



CITY OF MEDICINE HAT
2025-2026 Business Plans

BALANCING THE NEEDS OF TODAY WITH THE
REQUIREMENTS OF TOMORROW

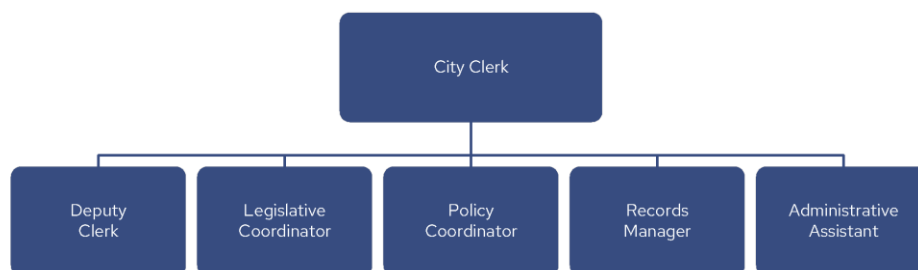
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General Government City Clerk

DEPARTMENTAL MANDATE AND STRUCTURE

The departmental mandate of the City Clerk's Office is to support and provide services to City Council, the Mayor's office, municipal employees, and departments including the City Manager, the Executive Team, and the public. The responsibilities of the City Clerk's office include Legislative Coordination, Policy Coordination, FOIP Coordination, and Records Management.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	5	6	6	6	6

KEY OBJECTIVE #1 – Support Chief Electoral Officer

Support the contracted Chief Electoral Officer to manage the October 20, 2025, Municipal Election and follow-up tasks to the end of December 2025.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Work closely with the appointed Chief Electoral Officer to ensure they get off to a good start in the role and ensure that nomination packages are available to the public as of January 2, 2025.

MEASUREMENT OF SUCCESS:

1. Administer all aspects of the October 20, 2025, municipal election for the city from start to finish. **Q4 2025**

KEY OBJECTIVE #2 – Freedom of Information and Protection of Privacy (FOIP) Program

Create a robust and compliant FOIP Program.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

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- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Develop, plan and deliver training for City staff regarding FOIP responsibilities.
2. Draft and adopt FOIP policies to guide procedures and best practices for all staff and the entire organization to follow.

MEASUREMENT OF SUCCESS:

1. a) Provide at least twice-yearly FOIP training sessions to the Senior Leadership Team. **Ongoing**
b) Require all new employees to take the provincial government’s online FOIP course as part of the onboarding process. **Ongoing**
c) Ensure current employees recertify FOIP every 3-5 years. **Ongoing**
2. Develop and implement appropriate administrative processes for staff to assist in dealing with FOIP requests and delineate responsibilities. **Q2 2025**

KEY OBJECTIVE #3 – Records Management

Create a Records Management position in the department to enable the City of Medicine Hat to meet its enterprise goals and obligations around electronic records, information management and the establishment of a robust corporate-wide records management program.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

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- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Establish a dedicated records manager position.

MEASUREMENT OF SUCCESS:

1. Creation of a records manager position and recruitment of a qualified individual to take on the role. **Q2 2025**

KEY OBJECTIVE #4 – Policy Program and Framework

Lead and collaboratively coordinate development and implementation of a policy program and framework to include multiple policy initiatives that will impact the long-term and future direction of the City of Medicine Hat focusing on quality assurance and improvement.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
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- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Jurisdictional scan and internal collaboration regarding best practices and most efficient policy, procedure, and process frameworks.
2. Update City Policy and Procedures to align with desired future state Policy program and framework.
3. Systematic collaborative review of bylaws and policies to update and maintain accurate registries and assess value and effectiveness of bylaws and policies in force. Recommend updates where required and repeal or rescission where appropriate.

MEASUREMENT OF SUCCESS:

1. Update City Policy and Procedures and establishment of policy program and framework. **Q1 2025**
2. All Council policies will be reviewed in this budget cycle and will be subject to appropriate periodic review.
Ongoing
3. Development of new policies and procedures will involve the Policy Coordinator at an early stage. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat

City Clerk

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Other Revenue	6	0	7	0	7	
Total Revenue	6	0	7	0	7	
EXPENSES						
Base Operating Expenses	766	232	998	17	1,015	1
Salaries, Wages and Benefits	665	227	892	17	909	
Contracted and General Services	74	(4)	70	0	70	
Materials, Goods & Utilities	27	9	36	0	36	
Cost Pressures¹	0	450	450	(400)	50	
New Operating Initiatives¹	0	0	0	0	0	
Other Expenses	34	(18)	16	0	16	
Amortization and Provision for Abandonment	34	(18)	16	0	16	
Total Expenses	800	664	1,464	(383)	1,081	
Surplus (Deficit) Before Allocations	(794)	(664)	(1,457)	383	(1,074)	
Net Internal Recovery (Charges)	226	319	545	11	556	
SURPLUS (DEFICIT)	(568)	(345)	(913)	394	(518)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	665	909	243	Increase is the result of the key budget assumptions for inflationary wages, staff pay range changes, and the addition of a Records Retention position.

One-time Cost Pressure Summary

2025-2026 Budget

In thousands of dollars

City Clerk



Project Description	2025 Budget	2026 Budget	Total
Records Retention	50	50	100
Election/FOIP Recruitment	400	-	400
Department Total	\$ 450	\$ 50	\$ 500

Service List Appendix: Phase 1 – Service Level

Sub-Department/ Service Area	Description of Sub-Department / Service Area
Records and Information Management	<p>Active consistent review of the Records Management policy and retention schedule to ensure accurate record keeping in compliance with legislation and policies. Proactive access to public records following established policies and best practices. Support policy formation and managerial decision-making. Improve client services and support better performance of business activities. Support consistency, continuity and productivity in operations, administration and Management.</p> <p>Protect the interests of the organization and the rights of clients, the public and employees. Provide protection and support in litigation, including the better management of risks associated with the existence or lack of evidence of activities or events. Facilitate research and development activities. Enable organizations to meet legislative and regulatory requirements.</p>
Legislative Services/Coordination	<p>Handle various essential municipal functions, including report preparation for Council and Administration, managing appeals, overseeing elections and census-taking, signing official documents, offering guidance on public inquiries, and processing Special Event Permits. Manage City Council and committee meetings, oversee recruitment for public positions on City Boards, Committees, and Commissions, and collaborate with the City Solicitor's department to ensure the accuracy of bylaws, policies, and municipal procedures.</p>
FOIP Coordination	<p>Processing requests for record access under relevant laws like the Freedom of Information and Protection of Privacy Act. Providing training for staff related to FOIP requirements and responsibilities.</p>
Policy Coordination	<p>Lead and collaboratively coordinate development and implementation of a policy framework to include multiple policy initiatives that will impact the long-term and future direction of the City of Medicine Hat focusing on quality assurance and improvement.</p>

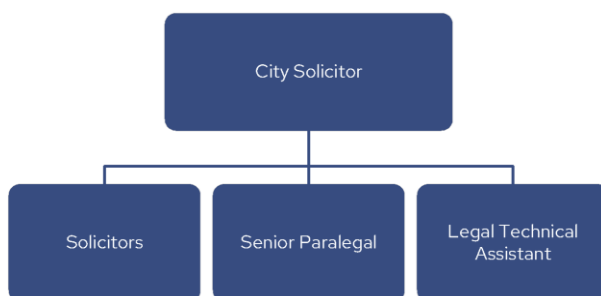
General Government City Solicitor

DEPARTMENTAL MANDATE AND STRUCTURE

The departmental mandate of the City Solicitor's office is to provide the municipal corporation with strategic legal advice, litigation management and other legal services in a timely, prioritized, responsive and professional manner to help facilitate City Council's strategic priorities and objectives, and promote corporate and business unit success.

As Chief Legal Officer of the City, the City Solicitor oversees and manages a lean and resourceful team of solicitors and legal assistants.

The City Solicitor and the solicitors within the City Solicitor's office, provide legal advice to a variety of internal stakeholders within our civic government, including Council, Standing Committees, and business units. The sole client of the City Solicitor's office is always the municipal corporation itself, in accordance with standards applicable to the legal profession.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	6	6	6	6	6

KEY OBJECTIVE #1 – Bylaw Review and Updating Initiative

An initiative to review, amend, replace and, where appropriate, craft new bylaws to ensure matters falling within the City's jurisdiction are appropriately regulated in accordance with Council's strategic objectives.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

The City Solicitor's office will review its existing Legislative Action Plan, adjusting as necessary in accordance with the Strategic Plan of Council and direction provided by the City Manager, and share the results of same with the City Manager.

MEASUREMENT OF SUCCESS:

Update program schedule for Bylaw Review and Updating Initiative. **Q1 2025**

1. Update program schedule for Bylaw Review and Updating Initiative from time to time in accordance with feedback from City Manager, and
2. Carry out work and achieve milestones in accordance with program schedule for Bylaw Review and Updating Initiative.

KEY OBJECTIVE #2 – Management of Major Litigation Matters

The City is involved in a variety of litigation matters, in some instances as a plaintiff, complainant or appellant and in other cases as a defendant or respondent. Such litigation can impact the City in major strategic and organization-wide ways, including with respect to human resources, financial resources, operational processes, relationships with third parties, reputational risks, and insurance implications, to name but a few.

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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Efficient management of City resources in responding to the litigation matters.
2. Efficient management of outside legal counsel and their legal fees.

MEASUREMENT OF SUCCESS:

1. a) Successful dispute resolution in the opinion of the City Manager and affected departments. **Ongoing**
b) Effectively manage and move litigation matters along prudently. **Ongoing**
c) Work collaboratively with affected City departments. **Ongoing**
2. a) Serving as the point of entry for parties commencing court proceedings against the City. **Ongoing**
b) Maintaining a diary of critical dates to ensure that limitation periods are observed and attained. **Ongoing**
c) In conjunction with affected City departments closely monitor outside legal fees and effectively manage City resources. **Ongoing**

KEY OBJECTIVE #3 – Optimize Internal Legal Service Delivery

Effectively and efficiently managing and optimizing the intake and processing of legal service requests to help all divisions and business units meet Council's objectives.

The City Solicitor's office provides legal advice and services to all divisions and departments of the City and is eager to identify any opportunities for improvement in accordance with in-house legal industry best practices related to the intake and processing of legal services requests.

In recent years, the City Solicitor's office has experienced an ever-increasing demand for legal services, despite temporary staffing shortages.

The City of Medicine Hat has unique needs for legal services due to its ownership of gas and electric utilities and major land development initiatives, and as such does not admit to an easy apples-to-apples comparison with other municipalities in Alberta.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

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STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Continue to give staff solicitors opportunities to expand their skills and knowledge base.
2. Use of external counsel for matters outside of our in-house expertise, or as workload otherwise requires.
3. Maximize the efficient and effective use of City Solicitor’s office staff and resources.

