractor

### Purpose

Tourism Lethbridge will engage a contractor to support the organization in navigating a period of significant transition driven by the City's Cost Benefit Analysis (CBA), evolving municipal priorities, and opportunities under Alberta Bill 16, the Traveller Protection and Destination Development Act.

The contractor will develop and recommend a Destination Alignment Framework to the Tourism Lethbridge Board that supports destination readiness, investment positioning and long-term visitor economy growth. This work will align with the City of Lethbridge's Strategic Plan by supporting coordinated economic growth, strengthening partnerships, and contributing to investment readiness and community vibrancy. This work will also align with the Tourism Development Zone aligned opportunities and priority destination development initiatives.

This role does not replace or duplicate the City's leadership in planning and development. Rather, it will act as a strategic liaison and facilitator, supporting Tourism Lethbridge in aligning with municipal direction, reducing duplication, and enabling coordinated participation in destination development and investment opportunities.

### Scope of Work & Deliverables

The contractor will:

#### 1. Destination Alignment Framework

- Develop and recommend a Destination Alignment Framework that reflects:
  - Municipal priorities and direction emerging from the CBA
  - Opportunities under Bill 16 for sustainable tourism funding
  - Investment attraction and destination development opportunities aligned with Tourism Development Zone opportunities
- Establish a clear roles and responsibilities framework between Tourism Lethbridge, the City of Lethbridge, and industry partners to improve coordination and reduce duplication

#### 2. Strategic Navigation & Representation

- Support Tourism Lethbridge in navigating evolving municipal direction, translating tourism priorities into City processes, and aligning industry input with City-led initiatives
- Elevate tourism perspectives in discussions related to major investments, infrastructure, and destination development opportunities
- Formalize Tourism Lethbridge's role as a contributing partner in investment and development discussions



### 3. Advancement of Priority Initiatives

- Coordinate and support the advancement of 2–3 priority destination development opportunities (e.g., Henderson Entertainment District, TDZ opportunities, product gap investments)
- Reinforce investment readiness “winning conditions” and pipeline-focused outcomes
- Progress initiatives to defined milestones such as concept validation, feasibility alignment, or investment readiness, ensuring alignment with municipal planning frameworks and infrastructure priorities

### 4. Investment Readiness & Funding Strategy

- Develop 1–2 investment-ready business cases or briefing documents aligned with municipal priorities and funding frameworks
- Identify and support funding opportunities (provincial, federal, and private investment)
- Coordinate the development of a unified approach to leveraging Bill 16, including preparation of a destination development and funding approach for consideration by the Province

### 5. Policy & Planning Integration

- Support the integration of tourism priorities into municipal planning, policy, and infrastructure discussions, where appropriate
- Ensure alignment between destination development opportunities and broader City objectives, including economic growth, community vibrancy, and quality of life

### Approach

The contractor will:

- Act as a neutral convener and strategic connector across municipal, industry, and regional partners
- Facilitate structured engagement to strengthen alignment and coordinated decision-making
- Focus on reducing duplication, improving clarity, and de-risking investment decisions during a period of transition
- Align activities with provincial destination development priorities and Travel Alberta collaboration opportunities
- Position projects to support long-term economic resilience, investment attraction, and destination growth

### Qualifications

- Experience in destination development, tourism strategy, and stakeholder alignment
- Strong government relations expertise, including municipal and/or provincial engagement
- Proven ability to develop investment-ready business cases and funding strategies
- Experience navigating complex, multi-stakeholder environments and facilitating alignment
- Understanding of Lethbridge’s tourism landscape, governance context, and current dynamics is a strong asset



## **Deliverables & Reporting**

- Delivery of all outlined outputs within the contract period (June - November 2026)
- Ongoing advisory support to Tourism Lethbridge leadership
- Progress reports every two months outlining:
  - Alignment achieved across partners
  - Advancement of priority initiatives
  - Funding and investment opportunities identified
  - Risks, gaps, and recommended next steps
- Final summary report demonstrating:
  - Improved coordination and reduced duplication
  - Progress toward investment readiness
  - Recommendations for next-phase implementation

## **Budget Range**

The maximum budget for this project is \$35,000, including all fees, disbursements, and engagement costs.

## **Proposal Requirements and Evaluation**

Proponents are requested to submit a letter of interest of no more than two (2) pages by **Tuesday May 19, 2026**, including:

- Project Understanding and Approach
- Project Schedule
- Pricing and Hours

Additional content is not required, but the proponents may provide team information, resumes, references, previous project examples, and other relevant documentation in the appendices.

**Send to Erin Crane, CEO Tourism Lethbridge**  
**[erin@tourismlethbridge.com](mailto:erin@tourismlethbridge.com)**