



Our Foundation for the Future

City of Lethbridge Corporate Business Plan



Land Acknowledgement Statement

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present and future while recognizing and respecting their cultural heritage, beliefs and relationship to the land. The City of Lethbridge offers respect to the Metis and all who have lived on this land and made Lethbridge their home.

Introduction From the City Manager

Each of us, regardless of our role at the City of Lethbridge, has chosen a career in public service. Every day, we have a great opportunity and responsibility to make a positive difference in our community.



The illustration above shows how community views shape City Council’s decisions and how that influences the collective direction that they provide to us, through me as their sole employee. That direction flows from me, through the Executive Leadership Team (ELT), and ultimately to you, wherever you work in the organization.

Meanwhile, responsibility for service levels starts with front-line employees and moves up through supervisors, managers and directors to me, then back to Council and the community.

So, when people ask what you do at the City, don’t underestimate the importance of your job in contributing to community outcomes. For example, your job might be to fix broken water mains, but what you really do is help to make sure your fellow Lethbridge residents have reliable access to safe, clean water.

This plan bridges the gap between where we are and where we want to be. Our Foundation for the Future is the collective vision of the Executive Leadership Team of what we care about most and how we’ll be accountable for those goals. This will help us earn the trust, respect and confidence of our community.



Alignment with Council's Focus

With our community at the centre, this plan looks to support and surround Council's vision for our community with the resources needed to successfully achieve their goals. It forms the strategic foundation and provides the leadership guidance to create the best Lethbridge for us all.

-  Council Strategic Focus Areas
-  Our Foundational Strategic Enablers



Alignment with You

This plan establishes a clear framework for organizational alignment. It ensures that the City of Lethbridge's strategic direction, as defined by Council, is effectively translated into departmental business plans and individual performance objectives. This alignment empowers employees to understand and contribute directly to organizational priorities, maximizing the impact of our collective efforts.



About ELT

ELT is made up of the City Manager, Directors and other key leadership roles within the organization. It exists to connect the work we do across all departments and provide the leadership, direction and guidance to successfully deliver great service to our community on behalf of City Council. ELT has two broad roles – to assist City Council in achieving their goals and providing leadership to the organization.

Council Relationship

ELT assists Council in their leadership and decision-making processes by:

- Translating City Council goals into plans
- Providing information and advice
- Preparing options and strategies
- Adhering to and implementing Council policies
- Being transparent and accountable with results

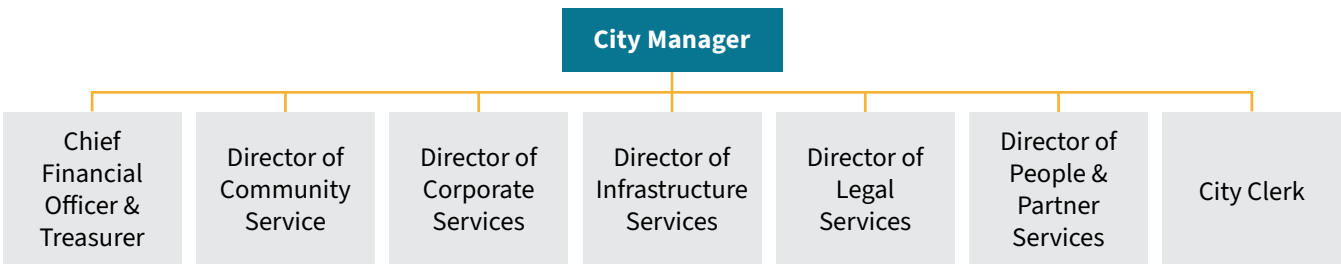
Organizational Leadership

ELT provides leadership to the organization by:

- Translating Council directives into action
- Setting clear direction
- Prioritizing our efforts and allocating resources
- Ensuring accountability
- Providing strong financial stewardship
- Working collaboratively with colleagues across the City and outside the organization



Composition of ELT





Our Leadership Promise

We cultivate a dynamic and inclusive organization where every individual feels valued, empowered and inspired to contribute to our collective success. We strive to lead with integrity, innovation and empathy, fostering a culture of collaboration and continuous improvement. By prioritizing transparency, accountability and excellence, we aim to set a standard of leadership that not only meets but exceeds the expectations of our community.