MEASUREMENT OF SUCCESS:

1. Provide external training opportunity to Solicitors based on needs of the Department and interests of the Solicitor. **Q1 2025 to Q4 2025**
2. Collaborate with applicable City departments on the use of external counsel as needed. **Q1 2025 to Q4 2026**
3. Ensure all staff are fully tasked and that projects are prioritized in accordance with Council Priorities. **Q1 2025 to Q4 2026**

KEY OBJECTIVE #4 – Bill 20 Amendments to the MGA

Amendments under this Bill are pending and have not been enacted yet. Some of the amendments, if passed, will impact the City’s operations. The City Solicitor’s office will bring forward a report to advise Council of the changes and the impacts or potential impacts to City operations.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
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- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

Prepare and bring forward a report that explains the changes and impact to City operations once the bill is passed.

MEASUREMENT OF SUCCESS:

When Administrative Committee, Administrative and Legislative Committee and Council are fully briefed by way of a report on the impacts of Bill 20. The expected timeline for the report is **Q1 2025**.

OPERATING BUDGET SUMMARY

City of Medicine Hat City Solicitor

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	969	121	1,090	19	1,109	1
Salaries, Wages and Benefits	860	101	961	19	980	
Contracted and General Services	102	20	122	0	122	
Materials, Goods & Utilities	7	0	7	0	7	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Total Expenses	969	121	1,090	19	1,109	
Surplus (Deficit) Before Allocations	(969)	(121)	(1,090)	(19)	(1,109)	
Net Internal Recovery (Charges)	595	223	818	13	832	
SURPLUS (DEFICIT)	(374)	102	(272)	(6)	(277)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	860	980	120	Increase is the result of the key budget assumptions for inflationary wages, and staff pay range changes.

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Legal Advice	Review, interpret and provide advice for the following: <ul style="list-style-type: none"> City bylaws and policies. contracts, Memorandums of Understanding, and other legal documents, and amendments thereto, including leases, real estate purchase agreements, easements, caveats, and other documents to be registered at a Land Titles office, oil and gas contracts, development agreements, service agreements, performance agreements, etc. legislation, regulations, and case law applicable to the City, including the Municipal Government Act, general municipal law, corporate and commercial law, environmental law, real estate law, planning law, procurement law, labour, and employment law, etc. questions about the City's statutory authority, jurisdiction, and legal standing, and about compliance, litigation, and bylaw enforcement matters.
Legal Documentation	Prepare and draft: <ul style="list-style-type: none"> proposed bylaws and policies. proposed contracts, Memorandum of Understandings, and other legal documents, and amendments thereto, etc.
Legal Administration	Manage the following: <ul style="list-style-type: none"> litigation, arbitration, mediation, and other formal dispute resolution processes to which the City is a party, including civil and quasi-judicial proceedings. the prosecution of bylaw enforcement matters, including all correspondence, appearances and documentation related thereto. the City's acquisition of specialized external legal services, including when and from whom to obtain specialized external legal services. Correspondence to persons represented by legal counsel in their dealings with the City, including developers, parties to a legal proceeding, certain ticket holders, etc.

General Government Economic Development

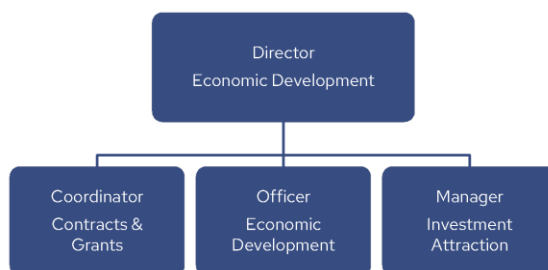
DEPARTMENTAL MANDATE AND STRUCTURE

The revamped Economic Development division will facilitate collaboration with regional partners and harness opportunities for the advancement of our industries and community. The team will work to identify opportunities, attract investments, and implement strategies to stimulate economic activity in the region. We will strengthen trust within the region through engagement and partnerships, create understanding through education and maximize impact with operational efficiency.

The team will re-engage the community in the follow key areas:

- Operational Efficiencies
- Community Engagement
- Workforce Development and Rural Renewal
- Business Development
- Investment Attraction
- Investment and Growth Readiness

The team's work will be to align with council's vision and strategic priorities and reengage with business and industry, community partners, and municipalities in the region to create a strong economic development strategy. There are many key assets in our region and opportunity for growth in sectors like defence and aerospace, petrochemical, and agri-food. The primary focus of the team is to develop strategies to attract and retain business for long-term economic prosperity for the region.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	6	6	6	6	6

KEY OBJECTIVE #1 – Operational Efficiencies

An operational plan and the development of new office systems will guide efficiencies within the department and will lead to the development of impactful projects and cross departmental efficiencies for those whose work aligns with economic development priorities. A solid operational plan that includes value proposition, goals, metrics, required resources, milestones / timeline and budget will provide a communication tool between senior leadership and council and the Economic Development Office. As well, operational efficiencies will guide human resource decisions like staff recruitment to support other key objectives such as workforce development, business retention and expansion, investment attraction and investment and growth readiness.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
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STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Operational Plan
2. Customer Relationship Management (CRM) Strategy and Implementation

MEASUREMENT OF SUCCESS:

1. Develop the 2026 Operational Plan including budget and required resources and have approved by City Manager. Development of operational plan includes value proposition, goals, metrics, required resources, milestones / timeline, and budget. **Q3 2025**
2. Partner with Information Technology (IT) to review options and source a central contact management system for staff to record engagements with clients and investors. Technology solution will support cross department staff communication and collaboration. **Q1 2025**

KEY OBJECTIVE #2 – Community and Stakeholder Engagement

Solid relationships are an enabler of economic development. To ensure the success of the economic development department, engagement is required both with staff internal to the City and with local, regional, and provincial service providers, and municipal, provincial, and federal counterparts and the City of Medicine Hat community.

COUNCIL STRATEGIC ALIGNMENT:

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STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Community and Corporate Education Events
2. Stakeholder Engagement

MEASUREMENT OF SUCCESS:

1. Partner with existing organizations hold events that address topics that are of interest to the business community. **Ongoing**

- Staff will place priority on engagement with stakeholders. Marketing and communications tools will be developed to support this engagement.

Stakeholders include:

Regional Development Organizations and Municipalities (four times per year) – City of Brooks, Cypress County, County of Forty Mile, Town of Redcliff, Town of Bow Island Village of Foremost, Palliser Economic Partnership, Community Futures Entre-Corp, Medicine Hat College, APEX Regional Innovation Network, and Medicine Hat and District Chamber of Commerce. **Ongoing**

KEY OBJECTIVE #3 – Workforce Development and Rural Renewal

A lack of qualified/skilled labour in various industries is hindering productivity, and company expansions. The key object of Workforce Development and Rural Renewal will support the workforce needs of employers, helping inform, attract, develop, and retain labour for economic growth.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

- Rural Renewal Administration
- Immigration Retention
- Regional Workforce Development

MEASUREMENT OF SUCCESS:

- Administer the Rural Renewal Program to support employers in Medicine Hat and three surrounding municipalities, Cypress County, Town of Redcliff, and Town of Bow Island. The program supports local/regional employers to attract and recruit newcomers and collaborates with settlement organizations to retain newcomers. **Ongoing**
- Community Conversations, Welcoming Committees, Rural Renewal 101 Sessions, Community of Choice Marketing Resources, Employer Information Packages, Endorsement Committees, Settlement and Integration Consultation for Employers, Employer Retention Workshop. **Q2 2025**
- Collaborate with regional partners to develop and implement an action plan to build, attract, retain and inform the regional workforce. **Q4 2025**

KEY OBJECTIVE #4 – Business and Industry Development

Supporting businesses and industry currently investing in the community to grow is an important element of economic development. It takes less resources to support existing businesses to stay in the community than it does to attract new industry. Connecting businesses to key resources and information is a key focus of the department. As well, key individuals and partner organizations within the community will support a Business Retention and Expansion (BRE) program, by connecting with businesses to understand their challenges through a survey. This information is then analyzed, and programming is developed to help these businesses grow revenue and jobs.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

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- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Regional Business Retention and Expansion Strategy
* **Dependent on approval of Business Retention and Expansion Projects 2025-2026 Business Case**
2. Business Support

MEASUREMENT OF SUCCESS:

1. Work with regional partners to implement a BRE Framework, Strategy, and Implementation plan to support the retention and expansion of businesses in the region. Focus on key sectors. Steps include:
 - a) Reconvene BRE Committee and community stakeholders.
 - b) Roll out survey – in person and electronic.
 - c) Analyze survey.
 - d) Develop and implement programming. **Ongoing**
 * **Dependent on approval of Business Retention and Expansion Projects 2025-2026 Business Case**
2. Continue to provide ongoing support to business and industry requests, providing pathfinding, guidance, data, and grant opportunities. **Ongoing**

KEY OBJECTIVE #5 – Investment Attraction

* **Partially dependent on 2025/2026 business case approval**

This is the process of enticing individuals, businesses, or funds to invest in a particular region, industry, or project. It involves showcasing the potential for financial returns, economic stability, and growth opportunities. This often includes promoting favorable business environments, infrastructure, and incentives to attract investors. Successful investment attraction strategies focus on creating a compelling narrative and providing a competitive advantage to encourage capital inflow, job creation, and overall economic development.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Investment Attraction Strategy
** Dependent on Investment Attraction Strategy and Action Plan 2025/2026 business case approval*
2. Proactive Investment Attraction
3. Investment Inquiry Response

MEASUREMENT OF SUCCESS:

1. Develop and implement an Investment Attraction Strategy and Action Plan using data obtained from business retention and expansion programming. Action plan will include analysis on key industries and jurisdictions, development of sector profiles, targeted mission participation, and sales and aftercare processes. **Q4 2025**
** Dependent on Investment Attraction Strategy and Action Plan 2025/2026 business case approval*
2. Proactively source investment opportunities for key identified markets. **Ongoing**
3. Partner with Land, Planning and Service departments to respond to investment inquiries. **Ongoing**

KEY OBJECTIVE #6 – Investment and Growth Readiness

** Partially dependent on approval of Development Incentive Project 2025/2026 Business Case*

Involves creating an environment that is conducive to economic growth, social well-being, and sustainable practices. This readiness includes community engagement, infrastructure development, and the establishment of policies that encourage and support investment. A community is considered investment-ready when it has a strategic plan, transparent governance, and the ability to leverage resources for the collective benefit of its residents. This process aims to enhance the overall resilience and prosperity of the community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Regional Economic Development Strategy
2. Incentive Administration
3. Development and Tax Incentive Review 2025-2026
4. Film Sector Readiness Project

