



Lethbridge Northern Irrigation District

Strategic Plan

2026-2028

January 2026

Revision 0

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Executive Summary

In May of 2024, the Lethbridge Northern Irrigation District (LNID) welcomed a new board member, a new board chair and vice-chair, and a new General Manager, presenting an opportunity to take a fresh look at the direction of the district. The LNID board had a clear understanding of initial priorities, and these were implemented in the early stages of the leadership transition. We soon realized that the scope of required changes was broadening and that the General Manager and staff required direction on future planning. On October 15, 2024, the board approved an LNID Strategic Plan Roadmap that consisted of an environmental scan, a visioning retreat and the drafting, approval and implementation of a strategic plan document.

A SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) was chosen as the form of environmental scan that asked both our staff (internal) and our neighbours (external) to share their perspectives on how they see us and where we should direct our efforts. In January 2025, the board and senior staff dedicated a full day to review the results of the SWOT Analysis, confirm our values, and identify goals and objectives to pursue. The findings of this facilitated exercise were compiled into a draft document, refined with staff and board input, and approved in December, 2025.

The LNID Board and General Manager would like to thank the individuals and teams who participated in the process and offered their advice, including an encouragingly high proportion of field and office staff, the generous government and non-government external agencies, and LNID's engaged leadership team. We look forward to the road ahead.

Environmental Scan: LNID SWOT Analysis

An environmental scan provides a snapshot in time of how we are perceived in terms of our value position, our performance in meeting our mission, and ideas on our future direction. A SWOT analysis is a common tool for completing an environmental scan and stands for Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis will provide some context to the identification of our values and subsequent development of our Mission and Vision statements, as well as the establishment of our high-level goals and objectives.

The observations received from internal (staff) and external (stakeholder) participants were categorized into one or more of 11 different headings. At our visioning retreat, the board and senior staff reviewed the comprehensive list of unedited, anonymous comments. The summary is included in Appendix A.

We reflected on the environmental scan as we crafted the values, vision, mission and subsequent goals and objectives captured in this strategic plan.

LNID Values

The values of the Lethbridge Northern Irrigation District were generated after reviewing the internal and external SWOT analyses. These are the guiding principles that demonstrate what we, our water users and stakeholders, value most about how we achieve our mission. These values reflect who we are, how we want to be seen and what is important to us.

We value...

Our People

An informed and innovative board and leadership team supporting engaged staff in a healthy and safe work environment.

Our Pursuit of Excellence

Acting professionally with integrity in providing reliable service by qualified and competent staff.

Our Stewardship of Water

Responsible management of the available irrigation water supply conveyed efficiently through a reliable distribution network.

Our Financial Accountability

Efficient, accountable stewardship of financial resources to balance short and long-term needs.

Our Reputation and Relationships

Being a trusted and approachable organization that fosters productive relationships with our water users, partners, indigenous neighbours, and surrounding communities.

Our Place in the Watershed

Promoting environmental and economic sustainability of the land and water upon which our irrigation district relies.

LNID Vision and Mission



LNID Vision

To be a leader in sustainable water management

LNID Mission

To serve our water users through responsible delivery of irrigation water

LNID Goals and Objectives

Goal 1: Competent and Engaged Staff within a Safe Work Environment

LNID requires enhanced Human Resources and Safety Management systems to support an engaged workforce that is organized, coordinated and trained to perform with excellence.

Objective 1.1: Implement the recommendations of the 2024/2025 HR Audit

Measure of Success: Improved organizational culture, positive collaboration within and between departments. An organizational structure in which the right people are in the right roles and in alignment with their interests and abilities. A sense of belonging and job satisfaction in contributing meaningfully as one LNID. Supports are in place through internal and external Human Resources professionals. Employees understand and are accountable to LNID expectations and are evaluated and compensated per industry comparables. Adopt sustainable procedures going forward in a formal plan.

Means of Evaluation: Demonstrated completion and ongoing implementation of Human Resources Audit recommendations. Audit completion report with backup (e.g. employee handbook, performance evaluation process, recruitment process, org chart). Complete HR Strategic Plan. Employee feedback/surveys.

Timeline: December 2026 (Audit implementation), December 2028 (HR Strategic Plan)

Assigned Resources: Corporate Service Manager, HR Generalist, Leadership Team

Objective 1.2: Update LNID Health and Safety Management Program

Measure of Success: Health and Safety Management Program that meets or exceeds the requirements of the Occupational Health and Safety Act. Review with employee participation and buy-in, to be simple to understand, implement and use for all employees in an online digital framework, and be customized to promote safe and efficient LNID operations.

Means of Evaluation: Program development team established, including professional with OHS training, and balanced Leadership Team and worker representation. Updated concise documentation including policy, emergency and other manuals, hazard assessments, safe work practices, incident/observation reporting. Selection and adoption of online digital safety system.

Timeline: December 2027

Assigned Resources: Corporate Service Manager, HR Generalist, others as required.

Objective 1.3: Adopt Standard of Construction Safety Practice (COR equivalent)

Measure of Success: Construction activities meet OHS requirements and Certificate of Recognition best practices.

Means of Evaluation: Score on self and external audits.

