



CITY OF

Lethbridge

Corporate Strategic Plan

HELPING TO CREATE A
THRIVING COMMUNITY

An aerial photograph of rolling, dry hills in a landscape. In the distance, a line of trees and some buildings are visible under a clear sky.

2021 - 2026

Introduction



Oki,

As we head into the second year of our Corporate Strategic Plan, we are excited to see our organization already realizing the benefits of this plan. We are more purposefully aligning and managing our work to the priorities set for the organization, which is moving us forward in a positive direction.

In the past year, Performance Excellence, People Excellence, Partnership Excellence and Customer Service Excellence have become part of our City of Lethbridge vocabulary and a tremendous amount of work has been accomplished in all of these areas.

The Executive Leadership Team remains confident in and committed to this path forward. Within this updated version of the Corporate Strategic Plan, you will see the same four goals but with updated strategic initiatives for 2022.

Together, department business plans, Council's Action Plan and this Corporate Strategic Plan, give us clear, aligned direction at all levels of the organization. This strategic management is a critical piece of our Performance Excellence Framework. We know everyone is extremely busy and having this guidance helps us prioritize initiatives and allocate our resources.

Despite another difficult year of COVID-19 restrictions, we are extremely grateful for and proud of the hard work and effort that has been put toward achieving our short term goals and planning for the future. That is a testament to our people and we thank you.

We love Lethbridge. We all come to work every day to make our city better. We encourage you to continue embracing change in 2022, as we pursue new ways to enhance the value of the services we provide to our community.

Executive Leadership Team

Our Vision & Mission

Our Corporate Vision



Our Corporate Mission

With a deliberate focus on community needs, we deliver valued service each and every day.

Our Values

Our Corporate Values

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

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

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.

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

Our Daily Quest

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



Our Strategic Goals



People Excellence

Employees will feel safe and respected in an equitable, inclusive environment that enables them to learn, develop and thrive.

Our employees need to know that they are the most prized assets in our organization. When our employees are cared for and nurtured, they will be positioned to bring their best to their role, to their team and to our community. People Excellence focuses on ensuring our people have all the necessary ingredients to be successful. This includes individual contributors as well as those who lead and support teams. Working in an environment that respects, supports and recognizes employees for their contributions will ensure that we all will achieve overall success in the organization. Accordingly, deliberate internal communication helps ensure we have informed, engaged employees who feel like they are part of the conversation.

Today's work environment can be ever-evolving and at times, uncertain. This means that we all must work hard to build confidence, increase trust and earn respect so that we can all bring our best selves to work each day. While a collective effort is required to achieve each of the goals outlined in this strategy, People Excellence, more than any other, demands a consistent and deliberate effort from each and every one of us.

Strategic Objectives:

- Ensure a safe and healthy work environment
- Increase trust & sense of belonging
- Improve individual wellbeing and resilience
- Strengthen employee communication
- Improve employee engagement
- Improve data-based measurement of organizational health

Strategic Initiatives:

Wellbeing at Work Strategy: Action an integrated strategy focused on supporting individual wellbeing at work together with the tools for people leaders to ensure positive workplace conditions are in place. Programs and tools will be available to all staff beginning in 2022.

Corporate Succession Program: Implement a Corporate Succession Program over the next two years, for the purpose of business continuity, knowledge retention and development of leaders to be competitive for future leadership and critical roles. This is a key part of the overall Talent Management Plan.

Corporate Reporting: Develop an integrated reporting model in support of organizational performance. This includes the collection and analysis of relevant People & Culture data, trends, behaviours and indicators to inform corporate decision making and allow us to "tell our story".

Dedicated resourcing for Diversity, Equity and Inclusion: With a deliberate focus on diversity, equity and inclusion, we will hire a permanent position in this area to continue the important work currently being undertaken by People and Culture and the City of Lethbridge Diversity and Inclusion Working Group.



Performance Excellence

All Departments will be proficient in operating within our performance excellence framework, becoming more efficient, continuously improving performance and driving customer value.

We will achieve performance excellence by becoming proficient in the four areas of our integrated performance management framework: Strategy Management, Initiative Management, Process Management and Daily Management. The office of Organizational Performance & Continuous Improvement (OPCI) is your corporate support team to help accomplish this.

By focusing on increasing value for customers, sustainably managing our departmental workloads and resources, and enhancing personal learning opportunities for our employees, we will achieve results that are aligned to Council and Corporate strategies. In doing so, we aim to improve our community's trust and confidence in us.

Carrying out our work in an aligned, prioritized and consistent manner will enable us to manage transformational initiatives, report on results and improve our communication with Council, our Community and our organization. To do so, we need to pursue innovation, adopt a continuous improvement mindset, make use of the tools and support of OPCI, and apply the principles of change management. Then we will be able to reduce waste, simplify processes, reduce costs, maximize value and improve customer satisfaction.

Achieving performance excellence will contribute to People Excellence by helping to foster a workplace where employees thrive rather than just survive.