MEASUREMENT OF SUCCESS:

1. a) Regional economic development strategy is developed and includes regional priorities and competitive advantages. Strategy and optimal framework for implementation is presented to Council. **Q1 2025**
 b) Municipalities are supported in aligning their individual strategies with the regional strategy. Implement action items alongside regional partners over 2025-2026 with the goal of continued long-term engagement. **Q2 2025**
2. Continue to administer incentives. **Ongoing**
3. Recommendations for 2025-2026 Housing and Industry incentive program. **Q2 2025**
** **Dependent on approval of Development Incentive Project 2025/2026 Business Case***
4. Work with regional partners to prepare the region for film opportunities. This will include identification of niche best suited for the region, visual library for film scouts, film readiness toolkit for municipal leadership, marketing and communications and stakeholder management strategies. **Q4 2025**
** **Dependent on approval of Business Retention and Expansion 2026/2026 Business Case***

OPERATING BUDGET SUMMARY

City of Medicine Hat Economic Development 2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Other Revenue	25	40	65	0	65	
Total Revenue	25	40	65	0	65	
EXPENSES						
Base Operating Expenses	1,524	154	1,678	16	1,694	
Salaries, Wages and Benefits	872	(83)	789	16	805	1
Contracted and General Services	649	233	882	0	882	2
Materials, Goods & Utilities	2	4	6	0	6	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	2,875	2,875	(2,875)	0	
Other Expenses	7	(2)	5	(2)	3	
Amortization and Provision for Abandonment	7	(2)	5	(2)	3	
Total Expenses	1,531	3,027	4,558	(2,861)	1,697	
Surplus (Deficit) Before Allocations	(1,506)	(2,987)	(4,493)	2,861	(1,632)	
Net Internal Recovery (Charges)	(301)	(147)	(449)	(8)	(457)	
SURPLUS (DEFICIT)	(1,807)	(3,134)	(4,942)	2,853	(2,089)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	872	805	(67)	Decrease is primarily due to a temporary resource which will not be required past 2024.
2	Contracted and General Services	649	882	233	Increase is due to adjusting budgets for updated contracts.

Operating Initiatives Summary

2025-2026 Budget

In thousands of dollars



Economic Development

Project Description	Project Type	2025 Budget	2026 Budget	Total
Business Retention & Expansion	One-time	75	-	75
Development Incentives	One-time	2,600	-	2,600
Investment Attraction Strategy & Action Plan	One-time	200	-	200
Department Total		\$ 2,875	\$ -	\$ 2,875

Funding Sources	2025 Budget	2026 Budget	Total
Operating	2,875	-	2,875
Total	\$ 2,875	\$ -	\$ 2,875

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Workforce Development	Attract, cultivate, and retain a robust and skilled labour force through implementation of programs like the Southeast Alberta Rural Renewal program and facilitation of the Workforce Development Strategy.
Business Development	Identify key regional assets and opportunities and collaborate with regional economic service providers to develop an action plan to build Southeast Alberta into a leading economic region. Contribute to the growth and prosperity of local businesses.
Investment Attraction	Develop and implement investment attraction strategies that will drive investment in the community.
Investment Readiness	Create an environment that is conducive to economic growth and investment opportunities.

General Government People Services

DEPARTMENTAL MANDATE AND STRUCTURE:

The People Services (PS) Department provides professional advice, guidance, and services to the organization in the areas of:

- Strategy
- Labour Relations
- Recruitment
- Organization Design and Development
- Learning and Development
- Organizational and Employee Safety
- Employee Wellness
- Employee Experience
- Occupational Health and Safety
- Ability Claims Management
- Pension
- Payroll Administration
- Total Rewards
- Diversity, Equity, and Inclusion
- People Services Policies
- Collective Agreements
- Assists the organization in the development, implementation, and monitoring of health, safety, and environment systems.
- Emergency Management

The department provides strategic solutions and advice to issues and opportunities such as organization development (including design), recruitment and retention, developing a diverse workforce, managing an aging workforce, developing succession plans, and continuously supporting a positive and engaged work culture.

The People Services Vision - a strategically driven HR department, supporting the business while creating a culture of innovation and continuous improvement, ensuring performance and accountability.

The People Services Mission - be the trusted advisor that provides strategic solutions and practical advice as a valuable service to support business needs.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	45.6	43.6	43.6	43.6	43.6

KEY OBJECTIVE 1 – Attract, Recruit and Retain an Exceptional Workforce

We will attract and retain a workforce of people that align with our values, leadership, and expertise to support all areas of the organization.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. In making our people the focus of a new direction, an employee value proposition is key to creating the why behind working for the City of Medicine Hat.
2. Leverage internal information and data relative to employee's retention and exits.
3. Leverage technology, internally and externally, for promotion of City of Medicine Hat as an employer of choice. Develop and execute People Services social media and website plan.
4. Evolve performance management philosophy, process, and tools.
5. Develop and Implement Change Management standard for People Services plans.

MEASUREMENT OF SUCCESS:

1. Feedback driven change through updated exit interviews and new stay interviews process. **Q3 2025**
2. Updated on and off-boarding. **Q2 2025**
3. Competencies embedded throughout the organization. **Q1 2026**
4. Develop and implement employee value proposition. **Q2 2025**
5. Updated people related policies and processes. **Q3 2026**

KEY OBJECTIVE 2 – Inclusive Culture, Behaviors and Values

We will promote and embed the behaviors of inclusivity, diversity, and values-based leadership throughout the City of Medicine Hat. An inclusive culture is the responsibility of us all and we are a welcoming environment to all who work with us. A diverse and agile mindset to change the way we operate. Wellness and safety are one.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Culture code developed for organization.
2. Creation of Mental Health Strategy.
3. Embed pillars and assessment of Psychological Health and Safety.
4. Develop Corporate Safety Strategy.

MEASUREMENT OF SUCCESS:

1. Conduct organizational culture surveys, assessment, focus groups that will create the City of Medicine Hat's Culture Code Commitment to align with employee behavior across the organization. **Q4 2025**
2. Develop a standard of mental health, wellness, and well-being across the organization through program development, learning and development and wellness supports, along with reconciliation awareness throughout the City of Medicine Hat. **Q4 2025**

3. Proactive approach with training, assessment, and overview of how psychologically safe City of Medicine Hat (current state vs future state). **Q4 2025**
4. Establish Safety absolutes throughout the City of Medicine Hat. **Q3 2025**

KEY OBJECTIVE 3 – Securing our Future by Building the Bench

We will develop and embolden our people by ensuring the atmosphere, systems and culture supports individual growth, while reinforcing the City for the future. Building a culture where the right people are in the right roles driving change, leveraging potential and embolden stretch.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
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STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Develop in house learning and development programs.
2. Build Leadership Development framework and programs.
3. Develop and implement Competency Model.
4. Creation of long-term learning and succession internally.

MEASUREMENT OF SUCCESS:

1. Learning and development culture embedded throughout the organization, with targeted training that is relevant, enterprise wide. **Q3 2025**
2. Development and implementation of career levels, pathing, and succession, which will lead to clearer expectations of roles, responsibilities, and address future succession planning. **Q1 2026**
3. Develop improved frameworks for employee development and performance which will give employees clearer sight lines of career paths. **Q4 2025**
4. Building of a corporate curriculum for long term succession that will give employees what is required of them for continuous learning throughout their career at CMH. **Q3 2026**

KEY OBJECTIVE 4 – Competitive and Meaningful Total Rewards/Recognition Programs

We will ensure our people are rewarded equitably with clear compensation. We are committed to rewarding and recognizing our staff for performance and the embodiment of our values.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Compensation project that will address pay bands, job descriptions, analysis and pay transparency (non-union).
2. Development of Total Perks.
3. Development of Total Rewards culture and understanding of it.
4. Review and recommendation of pay structure design (non-union).

MEASUREMENT OF SUCCESS:

1. With the support of an outside consultant, development of compensation philosophy, develop job evaluation tool defining dimensions and weightings, along with new job description template. **Q4 2024**
2. Conduct an industry scan of monetary and non-monetary employee rewards in public sector; recommendations brought forward from analysis. **Q3 2025**
3. With support from Learning and Development team, training and educating of all employees of what is involved in a Total rewards culture and the understanding of it. **Q2 2025**
4. Review, analyze current pay structure to market and develop a range of pay grades that includes current pay data aligned with levels of expertise and experience. Build adaptability into structure to address evolving business requirements. **Q3 2025**

KEY OBJECTIVE 5 – Implement a Workforce Strategy

We are committed to addressing our workforce needs through innovation, efficiencies, and fiscal responsibility. It is with this commitment and a three-year strategy through a phased approach that we will address current state, predict future requirements, and create a streamlined and innovative workforce.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Within the first year, conduct a comprehensive workforce assessment that will be participatory within the organization. This will enable the City to discover strengths, needs, challenges, fiscal repetitiveness, and delineation of organizational values. This will enable the City to have a clear idea of what is needed to implement improvements in terms of a modernized and streamlined workforce.

MEASUREMENT OF SUCCESS:

1. Evaluation and assessment of current workforce, including roles, responsibilities, performance metrics; identify critical and non-critical roles; identify thorough demographics; develop modernized plan; develop communication and change management strategy. **Q4 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat People Services

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Other Revenue	132	4	136	4	140	
Total Revenue	132	4	136	4	140	
EXPENSES						
Base Operating Expenses	6,786	577	7,363	121	7,484	
Salaries, Wages and Benefits	5,509	540	6,049	121	6,170	1
Contracted and General Services	1,212	37	1,249	0	1,249	
Materials, Goods & Utilities	65	0	65	0	65	
Cost Pressures¹	400	(328)	72	43	115	
New Operating Initiatives¹	0	0	0	0	0	
Other Expenses	7	0	7	0	7	
Amortization and Provision for Abandonment	7	0	7	0	7	
Total Expenses	7,193	249	7,442	164	7,606	
Surplus (Deficit) Before Allocations	(7,061)	(245)	(7,306)	(160)	(7,466)	
Net Internal Recovery (Charges)	4,286	1,566	5,852	105	5,956	
SURPLUS (DEFICIT)	(2,775)	1,321	(1,454)	(56)	(1,510)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024-2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	5,509	6,170	662	Increase is primarily due to significant shifts in the direction and vision of the department in 2024; the movement of the Assistant Chief Community Safety role into the department; a temporary specialist contract not included in the 2024 budget; key budget assumptions for inflationary wages increases, and staff pay range changes, offset by the reduction of budget for 2 FTEs.