Timeline: December 2026 (pilot), December 2028 (implemented)

Assigned Resources: Construction Superintendent, Corporate Services Manager, HR Generalist

Objective 1.4: Develop job-specific competency and training requirements

Measure of Success: All staff are confident and safe in carrying out their work activities. Competencies are verified through achievement and updates of relevant external credentials (e.g. designations, certificates) or documented internal competencies (reviews/assessments).

Means of Evaluation: Credentials and competency assessments established, trained and tracked for each role in the organization as appropriate within the safety program (OHS compliance) and HR department (performance).

Timeline: December 2026

Assigned Resources: Corporate Services Manager, HR Generalist

Goal 2: Resilient Water Storage and Conveyance Systems Operation

LNID requires efficient and reliable operations delivery and monitoring systems, with improved drought resiliency and demonstrated expansion capacity.

Objective 2.1: Assign staff to meet operational needs by function

Measures of Success: Team is assigned and working effectively in appropriate water delivery areas and in pump station, SCADA, and environmental specialties. Staff can complete irrigation works condition evaluations for the Asset Management Program.

Means of Evaluation: Dedicated Operations Superintendent, Water Coordinator backup, pump station/SCADA and environmental/pest management personnel in place. Reduced time and improved accuracy in compiling daily flow requirements. Up to date performance and maintenance records and reduced down time for pump station and SCADA systems. Irrigation/crop and infrastructure condition evaluations and reporting completed within target timelines.

Timeline: December 2028

Assigned Resources: Operations Superintendent, Asset Management Specialist, Corporate Services Manager and others as required.

Objective 2.2: Collaborate with AGI/WIOB for efficient supply management

Measure of Success: Develop AGI/WIOB – LNID operations agreement. Develop daily water order process with forecasted demand and proactive Keho Reservoir level management. Coordinated operation of all AGI/WIOB gates to meet flow needs.

Means of Evaluation: Execution and degree of success in implementation of AGI/WIOB – LNID operations agreement. Reduction/elimination of shorting irrigators attributable to, and within constraints of, Lethbridge Northern Headworks Canal operation. Reduced disruptions to LNID internal operations. Reduction of spill (volume of saved water) attributable to improved operations of Lethbridge Northern Headworks Canal. Interventions implemented where issues observed.

Timeline: December 2027

Assigned Resources: Operations Superintendent, Corporate Services Manager

Objective 2.3: Develop a model to inform water allocation and expansion potential

Measure of Success: Board has enhanced decision support for setting water allocations that reduce risk to irrigators and make better use of reservoir live storage capacity both within and between irrigation seasons. Updated expansion modeling. Improved irrigator confidence in rolling out expansion acres.

Means of Evaluation: Variance between initial allocation and subsequent changes. Reduced range of allocations to demonstrate a balance of hydrologic and agronomic risk compared to historical methods. Expansion modeling results. Poll of irrigators on expansion plan.

Timeline: December 2028

Assigned Resources: Corporate Services Manager, Technical Services Manager, other LNID as required, Academic researcher, consultant(s), external funding (e.g. RDAR), budget

Objective 2.4: Develop a model to optimize water delivery and minimize spill

Measure of Success: Operations Superintendent has an enhanced decision support tool for predicting water demand and testing daily and seasonal impacts of decisions and system improvements (e.g. new flow measurement and control sites) on conveyance systems and reservoir storage.

Means of Evaluation: System benefits are identified and captured. System limitations are identified and mitigated. Number of control sites reprogrammed and tested to optimize system operation. Risk of shortages/spill is reduced and results quantified and compared both by event and annually. Comparison of reservoir and large canal fill/drawdown rates and levels to historic.

Timeline: December 2028

Assigned Resources: Corporate Services Manager, Technical Services Manager, other LNID as required, Academic researcher, consultant(s), external funding (e.g. RDAR), budget

Objective 2.5: Identify, scope and prioritize potential reservoir sites

Measure of Success: Opportunities are assessed and/or implemented for capturing and using open spill by enhancing existing reservoir sites (e.g. Boras, Park Lake, Larson, Picture Butte, Keho*) or constructing new reservoirs. *AGI/WIOB reservoir

Means of Evaluation: Staged scenarios are established and evaluated for feasibility, benefit and cost. Short-term or interim measures are modeled, implemented and tested.

Timeline: December 2028

Assigned Resources: Leadership Team, others are required, external funding, budget

Objective 2.6: Improve resiliency of power and communications systems

Measure of Success: Develop enhanced control site and SCADA backup systems that reduce risk, duration and impact of service interruptions. Power backup (e.g. solar, generator), optimized callouts, resets, internal/external service capacity and preventive maintenance.

Means of Evaluation: Fewer power and communications disruptions and associated emergencies. Fewer shortages and spill events/volume. Reduced reactive contracted services (e.g. Candu). Enhanced equipment, materials, training and overall internal service capabilities. Less Operations Department in-season overtime.

Timeline: December 2027

Assigned Resources: Operations Superintendent, Corporate Services Manager, Pump Station Tech, others as required, budget.

