



## **CCDA Strategic Planning session**

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Thank you for allowing us the privilege of facilitating your strategic planning session. Our hope is this exercise and relating document will help to provide focus and energy to the priorities set by your team.

The objectives we set out to address were to discuss, debate and agree to the three-five year strategic direction of the CCDA, based on trends and opportunities and the strengths inherent of the CCDA and to confirm targets and accountabilities upon which to monitor the progress and success of organizational performance relative to the strategic direction.

The focus of this exercise stemmed from the mission of the CCDA, which is:

*The mandate of the City Centre Development Agency is to:*

- *Encourage the future business development of the downtown*
- *To promote the downtown as a destination shopping and service area.*
- *And to help facilitate the sustainability of new and existing businesses to the downtown area.*

The CCDA is unique and has many stakeholders who were considered in the approach. These stakeholders include:

- Downtown businesses/Tax payers
- The Downtown neighbourhood
- The citizens of Medicine Hat
- The City of Medicine Hat

Current priorities identified by the CCDA:

Attract and advocate for new downtown business

Retain and support existing downtown business

Generate a welcoming downtown environment for all stakeholders

Create and maintain signature downtown events

Create additional organizational capacity

## SUMMARY OF PRIORITIES AND ACTION STEPS

1. Attract and advocate for new downtown business
  - a. Create committee with industry partners (Tourism, Entre-Corp, Invest Medicine Hat, Chamber, Jr. Achievement, City Etc.) (Board responsibility – 2 years)
2. Retain and support existing downtown business
  - a. Charge gov. committee to develop forum for formal communication (1 year)
  - b. Share success stories on event-engagement through marketing and formal communication (Promotions committee – 3 months)
  - c. Promotion committee to develop policy to gather event feedback from stakeholders and share results (3 months)
  - d. Develop how-to guide on setting up and maintaining downtown business (Executive Director – 1 year)
  - e. Develop welcome package for new business (Executive Director – by end of 2018)
  - f. Develop downtown networking opportunities through existing events or partnerships (promotional committee – continuous)
  - g. Develop marketing committee (3 months)
    - i. Develop marketing plan
    - ii. Engage volunteers
    - iii. Offer marketing opportunities to downtown business through the Monarch
3. Generate a welcoming downtown environment for all stakeholders
  - a. Create incentive program for downtown tenants and owners related to maintenance (Board - 1 month)
  - b. Develop process to address advocacy (Board – 3 months)
  - c. Invite Chamber to advise on advocacy (Jeremy – 3 months)
  - d. Invite member of the police force for consultation of best practice (Jeremy - 3 months)
4. Create and maintain signature downtown events
  - a. Maintain and grow the Chili Cook-off, Easter egg hunt and Midnight Madness
  - b. Engage volunteers and key partners
  - c. Advocate for spectrum funding to be tied to downtown (Chris – 2 months)
  - d. Engage downtown business to be involved (Promotions committee)
  - e. Obtain feedback after events from stakeholders, using survey's or other means (starting this summer)
5. Create additional organizational capacity
  - a. Investigate staff training opportunities (Executive Director – 1 month)
  - b. Evaluate current committee structure (3 months)
  - c. Develop organization policies (6 months)
    - i. Develop role descriptions
    - ii. Develop succession plan
    - iii. Develop operational program
    - iv. Develop emergency plan
    - v. Contingency plan for the Monarch
  - d. Pursue strategic plan for Monarch operations separately (1 year)

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## **FOLLOW UP**

### **QUARTERLY/MONTHLY**

Executive reporting should be tied to strategic plan where ever possible

Key metrics should be reported to board and appropriate committees

Check-in of milestones to ensure priorities remain focus of the Organization

### **ANNUALLY**

Strategic priorities should be reviewed and discussed by the Board in full to determine if they are still the focus of the Organization.

New actions steps should be set where needed

Depending on which items have been addressed, a new plan may be required, or adjustments may need to be made to existing priorities.

## SWOT – STAKEHOLDERS

### **Strengths**

Stakeholders are vocal

CCDA has recently shown progress in:

Communications

Event uptake

Social presence

Creating optimism

More business is coming to downtown

Office team is showing stakeholders value in being more reliable, proactive and available

There is a downtown revitalization plan in place which has been approved by the City Council

The stakeholders have similar goals

They have block captains assigned and ready (some are more active than others)

Surveys have occurred giving the team more direction/focus

### **Weaknesses**

Lack of involvement from some stakeholders including on social media

Downtown revitalization plan is currently stalled with the City

Caught between tax payers and general public as goals are sometimes different

Media involvement is limited or ineffective

Holes in communication process

Has been an optic problem for the organization

Derelict buildings detract from goals

### **Opportunities**

Could attract stakeholders to committee positions

### **Threats**

Tax payers have questioned value and dissolution has been raised at a public forum

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## SWOT – OPERATIONS

### ***Strengths***

Great events with strong community support

Monarch is a draw to downtown

Our downtown offers a unique experience (niche)

### ***Weaknesses***

Policies in place are not fully utilized

Unclear on priorities

Limited ability to add activities due to fund availability and people capacity

Monarch not reaching full potential

Committees in place to not align with priorities

Lack of maintenance by downtown businesses that do not own property

### ***Opportunities***

Monarch does have potential to be utilized more

Attract key businesses to downtown

Incentive program could be implemented to encourage maintenance

### ***Threats***

Cost of real estate detracts investments

City expansion to outlying areas (urban-sprawl)

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## SWOT – PEOPLE

### ***Strengths***

Dedicated board

Friendly, competent, dedicated board and team

### ***Weaknesses***

Volunteer operational board has limited time to dedicate to organization

Input of volunteers is not balanced (risk of burn-out)

Internal communication is not always prompt or effectively provided

### ***Opportunities***

If Monarch could reach potential, could sustain full time director to capitalize even more on assets

### ***Threats***

Risk of burn-out due to unbalanced workloads



## SWOT – FINANCE

### ***Strengths***

Monarch has ability to generate profit

### ***Weaknesses***

Tax Levy has not changed in many years including inflationary increases.

Are forced to execute similar operations with less dollars

### ***Opportunities***

Grants may be available for the Monarch

Partnerships are available through tourism and other

Increase in tax levy amount if value proposition can be achieved

City could increase boundaries to be consistent with other downtown programs

### ***Threats***

Tax payers have questioned value and therefore are not supportive of a tax increase at this time

City has indicated funding could be reduced



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