

CORPORATE STRATEGIC OBJECTIVES

We have a tremendous opportunity to leverage our strengths and build an even better, more sustainable, thriving city that has a strong regional voice and attracts future generations to call our city home.



Our strategy is based on **three** corporate strategic objectives:

1) Partnership Culture 2) Stakeholder Satisfaction 3) Financial Sustainability

Execution: 2024-2026

1 | Develop and foster a culture of partnership.

We understand that we can accomplish much more in partnership than on our own. We must shift how we think and avoid a siloed, protective, or narrow approach. Instead of being only a regulator of rules, we need to better collaborate with partners to help them navigate regulations and find practical win-win solutions – while continuing to manage risk for the city. With a focus on innovation and creativity, we must evolve and be advocates for our stakeholders including City Council, public and others.

Goal 1.1

Develop an entrepreneurial and 'can do' approach to achieve positive experiences and outcomes.

KEY OUTCOMES

1. CMH employees feel empowered and safe to pilot and test ideas as learning and not as failure.
2. We have alignment and collaboration with local agencies to solve relevant municipal and regional social issues.
3. Our stakeholders have great experiences when interacting with the City.

Goal 1.2

Facilitate regulatory and policy alignment while advocating for our stakeholders.

KEY OUTCOMES

1. Our various statutory and non-statutory planning documents are aligned.
2. We find creative and innovative ways to move from status quo.
3. We achieve continuous improvement through process efficiency.

Goal 1.3

Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.

KEY OUTCOMES

1. We have collaboration with neighboring municipalities through the Intermunicipal Collaboration Framework to ensure impactful regional focus and benefits.

2 | Improve stakeholder satisfaction by ensuring clear alignment, understanding and awareness of expected levels of service.

We recognize we have three broad stakeholder groups to consider (City Council, public and employees) and that nurturing understanding can improve relationships and satisfaction. To reduce misconceptions and concerns, we must clearly define (in consultation with City Council) and communicate what stakeholders can and should expect from the City of Medicine Hat as it relates to the provision of City services and operations of City amenities.

Goal 2.1

Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.

KEY OUTCOMES

1. We have documented the various external services provided by operational departments and their corresponding service levels.
2. We have alignment and understanding of service level expectations (and tolerance for deviations) with Council.

Goal 2.2

Communicate the reasons for our actions and ensure appropriate transparency.

KEY OUTCOMES

1. Service levels are clearly communicated to stakeholders through a service catalogue.
2. We have a communication strategy to explain the "why" behind municipal actions.

3 | Ensure financial sustainability through sound planning and oversight.

It is critical that we keep our community viable and continue to make improvements while being cost-effective. We must be mindful of the balance to meet the delivery service needs of today with the asset renewal obligations and opportunities of tomorrow, both for current residents and future generations.

Goal 3.1

Balance the delivery of services with competitive tax and utility charges.

KEY OUTCOMES

1. We have competitive property taxes and utility charges.
2. We have eliminated the municipal budget gap without support from financial reserves.

Goal 3.2

Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

KEY OUTCOMES

1. We have sufficient capital reserves to support funding existing asset renewals and capital growth.
2. We have no net financial deficit.
3. We have an operating plan of COMCO based on the completed report recommendations.