Goal 3: Clear Path on Infrastructure Planning and Implementation

LNID requires a plan to manage our irrigation works that identifies the condition, vulnerabilities, timing, scope and costs of maintenance and rehabilitation activities, and assures the facilities, equipment, personnel and financial resources are in place to complete the work.

Objective 3.1: Develop and implement an Asset Management Program

Measure of Success: Develop and populate a graphical database that allows staff easy upload and access to the condition and risk profile of all LNID irrigation works.

Means of Evaluation: QField or equivalent program is in place and integrated into the maintenance program. A profile of the risk and consequences of failure is established and used to develop the annual maintenance list and Long-Term Infrastructure Plan.

Timeline: December 2026 (pilot); December 2028 (implemented).

Assigned Resources: Asset Management Specialist, Operations Superintendent, Corporate Services Manager, others as required.

Objective 3.2: Prepare a Long-Term Infrastructure Plan

Measure of Success: Develop a schedule of prioritized rehabilitation or new capital irrigation works projects and associated costs, that meets the future needs of the district. The plan must balance activities to optimize the use of internal LNID resources while minimizing risk.

Means of Evaluation: An achievable Gantt or similar table of projects, timelines and costs is established, ties objectively to Asset Management risk profiles, and is referenced in irrigation works and resource project and financial planning. Demonstrated flexibility to allow revision due to annual condition evaluations, funding opportunities and scheduling of shifting priorities.

Timeline: December 2026 (pilot), December 2028 (implemented)

Assigned Resources: Technical Services Manager, Leadership Team

Objective 3.3: Identify and scope required facilities

Measure of Success: LNID has suitable, safe and secure buildings and spaces required to efficiently store, stage, service and/or fabricate the materials, tools and equipment used to complete maintenance and construction activities throughout the district.

Means of Evaluation: Existing facilities and tools are up to code or industry standards, contracted services are reduced, and deficiencies with proposed solutions and costs are identified. Potential upgrades to existing or construction of new facilities (e.g. west satellite shop – Keho-Barons, plasma cutter) are assessed within the Asset Management Program.

Timeline: December 2028

Assigned Resources: Finance & Admin. Mgr., Inventory/Purchasing, others as required. Budget to complete updates/upgrades.

Objective 3.4: Identify and scope required equipment and personnel

Measure of Success: LNID has equipment and personnel to maintain and construct irrigation works identified on the annual maintenance list and the Long-Term Infrastructure Plan.

Means of Evaluation: Existing equipment is suitable and in good repair. Surplus equipment is liquidated. Potential new equipment (e.g. hydro-seeder, tracked equipment) is assessed. Workforce is in place and suitably trained per Goal 1.

Timeline: December 2028

Assigned Resources: Constr. Superintendent, Ops. Superintendent, Finance & Admin. Mgr.

Goal 4: Accountable Stewardship of Financial Resources

LNID requires updated financial planning, including investment, rates, and allocation of financial resources, to maximize value to the district and support short-term and long-term needs.

Objective 4.1: Develop Financial Plan to integrate operational and capital planning

Measure of Success: Develop a comprehensive and accountable financial plan that includes an Investment Policy Statement (IPS), integrated IWR fund balance tracking (capital spending, emergency reserve, operating needs), quarterly capital budget/actual analysis reports, water rate trending, new revenue and cost saving evaluations, and enhance proactive operational and capital budgeting procedures.

Means of Evaluation: Adoption of IPS, financial performance and projection reports for board and AGM, integration of Finance and Administration department in Engineering, Construction and Operations planning and execution. Materials, facilities, equipment and personnel needs to meet Objectives 3.1, 3.3 and 3.4 are fully funded.

Timeline: December 2026 (IPS, AGM projection, reporting pilots), Dec. 2028 (implemented)

Assigned Resources: Finance & Admin. Mgr., Leadership Team, investment advisors

Objective 4.2: Develop a projected rate, fee and expansion acres rollout schedule

Measure of Success: Identify and present sustainable water rate and irrigation expansion rollout scenarios that support the Long-Term Infrastructure Plan.

Means of Evaluation: Annual PowerPoint presentations of analysis for board and AGM. The Long-Term Infrastructure Plan to meet objective 3.2 is sustainably funded. Procore reports.

Timeline: December 2026/2027 (pilot/Beta); December 2028 (implemented)

Assigned Resources: Finance & Admin. Mgr., Leadership Team

Objective 4.3: Integrate asset management, cash flow and life cycle value

Measure of Success: Asset Management Program includes integrated costing and tracking of irrigation works, equipment and facilities over the life of the project/system.

Means of Evaluation: Costing is progressed and implemented in reporting and supports budget decisions. Updated lifecycle maintenance/rehabilitation and currently undiscovered risks identified in Objective 3.1 are sustainably funded. Actual maintenance expenditures by type.

Timeline: December 2028

Assigned Resources: Finance & Admin. Mgr., Asset Management Specialist, others as required

Goal 5: Effective Communication, Outreach and Collaboration

LNID wishes to work as an engaged team and foster positive relationships with others by collaborating effectively among our board, staff, water users, indigenous neighbours, communities, colleagues in the irrigation sector, government and the public.