One-time Cost Pressure Summary

2025-2026 Budget

In thousands of dollars



People Services

Project Description	2025 Budget	2026 Budget	Total
Safety Training, Testing & Auditing	72	75	147
Municipally Legislated Full-scale Emergency Exercise	-	40	40
Department Total	\$ 72	\$ 115	\$ 187

Funding Sources	2025 Budget	2026 Budget	Total
Operating	72	115	187
Total	\$ 72	\$ 115	\$ 187

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



People Services

Project Description	2025 Budget	2026 Budget	Total
Emergency Management Equipment Trailer	40	-	40
Department Total	\$ 40	\$ -	\$ 40

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	40	-	40
Total	\$ 40	\$ -	\$ 40

Service List Appendix: Phase 1 – Service Level

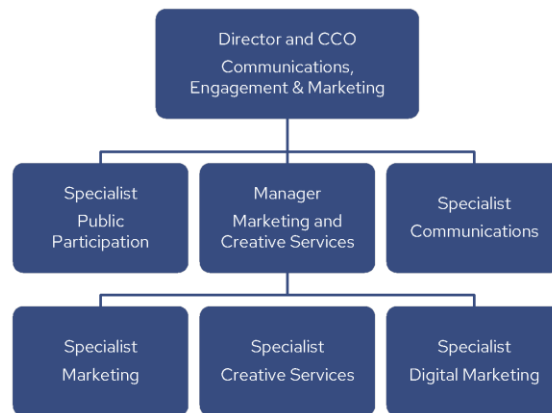
Sub-Department / Service Area	Description of Sub-Department / Service Area
Employee and Labour Relations, Negotiations	Manage negotiations, contracts, grievances, and compliance with labour laws to ensure fair and effective communication between employees, unions, and the organization.
Recruitment	Source, attract and select qualified candidates to fill open positions, utilizing various strategies such as job postings, recruiters, networking, and screening processes to ensure hiring of top talent in alignment with CMH goals and culture.
Organization Design	Structure and optimize internal processes, systems, and roles to enhance efficiency, collaboration, and overall performance. This includes analyzing workflows, succession planning, employee retention, developing a diverse workforce and supporting a constructive work culture.
Wellness	Develop and promote programs that support employees mental, emotional, physical and well-being for all employees. This supports the psychological safety and enforces a health culture within the organization.
Total Rewards	Manage employee compensation packages, including pensions, health insurance, and payroll processing. Process payroll accurately and provide support to employees regarding compensation-related inquiries and concerns.
Emergency Management	Coordinate and integrate all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to, and recover from emergencies.
Corporate Safety	Provide resources, training, and support to prevent accidents, mitigate risks, and address health-related concerns to enhance employee productivity and satisfaction.
Learning and Development	Responsible for designing, developing, implementing, and evaluating training, learning and development initiatives within the organization to drive individual and organizational success. This area supports the organization's retention, enabling career development.

Corporate Services

Communications, Engagement and Marketing

DEPARTMENTAL MANDATE AND STRUCTURE

The Communications, Engagement and Marketing department's role is to build and maintain public trust and confidence in our organization through strategic communications, and promote Medicine Hat as a place to work, live and invest and facilitate appropriate and effective public participation in municipal planning and decisions. We work with all departments, senior leadership, executive and City Council to facilitate internal and external communications with a variety of affected groups and individuals, and to develop marketing strategies for core City functions including economic development; entertainment, events and culture; and parks and recreation. Core activities of the department include strategic communications, marketing, website strategy and oversight, media relations, social media, issues/crisis management, internal communications, public participation planning and support, social media, visual identity, and graphic design.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	12	12	12	12	12

KEY OBJECTIVE #1 – Public Participation

Public participation efforts are delivered effectively and consistently throughout the organization. Both community and City Council expectations on public participation opportunities are growing and City of Medicine requires a formal framework to better define and coordinate public engagement efforts to meet these expectations. The framework will be complete in 2024 and implemented throughout 2025.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

Communications, Engagement and Marketing (CEM) will implement a public participation framework in 2025.

CEM is leading the development of the framework in 2024 with implementation across the organization throughout 2025-2026. The framework is being established in accordance with International Association for Public Participation (IAP2) standards and guidelines. It will formally define processes and standards to support employees in their Public Participation efforts, provide a toolkit of planning resources and training options, and more.

MEASUREMENT OF SUCCESS:

1. Implement a public participation framework
 - a) Develop comprehensive SharePoint site including framework material, training resources and calendar of activity. **Phase 1 in Q1 2025, Phase 2 in Q2 2025.**
 - b) Develop a change management and communication plan to roll out framework to employees and community. **Q1 2025**
 - c) Work with departments and City Council to create predictable corporate schedule of participation opportunities (Municipal Mingle, etc.) **Q2 2025**
 - d) Facilitate in-house training for relevant staff. **Q4 2025**
 - e) Develop key indicators to measure effectiveness of engagement activities. **Q4 2025**
 - f) Evaluate efficacy of framework and modify as needed. **Q4 2026**
 - g) Conduct biennial Community Survey. **Q2 2026**

KEY OBJECTIVE #2 – Strengthen Internal Communications

We have a strong system of internal communications. Effective Internal communications are a critical organizational success factor contributing to improved employee awareness and engagement, while providing opportunities to share information, build relationships, and improve collaboration across departments.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Communications, Engagement and Marketing will continually improve internal communications systems to promote employee engagement and awareness, enhance internal culture and encourage ambassadorship in the community.
2. We will also continue to improve internal communications processes and develop and promote our opportunities for internal information sharing.

MEASUREMENT OF SUCCESS:

1. Improve internal communications systems
 - a) Update and improve user experience (revamp site architecture) on employee intranet (SharePoint). **Q3 2025**
 - b) Compile full communications manual, documents internal communications processes and protocols with associated standards and guidelines. **Q2 2025**
 - c) Provide communications, social media, and media relations training and support to relevant employees (and Council as requested). **Ongoing**

2. Promote internal information sharing
 - a) Develop and promote effective employee feedback methods that enable management to hear from employees. **Q1 2025**
 - b) Create effective and relevant opportunities for executive leadership to engage/ communicate with employees (e.g., employee town halls, executive leadership team messaging in INsite Edition). **Ongoing**

KEY OBJECTIVE #3 – Reliable and Relevant Communications

City information is consistently delivered and is accessible, accurate and timely. A strong communications and public participation strategy allows the City to demonstrate transparency and build a greater sense of trust amongst all stakeholder groups by consistently and proactively delivering accurate, timely, relevant information. Finding opportunities to celebrate accomplishments and success supports community wellness and vibrancy.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Continuous monitoring and improvement to existing communications practices and platforms is an ongoing area of focus for the department, not only to improve outcomes but also ensure adaptability and capacity to respond to urgent requests. The City will use a proactive approach to communications to increase trust, identify and mitigate issues, and achieve stakeholder awareness of relevant City matters.
2. Improve local understanding of the role of municipal government, and the distinction between the role of City Council and City Administration to further manage public expectations and avoid confusion.

MEASUREMENT OF SUCCESS:

1. Increase trust, identify and mitigate issues, and achieve stakeholder awareness of relevant City matters
 - a) Creation of comprehensive departmental communications manual that clearly defines all communication processes and procedures. **Q2 2025**
 - b) Continue with weekly Communications Working Group to ensure strategic, proactive communications and issues management, including oversight of bi-weekly newspaper column, how to address emerging issues and prioritizing internal communications efforts. **Ongoing**
2. Improve local understanding of the role of municipal government, and the distinction between the role of City Council and City Administration.
 - a) Improvement of www.medicinehat.ca
 - i. Improve policy and bylaw presence. **Q1 2025**
 - ii. Improve “search” function. **Q2 2025**
 - iii. Build section on the role of local government. **Q2 2025**
 - b) Transition of www.medicinehat.ca to updated content management system (current product is being phased out by vendor). **Q4 2025**

KEY OBJECTIVE #4 – Marketing and Sponsorship

Strategically develop and implement innovative, accessible marketing materials that authentically capture and amplify our vibrant community, inspiring residents, non-residents, and stakeholders to take meaningful action by investing in our community, our facilities, amenities, events, and local businesses. The business community is inspired to advertise on City assets because they feel a sense of pride in giving back to our local community groups.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Enhance our community profile and drive growth by implementing strategic initiatives that foster stronger media relations, attract new users to our facilities, increase customer loyalty, improve resident sentiment, leverage our unique value proposition to attract targeted residents and investors, and boost overall investment through tailored marketing efforts.
2. Develop a fair and equitable process for third-party advertising on City assets and continue to promote sponsorship and naming opportunities.

MEASUREMENT OF SUCCESS:

1. Enhancing our community profile
 - a) Improve resident sentiment through marketing campaigns that highlight the unique attributes of living and working in Medicine Hat, (using biennial community survey as a gauge of progress).
Q1 2025 to Q4 2026
 - b) An annual media relations calendar will be created at the beginning of each year to proactively promote the activities of our revenue generating facilities (Big Marble Go Centre, Co-op Place, Esplanade).
Q1 2025 and Q1 2026
 - c) Encourage new user registration and increase customer loyalty at our revenue generating facilities by implementing a loyalty program(s). **Q4 2025**
 - d) Use our unique value proposition to create target resident profiles and develop a comprehensive marketing plan to reach them. **Q4 2025**
 - e) Use Medicine Hat Economic Development’s target investor profiles to develop a comprehensive investment attraction marketing plan. **Q1 2026**
2. Advertising and sponsorship of City assets
 - a) Prepare a proposal for a general fund for advertising revenue that our local nonprofit organizations can apply back to **Q1 2025**
 - b) Using the sponsorship and advertising strategy as a guide, develop an RFP for interested parties to manage our advertising assets. **Q4 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Communications, Engagement & Marketing

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	1,318	140	1,458	25	1,483	1
Salaries, Wages and Benefits	1,176	95	1,270	25	1,296	
Contracted and General Services	139	45	184	0	184	
Materials, Goods & Utilities	4	(0)	4	0	4	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Total Expenses	1,318	140	1,458	25	1,483	
Surplus (Deficit) Before Allocations	(1,318)	(140)	(1,458)	(25)	(1,483)	
Net Internal Recovery (Charges)	449	508	957	14	972	
SURPLUS (DEFICIT)	(869)	368	(501)	(11)	(512)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	1,176	1,296	120	Inflationary wage adjustments, and staff pay range changes, (2024 includes a wage recovery which will not continue past 2024).