Our Daily Ambition

To earn the trust, respect and confidence of our community.

Our Corporate Values

Teamwork

We are one city, one team, with a common purpose.

Openness

We will welcome new ideas and perspectives, embracing creativity, diversity and inclusion.

Drive

We will inspire leadership at all levels, empowered to push forward the contributions that will transform our community.

Excellence

We are dedicated to continuous improvement by developing our people and focusing on great performance.

Integrity

We will deliver exceptional public service by doing the right thing, with transparency, consistency and respect.

Liveliness

We will approach our work with confidence, vigor, friendliness and enthusiasm.

Our Foundational Strategic Enablers

Our Foundational Strategic Enablers are our “4 Pillars of Public Service”. They represent the capabilities, capacities and resources that contribute to the operating effectiveness of the City of Lethbridge allowing us to deliver on City Council’s strategic direction. Collectively they outline the key results that we hope to achieve over the coming years providing guidance to our departments as they plan for the future. Through department business planning we will create initiatives that not only support and align to this plan but also City Council’s strategic direction.



Public & Customer Service Excellence



Process Excellence



Performance Excellence



People & Partnership Excellence

Public & Customer Service Excellence

We will provide exceptional public and customer service that surpasses residents' and stakeholders' expectations, promoting a culture of responsiveness, professionalism and continuous improvement.



We Will Achieve This By

- Providing equitable and accessible opportunities for community input on projects, programs and services
- Proactively sharing information on projects, programs and services with our community
- Adapting to the changing needs of our community
- Reducing silos and identifying ways to improve service delivery to our customers
- Anticipating customer needs and proactively address potential issues

Measuring Our Success

Community Satisfaction	Customer Sentiment	311 Service Level Escalations	Citizen Perception of Value for Money
Collected in our annual survey, it measures the overall satisfaction of residents with the services we provide and their overall quality of life.	Measures the customers overall sentiment (positive-neutral-negative) for the customer service they have received from the City.	Measures our performance on requests received from residents identifying areas for improvement and ensuring the City is effectively addressing the concerns of the community.	Collected in our annual survey, it measures how residents feel about the efficiency and effectiveness of services relative to the taxes they pay.
			
• 89% satisfaction with City programs and services by 2028 • See a 2% annual increase in the percentage of people that are satisfied with City programs and services (from the 82% baseline in the 2022 IPSOS Reid Community Satisfaction Survey)	• Maintain a 75% positive customer sentiment score	• Less than 5% of 311 service requests require escalation related to missed service levels	• 81% of citizens feel that they have received good value for money by 2028 • See a 2.5% annual increase in the number of citizens that feel that they have received good value for money (from the 72% baseline in the 2022 IPSOS Reid Community Satisfaction Survey)

Performance Excellence

We will ensure our financial health and sustainability through prudent management, strategic planning and transparent reporting.



We Will Achieve This By

- Improving our budgeting process for the benefit of Council and the organization
- Strategically managing assets to maximize their useful life
- Ensuring financially sustainable delivery of our programs and services
- Tracking and reporting performance to Council and the community
- Aligning department performance with corporate and Council strategies