Objective 5.1: Establish internal communications/collaboration processes

Measure of Success: Board is aware of material activities and issues of the district proactively. Staff clearly understands and implements direction from the board effectively through the General Manager. Staff are aware of and able to participate in items of interest and importance to them. The sharing of information and ideas 1) between board and staff and 2) among staff, is collaborative, inclusive and appropriate to topic and venue. Staff talents are identified and applied across departments.

Means of Evaluation: Internal Communications/Collaboration Strategy that supports regular updates through emails/texts/newsletters, priority-issue messages, Board/Leadership/Field Coordination/Departmental/Project/Safety and other meetings, lunch & learns, team building sessions, celebrations, etc. Utilization of collaborative tools (e.g. MS Teams, Procore, Payworks, Online Safety). Timesheets demonstrate interdepartmental and joint project allocation of time. Participation numbers and representation in LNID-sponsored activities.

Timeline: December 2027

Assigned Resources: Corporate Services Manager, Communications & Outreach Specialist, HR Generalist

Objective 5.2: Establish external communications processes

Measure of Success: Water users and external stakeholders are aware of LNID activities and relevance to them, and staff and board receive/obtain and suitably address external items that affect or pertain to LNID. Develop a strategy for outreach with key audiences on relevant topics/issues.

Means of Evaluation: External Communications/Collaboration Strategy with 1) standardized formatting for various topics (e.g. water operations, billing, projects, initiatives, other news) and modes (e.g. text, email, website announcement/newsfeed, social media) for outreach, 2) a process for receiving and directing incoming inquiries to the appropriate person/department, and 3) an approach to solicit information from external parties.

Timeline: December 2028

Assigned Resources: Corporate Services Manager, Communications & Outreach Specialist

Objective 5.3: Establish external collaboration processes

Measure of Success: Develop an External Collaboration Strategy for effective LNID engagement with key external organizations (e.g. AIDA, AGI/WIOB, AEPA, OWC, Farming Smarter, Lethbridge County, Town of Picture Butte, other municipalities, academic/research institutions, politicians) to achieve mutually beneficial goals.

Means of Evaluation: External Collaboration Strategy. Number of contacts (calls, emails, letters), utilization of plan.

Timeline: December 2027 (pilot), December 2028 (implemented)

Assigned Resources: Corporate Services Manager, Communications & Outreach Specialist

Objective 5.4: Establish relationship with our indigenous neighbours in a good way

Measure of Success: LNID is applying culturally sensitive approaches in improving the mutual understanding of, and communication with, the Piikani nation and other indigenous neighbours.

Means of Evaluation: Number of board and/or staff attending in indigenous cultural awareness training. Number and type of contacts with indigenous members.

Timeline: December 2028

Assigned Resources: Board, Leadership Team

2025 LNID SWOT Analysis Results

APPENDIX A



Sorted Internal and External

Theme/Topic	Category	Comment	External /Internal	Theme
BOARD	STRENGTHS	Board members actively engaged in LNID and AIDA	E	
	WEAKNESSES	Lack of onboarding/training programs for Board members	I	
	OPPORTUNITIES	More effective collab/confidence in staff with Board training on roles/resp.	I	
	THREATS	Lack of understanding/unrealistic board expectations re: workloads/processes	I	
STAFF	STRENGTHS	Excellent communication with irrigators	E	communications
		Better communication with Water Coordinators and Engineering	I	
		Collaborative, supportive, approachable, adaptable, solution-oriented, Admin. team. Members open to feedback. (also staff)	I	collaboration/cooperation/culture
		People cooperating with what they are given, effective/constant communication	I	
		Problem solving and working as a team toward creative solutions	I	
		Collaborative support from both office and field staff provide effective solutions	I	
		Trying to be better with each other and showing respect in what we do.	I	
		Culture willing to implement change to improve processes	E	
		New mindset of "One Team" between Water Coordinators and Engineering	I	
		New safety program making all staff think more about safety vs quickly	I	safety
		New safety program enhances workplace safety and ensures OHSS compliance	I	
		Safety looks to be headed in the right direction	I	
		Fair safety program as was nothing prior to Nov 2023. COR certification goal.	I	
		Leadership entrusting accountability in staff for their workloads. Win-win env.	I	leadership/mamagement
		Leadership acknowledgement/recognition/appreciation of staff extra efforts	I	
		Leadership is willing to listen and embrace ideas from all levels. Encourages workers to bring up solutions that may not be thought of otherwise.	I	
		Effective management setting examples of the wanted standards.	I	
		New mgmt and organizational changes alleviated stress and improved morale	I	
		Support for Management positions that are trying to create positive change in the work environment	I	
		Decades of expertise/experience in water management and optimization	I	experience/specialization/career/compensation
		We have fair number of experienced staff proven to provide excellent service	I	
		In-house engineering	I	
		Seen changes on construction side for the good.	I	
		Strong foundation for professional growth as an engineer.	I	
		Yearly perf. raises/bonuses/COLA is a big motivator to excel vs do my job	I	

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Sorted Internal and External