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Strategic Communications	CEM supports the organization with strategic communication to inform or educate the public. This involves crafting clear, consistent, and targeted messages to engage stakeholders, influence perceptions, and drive desired actions. The CEM team works with departments to understand communication challenges and opportunities, define target audiences, establish communications objectives and develop plans and tactics to achieve objectives. Activities include social media, press releases, website content and management, etc.
Marketing	Through marketing CEM promotes and sell products or services by identifying customer needs and creating value to meet those needs. Through market research, and developing promotions and advertising aimed at attracting and retaining customers, effective marketing helps build brand awareness, engages target audiences, and drives sales by delivering the right message to the right people at the right time. The CEM team works with departments to understand marketing objectives (e.g. membership sales, ticket sales, event attendance, etc.) and develop plans and tactics to achieve objectives. Activities include social media, website management, advertising design and placement, etc.
Media Relations	CEM works to build relationships between the City of Medicine Hat and the media to ensure positive coverage and effective communication with the public by sharing news, stories and key messages that align with the organization's goals. This effort can amplify reach and influence through trusted channels, shape public perception, enhance brand credibility, and manage crises by ensuring accurate and timely information. Activities include press release development and distribution, responding to media inquiries, coordinating media interviews and developing key messages.
Issues/ Crisis Management	CEM works with all departments to proactively identify and address potential challenges or concerns that could impact the organization's reputation, operations, or relationships. It involves monitoring the internal and external environment to detect emerging issues, assessing their potential risks, and developing strategies to mitigate or respond to them. Activities include social media, press releases, website content and management, etc.
Internal Communications	CEM oversees corporate internal communications and works closely with other departments (particularly executive, People Services, and IT) to share information and engage with employees. Internal communications play a vital role in ensuring that staff are informed, aligned with the organization's goals, and motivated to contribute to its success. Effective internal communications foster a positive and trusting workplace culture, enhance collaboration, and promote community ambassadors. Activities include oversight of employee intranet, developing content for employee newsletter, email communications, employee town hall coordination and more.
Public Engagement	CEM facilitates a centre led model of public engagement, which is the process of actively involving individuals, communities, and stakeholders in decision-making, problem-solving, and discussions on issues that affect them. It aims to foster meaningful dialogue, build trust, and create a sense of shared responsibility between the City of Medicine Hat, its residents and other organizations. CEM works with other departments to define public engagement goals and develop plans to support them. Activities include managing public engagement website (Shape Your City), developing plans and opportunities for the public to engage (e.g. open houses, surveys, forums, etc.) and more.
Visual Identity and Graphic Design	CEM creates the visual identity for the organization and develops and enforces these standards to ensure a consistent and professional appearance for all City of Medicine Hat material. Activities include creating digital and print assets for all departments, maintaining a library of templates and resources for employee use, photography, videography, merchandise and more.

Corporate Services

Corporate Planning and Performance

DEPARTMENTAL MANDATE AND STRUCTURE

The Corporate Planning and Performance (CPP) is a center-led team that provides support to the organization in the key areas of Strategic Planning Management and Business Support as well as Business and Data Analytics.

The team provides cross-functional leadership for strategic projects the City is interested in evaluating, pursuing, or developing. Where the team is responsible for certain outcomes within the organization (e.g., Environmental Utility revenue management), Directors of the respective areas maintain full accountability for the success of their departments.

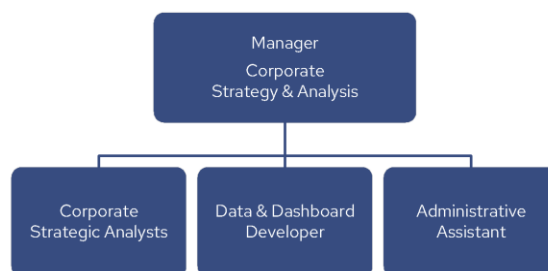
The team provides an advisory role for senior leadership by framing key questions, summarizing and interpreting data to see trends and developing action plans. The team strives to create strategic approaches to complex problems. CPP is a shared service department to ensure the organization is applying a consistent business approach and best practices to effectively deliver services to the community.

Strategic Management and Business Support

This team leads the strategic planning process and creates strategic alignment by undertaking long-range forecasting, business planning, business case support, business plan facilitation, key performance indicators (KPIs), and corporate objectives.

Business and Data Analytics

Data analytics has revolutionized the way businesses operate and make decisions in today's digital age. The ability to extract valuable insights from vast amounts of data to inform evidence-based decisions. The CPP team will work to have data processes and infrastructure in place to source data, store data, apply data management principles, and share it with stakeholders.



	2024(F)	2025(B)	2026(B)	2027	2028
FTE	8	7	7	7	7

KEY OBJECTIVE #1 – Strategic Management and Business Support

The team will drive new value as a business partner for internal departments and the executive team, by contributing credible analysis that informs strategic decision making. The team will support the strategic planning process that will align with Council strategic priorities and corporate objectives. Qualitative and quantitative analysis will include business case development, benchmarking to help identify areas for focused continuous improvement, understanding business risks and alternatives with assessment of innovative solutions for the benefit of the organization and community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Prioritized review of sewer utility rates.
2. Long-range forecasts are developed and updated annually to highlight the expected cash flows from the organization to assist in long-term decision-making.
3. Continually improve the business case methodology and templates that provide evidence-based information for decision makers.
4. Assist with credible business analytics to provide the organization with information and options required to make informed decisions and support high priority, high profile projects and business development projects.
5. Coordinate the development of a catalog of services provided by municipal departments to better assess organizational capacity and improve the efficiency and effectiveness of service delivery.

MEASUREMENT OF SUCCESS:

1. Align sewer rate methodology with the water rate structure approved by Council, implementation in 2027.
Q2 2026
2. a) Continue to update the long-range forecast for planning process. **Q3 2025**
b) Long-range forecast to inform strategic planning and budgeting process. **Annually**
3. Using the business case process, support the delivery of base case and alternate long term capital plans by delivering evidence-based analysis and an informed recommendation for the benefit of decision makers.
Q1 2026
4. Support Public Services by delivering facilities for the future business case, in a stage gate approach to inform capital investment and service level decision making.
 - a) Service Level / Cost Identification. **Q4 2025**
 - b) Develop Key Results / Outcomes with a focus on continuous improvement. **Ongoing**
 - c) Implement Strategic Planning and Management Software. **Q2 2025**
5. a) Coordinate and guide organizational efforts in the collection and detailing of current service levels for external operating departments. **Q1 2025**
b) Work with the Finance team to determine the cost of providing services to the community (from the current service level inventory). **Q4 2025**

KEY OBJECTIVE #2 – Business and Data Analytics

Data is the backbone of effective data-driven decision-making. Establishing a framework for data infrastructure, processes and policies is crucial for organizational success. The team will work collaboratively to deliver quality data, credible actionable insights as well as visualization and reporting tools for the organization.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Develop a framework to facilitate data infrastructure.
2. Implement data services which will facilitate efficient and effective data use across the organization.
3. Develop and implement data policies, processes, and governance for leveraging and safeguarding data.
4. Engage users and train them on data usage and utilizing data through data visualization tools.
5. Successfully complete proof of concept for energy analytics using Artificial Intelligence (AI) to forecast energy consumption.
6. Develop an intake process that considers impact and value to the organization.

MEASUREMENT OF SUCCESS:

1. Working with IT and external consultants to develop an inventory catalogue and identify data owners. Create education and awareness of how data can be used for data-driven decisions, identify roles and responsibilities and change management. **Q4 2025**
2. Data being moved from source systems into data repository using consistent integration processes – this data will be used for data analysis, visualization and reporting purposes. **Q2 2025**
3. Engage users on proper data governance processes. Create high quality, accessible data which is measured by its accuracy, completeness, consistency and timeliness. Establish a data governance process and data management protocol. **Q1 2026**
4. Develop a training plan for dashboards and data visualization tools for the organization. **Q4 2025**
5. The energy marketing team will have access to Machine Learning (ML) forecast for energy demand. **Q2 2025**
6. Roll out an intake process for new data and dashboard requests. **Q2 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Corporate Planning & Performance

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	2,080	(139)	1,941	32	1,973	1
Salaries, Wages and Benefits	1,763	(151)	1,612	32	1,644	
Contracted and General Services	313	11	324	0	324	
Materials, Goods & Utilities	4	0	4	0	4	
Cost Pressures¹	350	(350)	0	0	0	
New Operating Initiatives¹	0	100	100	0	100	
Total Expenses	2,430	(389)	2,041	32	2,073	
Surplus (Deficit) Before Allocations	(2,430)	389	(2,041)	(32)	(2,073)	
Net Internal Recovery (Charges)	1,598	(189)	1,409	21	1,430	
SURPLUS (DEFICIT)	(832)	200	(632)	(11)	(643)	

¹ For more details see cost pressure and new operating initiative schedules below.

* The restructuring to Corporate Planning & Performance effective December 2, 2024, has not been reflected in the Financial Summary.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Salaries, Wages and Benefits	1,763	1,644	(119)	Decrease is primarily due to the reduction of one full time position.

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Corporate Planning & Performance

Project Description	Project Type	2025 Budget	2026 Budget	Total
Data & Analytics Strategy & Development	One-time	100	100	200
Department Total		\$ 100	\$ 100	\$ 200

Funding Sources	2025 Budget	2026 Budget	Total
Operating	100	100	200
Total	\$ 100	\$ 100	\$ 200

Service List Appendix: Phase 1 – Service Description

Sub-Department / Service Area	Description of Sub-Department / Service Area
Corporate Strategy and Analysis	This team leads the strategic planning process and creates the strategic alignment by undertaking long range forecasting, business planning, business case support, key performance indicators (KPIs), and corporate objectives. The team also provides revenue management support to the Water, Sewer, and Solid Waste as well as assists the organization in establishing clear direction through evidence-based decisions and supports corporate data and analytics.
Business and Data Analytics	The team will put in place the required data infrastructure, processes, and policies that are required and will deliver quality data and credible actionable insights.

Corporate Services

Finance

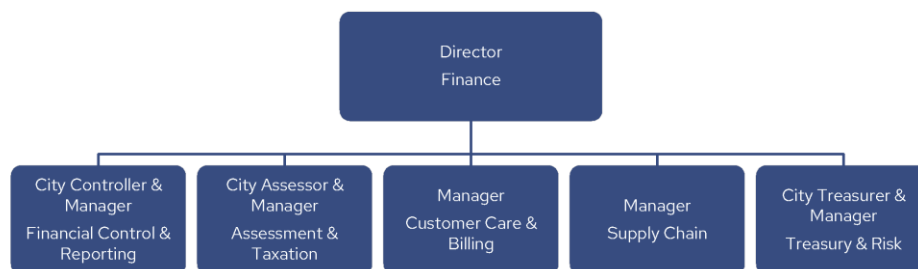
DEPARTMENTAL MANDATE AND STRUCTURE

Finance as process owner – defining centre led City of Medicine Hat related policy, procedures and business process including procurement and payments, travel expenses and allowances, investment of treasury funds, debt management, accounting practice and estimates, distributable cash and reserves, customer billing and collection, fraud investigation and internal auditing.