Strategic Objectives:

- Increase fluency and adoption of the performance management framework
- Improve organizational performance measurement and management
- Improve reporting of efficiencies, cost savings, and value added for customers and stakeholders
- Improve the overall effectiveness and professionalism of our organization

Strategic Initiatives:

- On-site and in-person support to departments and functional work areas in implementing the performance management framework
- City-wide reporting of metrics and Key Performance Indicators
- Standardized dashboards and visual reporting mechanisms to capture and display progress and learnings on priority corporate strategic initiatives
- Integration of continuous improvement curriculum into the Learning Management System
- Procurement of corporate-wide software to simplify and enhance organizational performance reporting to Council and the Community
- Strategy development to achieve our Target Operating Model identified in the KPMG operational review
- Change Management training and capacity building
- Development of a master plan process and reporting tool
- Completion and management of remaining operational reviews
- Continuation of process mapping and value stream mapping



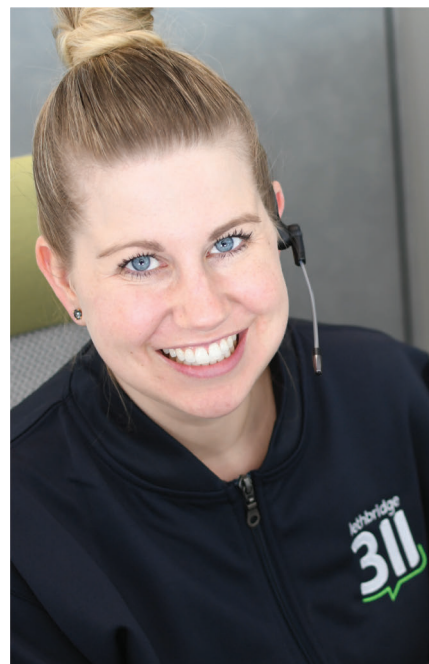
Customer Service Excellence

We will be a customer-focused organization that understands our customers' needs, putting them at the heart of everything we do.

At the City of Lethbridge, we are striving to provide a consistently excellent customer service experience for our internal and external customers by providing timely responses and delivering win-win solutions. Our customers are more than just customers – they are the citizens, colleagues and partners who receive our programs and services every day. Each of these interactions and relationships is an important contributor to customer service excellence and delivering customer-centric programs and services to our organization and community.

By working together, we will create consistency and alignment across the organization to meet the needs of both our internal and external customers, even as their expectations expand. We will be accessible and serve our customers through multiple channels in a manner that is easy to use. Our people will be empowered to make the right decisions, even if sometimes the answer is no, and we will approach every customer with respect, compassion and understanding.

Throughout the next five years, we will continue to innovate and strive for excellence in service delivery by improving the quality of our programs and services in a sustainable, consistent manner. We will continue to employ a customer-centric approach to program design through expanded collaboration with our internal partners as well as stakeholders in the community. Finally, we aim to develop and implement integrated services wherever and whenever possible.



Strategic Objectives:

Improve the Customer Experience

Leverage technology, process and data to improve the overall customer experience at the City of Lethbridge.

Enhance Our Customer Service Skills

Ensure every person at the City of Lethbridge has the skills required to deliver customer service excellence.

Strategic Initiatives:

Customer Service Training Delivery: Establish cross-corporate customer service training to ensure a consistent baseline in customer service.

Online Customer Service Expansion: Explore additional 311 options like Omni Channel 311 to include online chat.

Reimagine lethbridge.ca: With a customer centric lens, consider new technology, content and functionality for our website and associated online services.

Corporate Branding Implementation: Complete the post-launch roll out of the new corporate branding, aligning internal goals with public image and messaging.

Customer Service SLA Development: Work with departments to develop service level agreements (SLAs) for key customer service areas.

Customer Satisfaction Survey Development: Create a post interaction customer satisfaction survey and index to measure ongoing customer satisfaction.



Partnership Excellence

We will enhance existing partnerships and establish new ones with key partners both out in the community and within the City of Lethbridge as an organization.

Partnerships can take many forms. Internal partnerships include collaboration between teams, departments and/or other levels of government. External partnerships include collaboration with citizens, citizen groups, advocates, Indigenous peoples and communities, associations, service providers, post-secondary institutions, research institutes, for-profit and not-for profit entities.

As resource pressures persist, we must be even more deliberate in our efforts to seek and establish partnerships that will enable us to better design and better deliver the programs and services that citizens need in as efficient a manner as possible. We will continue to work with a wide variety of partners, in both the public and not-for-profit sectors, as well as First Nations and Urban Indigenous groups, to leverage each other's ideas, resources, and service delivery expertise. This will help us deliver collectively what we might not be able to do individually. It is this collective capacity and notion that the whole is greater than the sum of the parts that will drive us to seek more partnerships more often.

Strategic Objectives:

- **Strengthen Partnership Mindset**

Recommit to external partnerships in the community and internal partnerships with departments using a partnership excellence mindset in everything that we do.

- **Establish Partnership Structure**

Create a Partnership Excellence Framework to set a new vision, change our partnership mindset and empower staff to pursue partnership opportunities. Included will be strategies for implementation.

- **Strengthen Indigenous Relationships**

Build and continue to strengthen relationships with Indigenous Peoples and communities in the spirit of truth and reconciliation, advancing shared priorities. Through the Memorandum of Understanding with Kainai/Blood Tribe, we will also focus on four areas of shared interest: Health and Wellness, Economic Development and Employment, Community Planning and Communications.

- **Enhance Intergovernmental Relations and Advocacy**

With a deliberate focus on intergovernmental relations and advocacy, we will hire a permanent position in this area to continue the important work currently being undertaken in support of Council's strategic priorities and ensuring the City of Lethbridge's future success.

Strategic Initiatives:

- Creation of an internal Partnership Framework
- Hiring of a permanent resource dedicated to intergovernmental priorities
- Creation and execution of an Intergovernmental and Advocacy Strategy
- Fulfillment of ongoing commitments for Indigenous community relations
- Execution of Council's Indigenous Relations initiatives.



Our Framework