Theme/Topic	Category	Comment	External /Internal	Theme
	WEAKNESSES	Large staff change during last year (weakness and opportunity)	E	turnover/change
		Recent position changes without internal/proper postings done in past.	I	
		Recent high turnover of employees.	I	
		"One Team" not applied between Engineering and Construction	I	lack of collaboration
		Internal arguing and conflicts/gossip	I	
		Poor communication of safety program and requirements to staff (need email).	I	poor communication
		Direct supervisor needs to communicate/train safety requirements	I	
		Communication between office/staff	I	
		Inconsistent interdepartmental communication: delays/misunderstandings	I	
		Not always best communications from top down and between depts and office	I	
		Lack of communication/disconnect between field/office: delays/inefficiencies	I	
		Work on communication between departments, esp water/construction.	I	
		Onboarding process has insufficient basic training - "sink or swim" transition	I	onboarding, processes, policy
		Inadequate onboarding slows adaptation to new roles.	I	
		Coordination to facilitate online and in-person safety training on LNID time.	I	
		Lack of clarity on processes/responsibilities: issues referring and delegating	I	
		Lack of policy knowledge among staff, leading to inconsistent application	I	
		Policies related to onboarding unclear and not adequately covered	I	
		Lack contingency/succession plan for critical roles: vulnerable in emergencies	I	hiring, succession, training, promotion, pay
		Limited cross-training - need staff to step into different roles in emergencies	I	
		Difficulty attracting and retaining skilled workers (recruitment/retention)	I	
		Limited/insufficient technology training impacts productivity	I	
		Lacking competitive pay and lost a lot of good personnel because of this (good vs amazing crew). Like working here but currently looking at other work.	I	
	OPPORTUNITIES	Large staff change during last year (weakness and opportunity)	E	turnover/change
		New staff needs to forge new relationships w suppliers, irrigators, stakeholders	E	
		New staff, new manager: fresh perspective and new eyes	E	
		Staff training, learning, involvement, through irrigation specific events	I	
		Staff lunch & learns where staff who attend conferences share takeaways	I	training
		Include LNID staff in educational initiatives to deepen understanding of impact	I	
		Invest in employee training to enhance skills and improve performance.	I	
		Better training for employees	I	
		Remove barrier between water and construction division to foster greater feeling of family/community between all workers.	I	collaboration/direction/support/accountability

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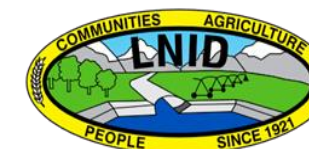


Sorted Internal and External

Theme/Topic	Category	Comment	External /Internal	Theme
		Improve communication between departments	I	
		Working with other districts (also in external rel)	I	
		More direction/support for foremen on down to crew.	I	
		Be accountable and be straight with one another to make your district (water service area) work better. It is not really on others to get it done.	I	
		Staff engagement in community (soup kitchen, food drive, donations, xmas)	I	
		Provide more opportunities for salary/pension positions.	I	promotion, pay, benefits, security
		Provide opps for improving job security, promotion, new resp. (pay increase)	I	
		Wage increases that keep up with recent rise in cost of living.	I	
		Stay with the times and compensate and recognize good performance, good job	I	
		Develop/share 5-year plan of upcoming constr. Work (job security)	I	
		Add Personal Days to sick days to use for kids activities (school sports/plays)	I	
		Employee wellness (physical, mental) focus. E.g. gym pass, workout area at Park Lake. Healthier employees work better and are happier.	I	
	THREATS	Possibly LNID maintenance staff workloads	E	burnout, turnover
		Burnout: excessive workloads and insufficient staffing (consider mitigation through workload redistribution, seasonal staffing, wellness initiatives)	I	
		Staff turnover. Constant retraining. Is there a trend we can find/address?	I	
		Staff turnover.	I	
		Skill shortages resulting from difficulty in recruiting/retaining specializations	I	
		Resistance to org. change: emphasize benefits, proactively address concerns	I	change management
		Resistance from those that can implement changes that the Organization needs and following through with those who resist.	I	
		Job security for construction staff. Not many pipeline rehab projects left. No one talks about the future of the LNID and where we want to be in 20-10-5 years	I	
		Staff morale with lack of role clarity, recognition, safe space for concerns	I	morale, conflict
		Lack of feedback mechanism or point of contact for conflict resolution	I	

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Sorted Internal and External

Theme/Topic	Category	Comment	External /Internal	Theme
ADMINISTRATION/FINANCES	STRENGTHS	Appears that LNID is financially sound and has good practices	E	finances, financial management
		Processes with high level checks and balances. Auditor praise.	I	
		Buying power in bulk	I	
		Collaborative, supportive, approachable, adaptable, solution-oriented, Admin. team. (also staff)	I	team
		Staff consistently seek to improve efficiency/effectiveness w mgmt support	I	
		Proud of team and look fwd to continued successful change/growth together.	I	
		New website reduces paper, streamlines communication/admin.	I	communications
	WEAKNESSES	Outdated Accounting and Payroll software: manual/inefficient system	I	software
		Outdated Accounting software requiring manual calculations.	I	
		Dependence on external funding sources including grants, govt subsidies	I	funding
	OPPORTUNITIES	Seek out additional funding and grants (govt, private) for infr & env projects	I	funding
	THREATS	Budget constraints: Limited fin. res. may hinder needed upgrades/initiatives.	I	budget, financial planning
		Lack of transparency and stakeholder input in budget planning/prioritization	I	
		Rising cost of matls, labour, energy could strain budgets and project feasibility	I	costs, affordability
		Affordability of irrigation services: Economic pressures, volatile commodity prices, market changes (also in water users)	I	
		IRP program uncertainty and impact of discontinuation (also in infr.)	I	funding uncertainty