Finance as service provider – delivering day to day services in an efficient and effective manner to customers including management and financial reporting, customer service and call centre, billing and collection of taxes, utilities and other, risk management including insurance program and claims, investment and debt management, business planning, procurement and payment, central and fleet stores, fair and equitable property assessments as well as stable and predictable tax environment.

Finance as trusted internal advisor – providing business support and advice to operations including financial and risk modelling, loss control inspections, capital/major operating expense funding, briefing notes for standing committees, business planning, supporting implementation of new programs or systems (including Enterprise Resource Planning system), management reporting and analysis, relationships with external stakeholders.

Enterprise Risk Management (ERM) - leading the enterprise risk management framework and the process of risk management through risk identification, risk evaluation, risk response, risk monitoring, and reporting. The aim is to continuously strengthen the City's ERM framework, fostering a culture of risk awareness and proactive management across all departments. ERM will also conduct comprehensive environmental scans for benchmarking and integrating best-in-class practices as well as establishing, implementing, and managing the program and associated policies and procedures ensuring alignment with the corporate strategic and business plan and the defined risk appetite.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	86.8	85.8	85.8	85.8	85.8

KEY OBJECTIVE #1 – Customer Service Optimization

Ensure optimal customer service experience of internal and external customers.

** Partially dependent on approval of Business Process Optimization and Enhancement Business Case*

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Provide a high level of service with exceptional internal and external customer experience through continued pro-active communication, education, and ease of service delivery.
2. Ensure governance excellence and meet benchmarks to measure our success.
3. Optimize and leverage existing or new technologies, procedures, and other tools to enhance business processes and respond to a changing environment to meet the needs of our customers.
** **Dependent on approval of Business Process Optimization and Enhancement Business Case***
4. Assist the organization with defining required and desired service level expectations to the community.
5. Support discussions with Council on the desired service level provided to the community.

MEASUREMENT OF SUCCESS:

1.
 - a) Procurement training provided to all internal staff through the Procurement 101 course, completion, and periodical re-fresher courses to be tracked in the City’s ERP Competences Module. **Ongoing**
 - b) Continue co-operation, communication and education with the Southeast Alberta Chamber of Commerce and Medicine Hat Construction Association. **At least 1 session annually.**
 - c) Customer Care and Billing and Assessment provide education and community dialogue at the **annual** Spring Home and Garden Trade Show with an e-Billing booth for utilities and taxation as well as a booth for assessment.
 - d) Customer Care and Billing provides education, collaborates, and works on process improvements to better serve the City’s vulnerable section **semi-annually** with social agency groups.
 - e) Customer Care and Billing meets **quarterly** with Utility Distribution Services group to ensure alignment on projects and project goals.
 - f) Procurement to complete planning sessions with Departments **twice per year.**
 - g) Procurement to meet **quarterly** with Department Purchasing Liaisons to provide updates and review best practices.
2.
 - a) Provide a 75% utility customer satisfaction on customer service level from a minimum of 400 responses to five predefined questions. **Ongoing**
 - b) Provide a 75% utility billing customer satisfaction from a minimum of 400 responses to four predefined questions. **Ongoing**
 - c) Provide a 70% annual Call Centre Grade of Service with less than 5% call abandoned rate as benchmarked with the Alberta Utilities Commission call answer performance measures. Grade of service is the percentage of all calls reaching an agent within 30 seconds (# of calls reaching agent within 30 seconds / number of calls reaching an agent x 100). **Ongoing**
3.
 - a) Migrate all Unit 4 finance modules (GL, PCB, Planner, Travel, Accounts Receivable, etc.) to the cloud. **Q4 2026.**
 - b) Implementation of handheld mobile devices for Assessment field inspections. **Q4 2025**
 - c) CAMA lot and GIS integration into assessment and tax software systems. **Q4 2025**
 - d) Implement e-Billing functionality with AR invoicing and tax/assessment notices with adoption target of 30%. **Q4 2025**
 - e) Successful implementation of tax software (Tempest). **Q1 2025**
 - f) Efficient and accurate billing of Clean Energy Incentive Program on annual tax notices. **Ongoing**
 - g) Continue working closely with user group to receive feedback on the usefulness of the updated Management Report and implement further changes to enhance the effectiveness of the report for

discussion and decision-making by the organization. Meet quarterly to discuss and receive feedback from Department leaders. **Ongoing**

- h) Implement recommendations from the Unit 4 health check to enhance the functionality and usage of this system. **Q4 2025**
4. Work with City Departments and Corporate Planning and Performance on the creation of a detailed list of costed services from external facing operating departments. **Q4 2025**
5. Support the presentation to Council on the inventory and cost of current service levels, and make any adjustments based on the direction received from Council on the desired service level provided to the community. **Q4 2025**

KEY OBJECTIVE #2 – Supporting and Developing our Team Talent

Create a supportive, positive work culture by promoting a safe workplace, both physically and psychologically, that allows employees to express their ideas and thoughts and pursue corporate opportunities, objectives and goals.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Provide each team member with at least one new learning each year through cross training or professional development opportunities.
2. Anticipate and prepare for succession planning of key positions by developing internal staff to ensure seamless transition into retirement/vacant positions with no lost knowledge to the department or operational disruption.
3. Celebrate team successes and promote physical and mental well-being.

MEASUREMENT OF SUCCESS:

1.
 - a) 75% of staff utilize training opportunities. **Ongoing**
 - b) 90% compliance of mandatory training. **Ongoing**
2.
 - a) Regular monthly discussions with team members to share information, encourage engagement, ideas and suggestions for innovation (including incremental continuous improvement of process and services) and just in time training when required. **Ongoing**
 - b) Schedule quarterly check-ins and 1-on-1s with team members to discuss performance and opportunities. **Ongoing**
 - c) Customer Care and Billing tailgate and just in time meetings are held as required to ensure the most current information is distributed to staff. **Ongoing**
 - d) Business continuity, service levels, and customer experience are maintained while recruiting for vacant positions. Measured by meeting legislated timelines and service benchmarks. Teams are accomplishing goals, engaged, and supporting each other. **Ongoing**
3.
 - a) Hold at least one appreciation event per work group within the calendar year. **Ongoing**
 - b) 80% attendance of Finance Employees for the semi-annual Finance Connects. **Ongoing**
 - c) Each team member to utilize the minimum vacation allotment to support wellbeing. **Ongoing**

KEY OBJECTIVE #3 – Financial Wellbeing

Ensure the City has healthy finances and long-term financial stability, while maintaining organizational health, resilience, and compliance with regulatory bodies.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Ensure property assessments are fair and equitable to establish a stable and predictable tax environment by creating processes and mechanisms when determining annual and supplementary assessment values.
2. Ensure responsible spending decisions and manage our reserves, debt, and obligations to balance the needs of today with the future requirements.
3. Implement the recommendations from the Strategic Asset Allocation review, ensuring the portfolio is well diversified and maintains an appropriate balance between risk and return.
4. To find optimal balance between risk retention/transfer and cost related to risk management/insurance.
5. Develop and maintain resilient Supply Chain strategy for inventory management and for the sourcing of goods and services.
6. Complete audit reviews to ensure finances are prudently managed and proper internal controls are in place.

MEASUREMENT OF SUCCESS:

1.
 - a) Residential property reinspection to target 20% of the properties for complete review following a 5-year rotation cycle. **Ongoing**
 - b) Converting all outstanding non-residential properties to the same costing approach (Marshall & Swift) with a target of 15-20 properties annually. **Ongoing**
2.
 - a) Create a long-range cash flow plan to ensure fiscal targets are maintained and met (debt levels maintained with internal policy; minimum reserve balances are maintained; municipal budget gap is reduced etc.). **Ongoing**
 - b) Maximize competitive grant funding opportunities with regular updates to executive leadership team on progress/status. **Ongoing**
 - c) Review borrowing options to reduce borrowing rates and provide more flexible payment terms. **Ongoing**
3. Achieve the targeted 5.5% nominal investment rate over the investment cycle with the opportunity to optimize the return based on the asset mix as recommended by the Strategic Asset Allocation Study. **Ongoing**
4. Implement recommendations from risk studies conducted in 2024 such as changes to deductibles, premiums, and insurance reserve to ensure cost effectiveness of the City's insurance program while staying within the City's risk tolerance threshold. **Ongoing**
5.
 - a) Utilization of city-wide contracts with focus on healthy selection of available and established supplier pool. The target is at least 25 categories of city-wide contracts available at any given time (cleaning, engineering, etc.). **Ongoing**
 - b) Develop a framework and establish KPIs for right-sizing inventory levels that meet the City's operational needs while ensuring long-term financial stability. **Q4 2025**

6. a) Annual reporting to Audit Committee of internal purchasing card, fuel card, and cash audits with recommendations to identify and address weaknesses in processes. **Ongoing**
- b) Identify one area for a value for money audit. **Ongoing**
- c) Receive a clean annual external audit report with no outstanding adjustments. **Ongoing**

KEY OBJECTIVE #4 – Enterprise Risk Management (ERM) Enhancement

Strengthen the City's ERM framework by fostering a culture of risk awareness and proactive management across all departments. This includes engaging departmental directors and Risk Owners, conducting comprehensive risk assessments with the departments and monitoring and reporting on the risks with the intent to mitigate, reduce or eliminate the enterprise risks to an acceptable level.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Engage Departmental Directors and Risk Owners to improve collaboration, communication, awareness, understanding, and alignment regarding risk management and issues across departments, including providing tailored support and resources for effective risk management.
2. Establish clear risk governance structures, define risk appetite and tolerance levels, processes and procedures, and ensure alignment with organizational objectives and legal requirements.
3. Enhanced ability to anticipate and mitigate potential risks through the adoption of best practices, by strengthening decision-making, improving resilience, and ensuring proactive risk management across all departments.
4. Continuous monitoring and updating of risks to maintain an up-to-date risk profile for the City, by ensuring timely identification of emerging threats and alignment with evolving organizational priorities.
5. Regular reporting will keep all stakeholders informed of risk trends, providing clear, data-driven insights, highlighting key risks, and offering actionable recommendations for mitigation.