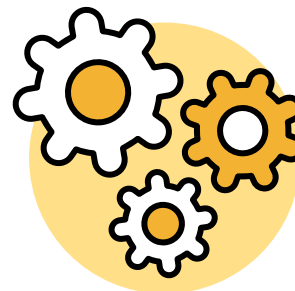
Measuring Our Success

Median Residential Tax Comparison	General Fund Departmental Budget Variance	Health of Financial Reserves	Asset Condition Rating
Measures the median residential assessment value in each community against their tax rate. This indicates to citizens how the City's tax rates compare to other municipalities and understand changes in their tax bills over time.	Measures the difference between the budgeted and actual financial figures over the budget cycle providing insights into our overall financial performance and trends for departments operations.	Measures the adequacy and stability of our financial reserves, ensuring sufficient funds to cover unexpected expenses providing insight into our financial resiliency.	Measures the overall condition of our assets to determine how effectively and efficiently we are maintaining them.
▼ • Be within the mid-range of the comparators of other municipalities within the province	▼ • Annual departmental operations budget variance is within 0.5% to 1.0%	▼ • Fleet Reserve balance to be 8% to 15% of the current replacement value of the corporate fleet portfolio • Major Capital Project Reserve minimum balance to equal the debt payments required for one year that are funded from the Pay As You Go (PAYG) program • Municipal Revenue Stabilization Reserve (MRSR) minimum balance after commitments to be 5% to 8% of the Operating Budget	▼ • 100% of critical assets are included in an asset management plan by 2028 • 70% of departments with assets have an asset management plan by 2028



Process Excellence

We will optimize our operations to ensure they are efficient, effective and aligned with best practices for service delivery.



We Will Achieve This By

- Ensuring our services are defined and our service levels are established
- Simplifying our processes and reducing unnecessary bottlenecks
- Pursuing efficiency improvements in project, program and service delivery
- Using data and metrics to inform decision making
- Leveraging our investment in technology to enhance the effectiveness of City services

Measuring Our Success

Departments Meeting Service Level Standards	Critical Process Rate	Tax Rate Per Capita	Capital Project Success Rate
Measures the percentage of departments that are operating within their defined service level targets.	Measures the percentage of critical and vital services that have up-to-date documentation and are being actively reviewed in contingency plans to safeguard City services.	Measures the average tax obligation per resident and business. This indicates how efficiently we are using our tax dollars as our population continues to grow.	Evaluates the success of a Capital Improvement Project (CIP) by assessing its adherence to two key criteria: on time completion and budget compliance. This rate is based on the original, Council approved, project proposal.
▼ • 90% of departments are meeting defined service level standards by 2028 • 100% of defined service levels have a standard operating procedure	▼ • 100% of critical and vital services are documented within department business continuity plans and reviewed annual for improvement	▼ • Property tax per capita increases at a rate no more than equal to inflation	▼ • 100% of Capital Improvement Projects are completed within budget • 100% of Capital Improvement Projects are completed on time • 100% of Capital Improvement Projects are completed on scope • Less than 25% of Capital Improvement Projects have a change in budget, time or scope

People & Partnership Excellence

We will create a supportive and empowering environment that attracts, develops and retains talented individuals. We will work with our partners and residents to create an engaged, informed and connected community.



We Will Achieve This By

- Seeking leading edge strategies for employee recruitment, retention and performance management
- Aligning our resources with the highest priority services and initiatives
- Providing professional development and growth opportunities for our people
- Modernizing our policies to align with industry best practices
- Building and maintaining relationships with community partners, regional organizations and other levels of government

Measuring Our Success

Certificate of Recognition (COR) Audit Score	Psychological Health & Safety Management System (PHSMS) Audit Score	Employee Experience Score	Partner Satisfaction Score
An external assessment that measures the performance of our physical safety management system and is an indicator of overall employee wellbeing.	An Alberta Municipal Health and Safety Association (AMHSA) external assessment that measures the performance of our psychological safety management system and an indicator of overall employee wellbeing.	Derived from our Employee Experience Survey, this compiles the data on job satisfaction, stress, inclusion and belonging.	Collected in our annual partner survey, it gauges the overall sentiment of our key partners as it relates to support, communication and goal alignment.
			
• Maintain a COR Audit Score of 85% or higher • Achieve above 80% in each of the COR Audit elements	• Achieve a PHSMS Audit Score above 80% • Achieve above 65% in each of the PHSMS Audit elements	• Maintain an Employee Experience Score above 7 on the annual Employee Experience Survey	• Key result coming in 2026



Thank you for taking the time to read our leadership plan. While we recognize that it sets ambitious expectations, we know that together we can achieve excellence in public service. Our optimism for the future stems from the incredible talent and commitment of the exceptional individuals who make up our organization. We encourage you to share your insights, success stories and any questions you may have with any of us.

Together we will strive to create the best possible Lethbridge.

Your Executive Leadership Team