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Sorted Internal and External

Theme/Topic	Category	Comment	External /Internal	Theme
WATER SUPPLY/ MANAGEMENT/OPERATIONS	STRENGTHS	Improved communications, weekly meetings, less blame, harmonious	E	communications
		Operations Manager position clarity	E	structure, processes
		Have been changing the way we deliver water to our farmers in efficient manner	I	
		Water Forecast Spreadsheet	E	
		Strong understanding of internal systems operations	E	knowledge, experience, competence
		Decades of expertise/experience in water management and optimization	I	
		Good knowledge of headworks operations and system constraints	E	
		Flexible, reliable and efficient water management across large areas, adapting to fluctuating demand.	I	
		V. timely responses to operational concerns (e.g. debris, blockages in LNID)	E	
		Culture willing to implement change to improve operations processes	E	collaboration, culture
		Excellent working with field staff (municipal) (also water user rel.)	E	
		Senior irrigation acres/water licences, esp. resilience during shortages	I	water security
	WEAKNESSES	Room to improve demand forecasts	E	information, technology
		Data gap at Keho Barons Turnout	E	
		Need better SCADA upgrades	I	
		Content of emails included blame, need to be limited to operations	E	communications, collaboration
		The WIOB (also in external rel)	I	
		Need to keep open communication betwn LNID and GoA on demands/usage	I	
		Communications between LNID field/office and GoA sometimes lacking clarity	E	
		Delays in delivery on small initiatives/requested info not always timely	E	
		One bank access for weed spray. Need alt access, equipment or treatment	I	infrastructure, maintenance
		Maintenance such as weeds and grass on some LNID ROW (municipal)	E	
		LNID service is very weather dependent (also in infrastructure)	I	weather resiliency
		Vulnerability to weather, incl. extreme events affecting water availability	I	
	OPPORTUNITIES	Appreciative Inquiry (AI) approach with WIOB for SHARED vision	E	communication, collaboration
		Strengthen collab with LNID farmers to enhance water mgmt & cust satisfaction	I	
		Year-end picnic with WIOB	E	
		Reduce staff with delegated individuals at Weekly Water Meetings	E	
		Add more functionality to "Keho Operating Strategy Decision Support Tool"	E	information, technology, efficiency
		Add Keho Reservoir storage lookup (% of full)	E	
		Improve demand forecasts	E	
		Improve operations through new tools and processes	E	

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Theme/Topic	Category	Comment	External /Internal	Theme
		Automate current manual inlets, checks to improve delivery and reduce spill	I	
		Explore advanced irrigation technologies to improve efficiency/sustainability	I	
		Expand water conservation initiatives for long-term water availability	I	
		Weed cleaners vs Magnacide will reduce risk and save money (also in Env)	I	weed control
		Cover shade balls to reduce evaporation/weeds	I	
	THREATS	WIOB operating Oldman Main Stem with very little surplus	E	WIOB, headworks
		WIOB not communicating headworks changes	E	
		Lack of manual operations redundancy at Kehoe Reservoir	E	
		Lack of commitment by WIOB personnel to efficient, reliable water delivery	E	
		Dependent on GOA for the main canal and reservoir headworks (X2)	E	
		Communications difficulties can lead to operational challenges	E	
		Lack of understanding by water users of system constraints	E	
		Future droughts. Is anything being done about how we use/store water?	I	water security, flood, drought
		Climate change - water shortages or flooding	E	
		Increasing variability in water availability, extreme weather could challenge irrigation scheduling and infrastructure	I	
		Water shortages and related problems from these types of issues.	I	
		Extreme weather (too much water or water shortages)	I	
		Increased summer season temps increasing evap losses, more weeds	I	
		Invasive mussels (also in infrastructure and environmental)	E	weeds, invasive species
		Loss of Magnacide H approval	I	