MEASUREMENT OF SUCCESS:

1. a) Hold quarterly meetings with departmental directors and Risk Owners to review current risk assessments, monitor risks, evaluate current key controls, and review the planned risk mitigation activities. **Ongoing**
- b) Establishing a cross-departmental risk committee for regular risk-related discussions. **Q2 2025**
- c) Better alignment of risk management efforts with strategic planning and organizational objectives, by embedding risk considerations into decision-making processes, improving risk communication across departments, and ensuring that risk management is a core component of strategic initiatives. **Q4 2025**
2. a) Develop ERM Policy for Council approval. **Q2 2025**
- b) Develop a comprehensive ERM framework guideline document which describes all the processes and procedures for undertaking the ERM practice in the organization (i.e. risk identification, mitigation, monitoring etc.). **Q4 2025**
3. a) Conduct Environmental Scans for Benchmarking and Best Practices. Perform regular scans to identify emerging risks and industry trends. Benchmark against leading municipalities and organizations to identify areas for improvement. Integrate best-in-class risk management practices into the City's ERM framework. **Q4 2025**

- b) More accurate and insightful risk assessments using statistical data, through advanced analytics, leading to data-driven decisions and more effective risk mitigation strategies. **Q1 2026**
- 4. a) Establish a robust monitoring system for continuous risk tracking and regular reporting. **Q2 2025**
 - b) Involve Risk Owners in bi-annual and annual presentations to the Executive Leadership Team (ELT) and Audit Committee, respectively. **Ongoing**
 - c) Implement a feedback loop with Risk Owners and stakeholders to identify areas for improvement in the monitoring and reporting process. **Q2 2025**
 - d) Continuously review and enhance the ERM reporting and monitoring process to ensure it aligns with best-in-class standards. **Ongoing**
- 5. a) Provide bi-annual updates to Executive Leadership Team. **Q1 2026**
 - b) Present annual reports to Audit Committee on top, trending, and emerging risks. **Q1 2026**

OPERATING BUDGET SUMMARY

City of Medicine Hat Finance

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	720	(168)	553	19	572	1
Other Revenue	129	(3)	126	4	129	
Total Revenue	849	(171)	678	23	701	
EXPENSES						
Base Operating Expenses	14,214	194	14,409	192	14,601	2
Salaries, Wages and Benefits	9,162	112	9,274	269	9,543	3
Contracted and General Services	4,741	92	4,833	(76)	4,757	
Materials, Goods & Utilities	212	(10)	203	(1)	202	
Provision for Allowances	30	0	30	0	30	
Bank Charges & Short Term Interest	44	0	44	0	44	
Other Operating Expenses	25	0	25	0	25	
Cost Pressures¹	382	(382)	0	0	0	
New Operating Initiatives¹	0	250	250	(250)	0	
Other Expenses	81	(6)	75	0	75	
Amortization and Provision for Abandonment	81	(6)	75	0	75	
Total Expenses	14,677	57	14,734	(58)	14,676	
Surplus (Deficit) Before Allocations	(13,828)	(228)	(14,055)	81	(13,974)	
Net Internal Recovery (Charges)	9,319	166	9,485	64	9,549	
SURPLUS (DEFICIT)	(4,509)	(62)	(4,570)	145	(4,425)	

¹ For more details see cost pressure and new operating initiative schedules below.

* The restructuring to Corporate Planning & Performance effective December 2, 2024, has not been reflected in the Financial Summary.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	720	572	(149)	Decrease is due to the reduction of revenue as a result of lower activity in tax certificates, search fees, utility transfers, and mortgage fees.
2	Salaries, Wages and Benefits	9,162	9,543	381	Increase is the result of the Key Budget Assumptions for inflationary wages, offset by the reduction of 1 FTE.
3	Contracted and General Services	4,741	4,757	16	Increase is due to inflationary pressures relating to software costs, offset by lower insurance premiums.

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Finance

Project Description	Project Type	2025 Budget	2026 Budget	Total
Business Process Optimization & Enhancements	One-time	250	-	250
Department Total		\$ 250	\$ -	\$ 250

Funding Sources	2025 Budget	2026 Budget	Total
Operating	250	-	250
Total	\$ 250	\$ -	\$ 250

Service List Appendix: Phase 1 – Service Description

Sub-Department / Service Area	Description of Sub-Department / Service Area
Financial Control and Reporting	The financial control and reporting team is responsible for ensuring the accuracy and integrity of financial data for the City. Duties include overseeing budgetary compliance, financial forecasting, preparing financial statements, and maintaining the Financial Enterprise Resource System (ERP). Additionally, they play a crucial role in implementing internal controls and performing internal audits to safeguard municipal assets and ensure transparency in financial operations.
Assessment and Taxation	The municipal assessment and taxation team is responsible for evaluating property values, recommending tax rates and enforcing provincial legislation and tax laws within the municipality. They assist taxpayers with assessment inquiries, handle appeals for resolution or board decisions, and maintain accurate records while also ensuring taxation practices align with broader municipal objectives.
Customer Care and Billing	<p>The customer care and billing team is responsible for providing external and internal billing, payment processing, collections and customer care for utilities, taxation, general accounts receivables and meter reading.</p> <p>They manage service requests, service orders and inquiries and concerns related to municipal services such as water, electricity, waste management, accounts receivable, taxation, transit passes, dog and cat licenses.</p> <p>Service delivery is provided through efficient call centre operations, counter in-person services, e-Services and online options. They handle maintenance of the customer databases for utilities and taxation, billing of 28,000 taxation notices, 400,000 utility notices and 27,000 accounts receivables notices, collection of that revenue and provide customer care to 100,000 inquiries annually.</p> <p>They provide support to the utilities and other departments in initiatives and program delivery and billing. They ensure compliance with taxation legislation, Municipal Government Act and applicable bylaws while providing support to the residents.</p>
Supply Chain	<p>The Supply Chain team is responsible for the management and oversight of the procurement, supplier payment and inventory management functions throughout the City.</p> <p>They support the City's operations through sourcing goods and services, establishing contracts, processing payments, managing appropriate inventory levels, and distributing goods to the various City departments.</p>

Sub-Department / Service Area	Description of Sub-Department / Service Area
	Additionally, they are responsible for ensuring compliance with external and internal governance and procurement regulations, seeking cost-saving opportunities, and maintaining transparent and efficient supply chain processes to support the municipality's needs effectively.
Treasury and Risk	<p>The Treasury team is tasked with managing the financial assets, investments, and liquidity of the municipality. They oversee cash flow and coordinate debt issuance and repayment. Additionally, they manage banking relationships and ensure compliance with financial regulations. Lastly, the team also administers the organization's insurance/claims program, leads the grant revenue development function, and performs compliance for the commodity hedging program.</p> <p>Enterprise risk is responsible for leading the enterprise risk management framework and process of risk management through risk identification, risk evaluation, risk response, risk monitoring, and reporting. Responsibilities also include establishing, implementing and managing the program and associated policies and procedures ensuring alignment with the corporate strategic and business plan and the defined risk appetite.</p>

Corporate Services

Fleet, Facilities and Asset Management

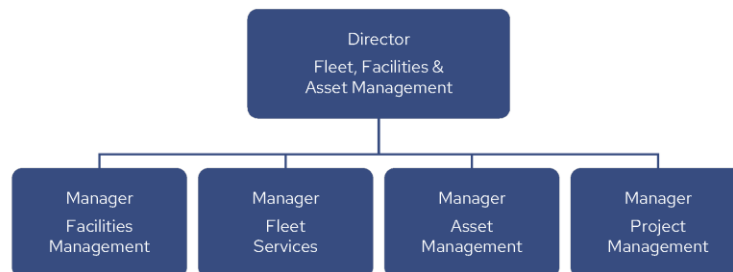
DEPARTMENTAL MANDATE AND STRUCTURE

Fleet, Facilities, Asset Management provides a diverse range of safe, reliable, and cost-effective services to both internal and external customers of the City of Medicine Hat (CMH). Areas of accountability include corporate fleet, corporate facilities, corporate asset management program, and corporate project management program.

Corporate fleet management, facilities management, asset management program, and project management program services are provided to both internal and third-party contracted service providers, including the provision of project management services for facilities, fleet, and the corporate project management program. Finally, high quality customer care provides respectful and expeditious interactions with all customers, both internal and external to the City of Medicine Hat, as it pertains to the department's areas of accountability.

The Fleet, Facilities, Asset Management Department structures its resources, business plan and budget based on the following assumptions:

- The department operates to all federal, provincial, and local regulatory standards
- The department operates to industry best practices, codes, and standards
- Department capital and maintenance programs are based on robust data incorporating risk-based analysis into detailed asset management programs
- The department plans operating levels of service based on past trends and emerging regulatory, environmental, or industry initiatives
- The department shall provide equitable, professional, technical, and non-technical support and services to internal and external customers
- The department strives to create and maintain comfortable, respectful, and functional work environments and mobile assets for employees, customers, and contracted service providers; and
- Safety of customers and employees is of paramount importance to the department.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	51	51	51	51	51

KEY OBJECTIVE #1 – Inter-departmental Partnerships

Maintain inter-departmental partnerships by providing and receiving technical advice, regulatory compliance, and supporting other City of Medicine Hat departments by providing designated levels of service with the minimum amount of service disruption, within approved budgets.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE ☒	STAKEHOLDER SATISFACTION ☒	FINANCIAL SUSTAINABILITY ☒
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Maintain Facilities Management Level of Service, including ongoing condition assessments and Realty Asset Management Plan (RAMP) with stakeholders.
2. Maintain Fleet Level of Service, including ongoing condition and needs assessments for capital replacements with stakeholders.
3. Maintain Corporate Asset Management Program to support partner departments and long-term financial planning with stakeholders.
4. Maintain Corporate Project Management Program to support partner departments through providing consistent processes, resources, training, and reporting tools.