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INFRASTRUCTURE & EQUIPMENT	STRENGTHS	Robust, established irrigation system with canals, pipelines and reservoirs	I	infrastructure
		We have proven infrastructure, steady income from water users and govt	I	
		Perception that LNID is committed to new equip with services/repairs kept up.	I	equipment
		Management gets staff tools/equipment they need to do job	I	
		Purchasing of own trucks and equipment	I	
		Installing own pipelines	I	
		LNID has made great attempts to source supplies/services locally to promote/sustain small businesses that support our specialized needs.	I	supply chain security
	WEAKNESSES	Miscommunication on installation requirements from Engineering	I	project planning, execution
		Rushed timelines in proj. planning/tasks leading to lost time and safety issues.	I	
		Not fixing old infrastructure	I	asset condition/management
		Some critical assets (canals, pipelines, screeners, checks) req repl/upgrades	I	
		Old, outdated computer equipment, radios	I	
		Need better SCADA upgrades	I	
		Some old infrastructure/tech in need of updating/tweaking	I	
		LNID service is very weather dependent (also in water mgmt)	I	
		Equipment/truck repair needs not always followed up (forgotten?)	I	equipment
	OPPORTUNITIES	Investigate increasing water storage for the district (large holding ponds)	I	storage
		Dam/Reservoir on Willow Creek and expand between Granum & AGI canal	I	
		Implement climate-resilient irrigation systems/strategies: water security	I	water security
		Investigate older pipelines/fittings to mitigate risk of pipe failure.	I	asset condition/management
		Seasonal infrastructure inspections, catalogue in centralized database , and prioritize replacement/upgrades based on condition and urgency (risk)	I	
		Update necessary technology	I	
		Adoption/integration of renewable energy for irrig systems (cost/sustainability)	I	renewable energy, value added
		Removable hydro-electric turbines at suitable sites that can be relocated	I	
		Seek out additional funding and grants (govt, private) for infr & env projects	I	

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	THREATS	Lifespan of PVC pipe - difficult to plan for replacement	E	asset condition/management
		Aging critical infr. requiring maint./repl. has min. short/long term planning.	I	
		Aging/outdated infr. that may lead to inefficiencies and system failures	I	
		Broken pipelines: Older pipelines with steel fittings and waning life expectancy.	I	
		Old infrastructure in need of repair and/or rehabilitation	I	
		IRP program uncertainty and impact of discontinuation (also in finances)	I	
		Slow replacement/upgrade of heavy trucks/equipment resulting in breakdowns, inefficient performance and downtime.	I	equipment
		Invasive mussels (also in water management and environmental)	E	weeds, invasive species
		Invasive species damage to infr and increased maint costs	I	
		Aquatic invasive species	I	
		Dam safety and potential risk to structural integrity (esp. PB Dam)	I	weather, disaster, terrorism
		Terrorism, computer hacks	I	
		Extreme weather (too much water or water shortages)	I	
		Increasing variability in water availability, extreme weather could challenge irrigation scheduling and infrastructure	I	
WATER USERS	STRENGTHS	Strong agricultural sector supporting large farming community, econ. stability	I	
		LNID irrigators know they need to promote themselves (also in public relations)	E	
		We have better communication with water users	I	
		LNID irrigators understand the value of water and support the district and want to see it succeed flourish	E	
	WEAKNESSES			
	OPPORTUNITIES	Strengthen collab with LNID farmers to enhance water mgmt & cust satisfaction	I	
		Keep working with water users to be efficient with water use/delivery	I	
	THREATS	Lack of understanding by water users of system constraints (2)	E	
		Irrigator focus on bus.of irrigation vs larger community issues (also PR)	E	
		Affordability of irrigation services: Economic pressures, volatile commodity prices, market changes (also in finances)	I	

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WATER USER RELATIONSHIPS	STRENGTHS	Improved comms/transparency/trust with landowners (website, emails)	I	communication, relationships
		Excellent working with field staff (municipal) (also water mgmt.)	E	
		LNID maintains strong, consistent relationships with water users and vendors	I	
		Service and strong relationships with farmers, incl. news/updates via LNID email	I	
		Fairly good raport with farmers/landowners	I	
		Good connection with farmers.	I	
		LNID has strong relationships with local farmers and stakeholders who value LNID's consistency and dedication.	I	
	WEAKNESSES			
	OPPORTUNITIES	LNID float in Jamboree Days where majority of our big landowners will be.	I	
	THREATS			
EXTERNAL RELATIONSHIPS/ CONNECTIONS/ COLLABORATION	STRENGTHS	Sector engagement and representation at AIDA	E	AIDA, irrigation sector advocacy
		Contributor to AIDA	E	
		Communicating emerging issues effectively (AIDA and water users)	E	
		Good working relationship with other irrigation districts	E	
		LNID seen as leader and works well as team player among irrigation districts	E	
		Good relationships with municipalities and other irrigation districts	I	
		Often hear people, incl. mun/GoA elected officials talk importance of irrigation	E	
		Amplifying the importance of the irrigation sector to the economy	E	
		Provide an essential service	I	
		Very capable new manager that is highly respected by irrigation community	E	management, culture, PR/communication
		Culture willing to implement change to improve processes (repeat)	E	
		Very good communication	E	
		New website	I	
		LNID is very well known in the area.	I	
		Willingness to accommodate logistics with IDWQ program	E	government, municipalities
		Participating in water sharing agreements and reducing irrig during drought	E	
		Participating in water management studies (SSROM)	E	
		Good at holding AEPA and AGI accountable	E	

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		Good relationships with municipalities and other irrigation districts	I	
		Participating in community orgs like OWC, sharing info with irrigators	E	other organizations
		LNID maintains strong, consistent relationships with water users and vendors	I	vendors, businesses
		Promote sustainable farming through community. Farming Smarter/Aggie Days	I	social license, research
		Increasing efficiency and productivity 17% since 2005 (also in weaknesses)	E	
		Canals to pipelines, efficient pivots, precision ag, crop research (NGO)	E	
		LNID irrigators know they need to promote themselves (also in water users)	E	
		Good relationships with close communities	I	
		UofL Research, Farming Smarter, Ag for Life, Chamber of Commerce (also PR)	I	
		LNID has strong relationships with local farmers and stakeholders who value LNID's consistency and dedication.	I	
	WEAKNESSES	Previous communications delayed or limited.	E	communications
		Increasing efficiency and productivity 17% since 2005 (actual is 30%)	E	
		The WIOB (also in water mgmt)	I	government
		Need to keep open communication betwn LNID and GoA on demands/usage	I	
		Need more community involvement (e.g. float in Jamboree Days parade). (also opp)	I	social license
		No robust long-term public education program on value of irrigation (NGO)	E	
	OPPORTUNITIES	Working with other districts (also in staff)	I	AIDA, irrigation sector advocacy
		Continued partnerships with other water managers (local, prov, fed)	E	
		Continue to take a leadership role in water management (NGO)	E	
		Collaborate with ext partners to educate public about irrigation's importance: address misconceptions and emphasize role in ag and food production	I	
		Work on social licence	E	social license, collaboration, research
		Keep up good relationships with close communities	I	
		Staff engagement in community (soup kitchen, food drive, donations, xmas)	I	
		LNID float in Jamboree Days.	I	
		Continue to build relationships with local municipalities/other stakeholders	E	
		Hope changes will solidify our name and presence in the future.	I	
		Partner with OWC/others on robust, long-term value of irrigation public ed pgm.	E	
		Host workshops/school programs/community events: engagement/awareness	I	
		Work with communities to improve appearance and maintenance of ROWs	E	
		Foster strategic relationships collaborating for resources, knowledge, funding	I	
		Identify and lead realistic actions to protect environmental flows at key times.	E	
		Explore advanced irrigation technologies to improve efficiency/sustainability	I	

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Theme/Topic	Category	Comment	External /Internal	Theme
		Adoption of precision ag and real-time analytics to improve water efficiency and crop yields	I	
		PHA FoodNet, academic institutions, AGI mutually beneficial initiatives	E	
		First Nations communities	E	Indigenous engagement
		Include LNID staff in educational initiatives to deepen understanding of impact	I	training
	THREATS	Headworks Canal access/resiliency (GOA, Piikani relationships)	E	water security, government overreach
		AEPA Water Availability Engagement - water licence (X2)	E	
		AEPA regulatory compliance personnel	E	
		Government taking over the districts (also in overarching)	I	
		City of Lethbridge lack of understanding of employment/economics re irrigation	E	rural/urban
		Irrigator focus on bus.of irrigation vs larger community issues (water users)	E	social license
		Negative public perception and resulting pressure on LNID water use in ag.	I	
ENVIRONMENTAL	STRENGTHS	Long-term leader in water quality initiatives (Battersea Drain Watershed, AGI)	E	water quality
		LNID understands importance of water quality program.	E	
		V. reliable participant in IDWQ with accurate, prompt data collection/reporting	E	
		Proactive pipelines increase water use efficiency and protect water quality	E	efficiency, sustainability
		Promote sustainable farming through community. Farming Smarter/Aggie Days	I	
	WEAKNESSES	Lacking in taking responsibility on the impact/damage we do to the environment/ecosystem with replacement of ditches/canals with installation of pipelines.	I	impacts
		Reliance on chemical pesticides vs mowing, weed trimming, etc. (cultural)	I	chemicals
	OPPORTUNITIES	Partner with Public Health Agency of Canada FoodNet - pathogen surveillance	E	monitoring, surveillance, projects
		Seek out additional funding and grants (govt, private) for infr & env projects	I	
		Promoting env sustainability, water conserv. may attract partnerships/funding	I	
		Resume work with Ducks Unlimited, Pheasants Forever, Buck for Wildlife, etc.	I	
		Resume tree/shrub planting with University students to mitigate env. Impacts	I	
		Weed cleaners vs Magnacide reduce risk and save money (also water mgmt)	I	weed control
		Adoption/integration of renewable energy for irrig systems (cost/sustainability)	I	renewable energy
	THREATS	Invasive mussels (also in infrastructure and operations)	E	AIS
		Contamination from local agricultural or municipal sources	E	water quality
		Water qual. impacts from existing drain inlets. NO field should drain low spots	I	

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OVER-ARCHING/ORGANIZATION	STRENGTHS	Positive changes implemented over past few months are appreciated.	I	
		Long term operation/presence	I	
		LNID is good at problem solving	I	
		LNID has decades of experience managing and maintaining irrigation infrastructure, providing reliable water delivery to ag stakeholders.	I	
	WEAKNESSES	No framework/system to prioritize and implement innovative ideas	I	
		No goals set or to achieve	I	
	OPPORTUNITIES	Ensure proposed changes and initiatives are sustainable long-term	I	
		Above all need to protect and be good stewards of one of our most vital and precious resources and keep working with and training water users and communities to show how vital clean water really is.	I	
	THREATS	Rome wasn't built in a day - progress takes time.	I	
		Climate change, water supply, floods, droughts	I	
		Government taking over the districts (also in external rel)	I	
		Drought / climate change	I	
		Extreme weather (too much water or water shortages)	I	