MEASUREMENT OF SUCCESS:

1. Maintain Facilities Management Level of Service: **Ongoing**
 - a) Complete required engineering and life safety inspections for all applicable Facility components as per level of service regulatory guidelines annually or as per regulation.
 - b) Action Recreation and Wellness, Facilities Management to prepare a schedule of existing recreational facilities including for each:
 - i. Updated Facility Condition Assessment identifying anticipated sustaining capital for each of the next 25 years required to maintain operation of each facility as designed and constructed, **Q1 2025**
 - ii. Potential demolition costs, and **Q1 2025**
 - iii. Average annual operating cost – to be utilized and considered as part of Facilities for the Future analysis developed by Parks and Recreation – prepare schedule with further ongoing analysis and scenarios as required. **Q1 2025**
 - c) Complete required condition assessments within Facilities (4-year cycle) and maintain updated asset plans as per level of service guidelines for capital budgeting. **Ongoing**
2. Maintain Fleet Level of Service: **Ongoing**
 - a) Complete required Commercial Vehicle Inspection Program for all applicable Fleet units as per level of service regulatory scheduled guidelines annually or as per regulation.
 - b) Complete required condition assessments within Fleet (4-year cycle) and maintain updated asset plans as per level of service guidelines for capital budgeting.
 - c) Recruitment and integration of Fleet Capital Coordinator to support capital replacement plans.
3. Maintain Corporate Asset Management Program: **Ongoing**
 - a) Complete annual Corporate Asset Management Program review and required submissions of updates as per regulatory requirements and assist corporate asset management program application with other departments including capital budget planning and allocation of funding.
4. Maintain Corporate Project Management Program: **Ongoing**
 - a) Lead the establishment of a centre-led Project Management framework that (i) defines project management best practices across the organization, and (ii) provides support and collaboration to project managers.
 - b) Complete annual Corporate Project Management Program review and required updates as per ELT direction and assist corporate project management program application with other departments

- c) Complete Tri-Annual Project Management reporting on capital spending performance, including project budget, spend, stage of completion, ongoing risk levels, and anticipated completion date

KEY OBJECTIVE #2 – Asset Management Program

Track and report asset management program progress and results, as per Corporate Asset Management Policy Number 0181.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

- Complete implementation of asset management framework.
- Complete annual review and report asset management program progress, including regulatory submissions, as required.
- Assist corporate departments in asset management plan development, reporting and continuous improvement.
- Provide education and knowledge sharing of asset management principles including third party training, industry trends, and partner organization learning opportunities (i.e. Federation of Canadian Municipalities, Canadian Network of Asset Managers, etc.).

MEASUREMENT OF SUCCESS:

- Implementation of asset management framework. **Ongoing**
Complete annual Corporate Asset Management Program review and required submissions of updates as per regulatory and policy requirements. Support of Asset Program Manager (started in 2024.)
- Annual review and report asset management program progress, including regulatory submissions, as required. Assist other departments with application corporate asset management program application including action plans, education, and knowledge sharing. **Ongoing**
- Assist corporate departments in asset management plan development. **Ongoing**
- Update Asset Management Roadmap on progress. **Q1 2025 to Q4 2026**
- Provide education and knowledge sharing of asset management principles:
- Maintain updates to Asset Management Governance Committee to continue training and incorporation of Asset Management concepts. **Q1 2025 to Q4 2026**

KEY OBJECTIVE #3 – Project Management Program

Track and report project management program progress and results, as per executive leadership team direction.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Complete annual review and report project management program progress.
2. Complete Tri-Annual project reporting on capital projects, including project budget, spend to date, stage of completion, ongoing risk levels, and anticipated completion date.
3. Provide education and knowledge sharing of project management principles including third party training, industry trends, and partner organization learning opportunities (i.e.: Medicine Hat College etc.).

MEASUREMENT OF SUCCESS:

1. Communicate and support project management training to City of Medicine Hat staff. **Q4 2025**
2. Complete annual project program review **Q1 2025**
3. Leveraging existing ERP systems, develop regular dashboard reports highlighting project updates, achievements, and potential risks to improve transparency and engagement for Tri-Annual reporting. **Q2 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Fleet & Facilities

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	161	5	166	5	171	
Total Revenue	161	5	166	5	171	
EXPENSES						
Base Operating Expenses	13,735	815	14,550	152	14,702	
Salaries, Wages and Benefits	5,230	101	5,332	107	5,439	1
Contracted and General Services	4,079	(194)	3,885	0	3,885	2
Materials, Goods & Utilities	4,426	907	5,334	45	5,379	3
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Other Expenses	13,469	878	14,347	659	15,006	
Interest on Long-term Debt	542	(319)	223	587	810	
Amortization and Provision for Abandonment	12,927	1,197	14,124	72	14,196	4
Total Expenses	27,204	1,693	28,897	811	29,708	
Surplus (Deficit) Before Allocations	(27,043)	(1,688)	(28,731)	(806)	(29,537)	
Net Internal Recovery (Charges)	14,849	972	15,821	(690)	15,130	
SURPLUS (DEFICIT)	(12,194)	(717)	(12,910)	(1,496)	(14,407)	

¹ For more details see cost pressure and new operating initiative schedules below.

* The restructuring to Corporate Planning & Performance effective December 2, 2024, has not been reflected in the Financial Summary.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	5,230	5,439	208	Increase is the result of the key budget assumptions for inflationary wages.
2	Contracted and General Services	4,079	3,885	(194)	Decrease is primarily due to the re-allocation of budget into materials to help offset the cost pressures for vehicle maintenance.
3	Materials, Goods & Utilities	4,426	5,379	953	Increase is primarily due to vehicle maintenance inflationary pressures.
4	Amortization and Provision for Abandonment	12,927	14,196	1,269	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Fleet & Facilities

Project Description	2025 Budget	2026 Budget	Total
Energy Efficiency Component Upgrades	1,000	-	1,000
Department Total	\$ 1,000	\$ -	\$ 1,000

Funding Sources	2025 Budget	2026 Budget	Total
Government Grants	419	-	419
Reserves	581	-	581
Total	\$ 1,000	\$ -	\$ 1,000

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Fleet & Facilities

Project Description	2025 Budget	2026 Budget	Total
Accessibility Program	289	1,000	1,289
Ancillary Infrastructure Rehabilitation Program	1,750	1,000	2,750
Big Marble Go Centre Components	1,000	396	1,396
Facilities Management Infrastructure Rehabilitation Program	2,750	2,750	5,500
Fleet Services Mobile Asset Replacement Program	7,000	7,000	14,000
Police Station	750	1,800	2,550
Utilities Infrastructure Rehabilitation Program	800	800	1,600
Fleet Services Fuel Pump Replacement	65	-	65
Department Total	\$ 14,404	\$ 14,746	\$ 29,150

Funding Sources	2025 Budget	2026 Budget	Total
Government Grants	1,000	-	1,000
Reserves	13,404	14,746	28,150
Total	\$ 14,404	\$ 14,746	\$ 29,150

Service List Appendix: Phase 1 – Service Description

Sub-Department / Service Area	Description of Sub-Department / Service Area
Fleet	Fleet Services provides comprehensive fleet asset procurement and management services, as well as trusted advisory services. Fleet Services provides service to all departments within the City of Medicine Hat.
Facilities Management	<p>Facilities Management (FM) provides comprehensive facilities asset management services, as well as trusted advisory services. FM provides service to all departments within the City of Medicine Hat.</p> <p>Core services for designated facilities include exterior/interior structural and finishes, electrical, plumbing, and mechanical/heating/cooling. Additional services for designated facilities include grounds and campus maintenance as well such as parking lot repair, snow removal and custodial services.</p>
Asset Management	Asset Management provides comprehensive asset management program governance and guidance in its application within the Corporate Asset Management Policy. Acts as a trusted advisor and information center for asset management elements across the corporation.
Project Management Program	This team is the knowledge center for project management and supports the organization with a program including frameworks, processes and templates, monitoring, and reporting to ensure projects are completed on budget, on time and on schedule.

Corporate Services

Information Technology

Information Technology (IT) enables the City of Medicine Hat (CMH) to achieve its vision and mission by providing departments with a stable, scalable, secure, and cost-effective information technology environment. IT provides technical and enterprise systems planning, design, support/hosting services, analysis, and consulting, enabling business units to deliver their services in an efficient and effective manner.

DEPARTMENTAL MANDATE AND STRUCTURE

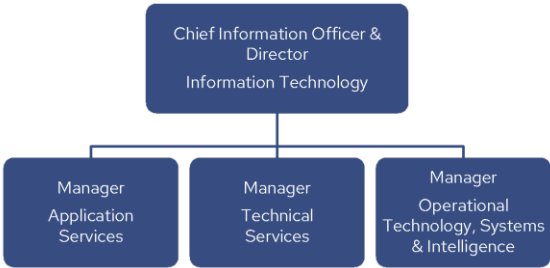
IT enables the City to achieve its vision and mission by providing departments with a stable, scalable, secure, and cost-effective information technology environment. IT provides technical and enterprise systems planning, design, support/hosting services, analysis, and consulting, enabling business units to deliver their services in an efficient and effective manner.

Providing Operational Technology (OT) cybersecurity services as well as the support and advancement of key enterprise systems including Geographic Information Systems, Automated Metering Infrastructure, and Cityworks are key mandates for IT.

IT is focused on providing professional services and strategic advice to its customers and business partners, continuously improving, and maintaining the City’s technology infrastructure and software applications assets while delivering secure and innovative solutions that meet customer needs, compliance, and business goals. Our commitment is to improve and maintain the City’s information and technology assets and deliver excellent customer service while providing responsive and pragmatic technology solutions to support the many business units that make up the City of Medicine Hat.

The Information Technology Vision:
To be “A valued partner in your success”.

The Information Technology Mission:
“Your IT team delivers value through innovative, high-quality technology support and solutions empowering you to succeed.”



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	46	47	47	47	47

KEY OBJECTIVE #1 – Advanced Collaboration Ecosystem

** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case*

In an era of digital transformation, efficient, effective, and secure information management is not optional – it’s a strategic necessity. As our municipality faces growing information volumes, diverse data sources, and evolving compliance demands (both public and internal), the importance of a platform that enables clear processes and best practices for collaborating, capturing, organizing, and maintaining corporate records cannot be overstated. To achieve this effectively, a robust technology platform is essential.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

- Modernize the Records Management and Agenda Management system currently in use at CMH under the direction of the City Clerk Records Management resource. This goal aims to enhance efficiency and collaboration, ensure compliance, and revise our record retention obligations as outlined in Records Management Policy #0156. It will also provide the foundation to enable internal and public access to appropriate and available documentation (such as bylaws, FOIP, etc.).
*** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**
- Enhance the cybersecurity posture at CMH to further mitigate cybersecurity risk through integration and adoption of advanced cybersecurity processes and tools aligned with best practices, National Institute of Standards and Technology (NIST) and the Government of Alberta (GOA).
*** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**
- Introduce and support modern data visualization and analysis tools for CMH users. These tools will enable better data informed decisions, aligning with the ongoing development of the CMH Data Strategy led by the Corporate Planning and Performance (CPP) team.
*** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**
- Deliver the processes, training, and guidance required to enable business units to automate repeatable, day-to-day tasks and processes.
*** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**

MEASUREMENT OF SUCCESS:

- By the end of 2026, modernized records management practices and technology will be in place, aligning them with a revised Records Management policy. This modernization will enable all CMH stakeholders to manage their records effectively and efficiently in the same location as other documents and content. Business units will gain the tools to increase accessibility to and availability of appropriate information (i.e. bylaws, planning documents, FOIP requests, etc.) and enhance collaboration with relevant stakeholders (i.e. Economic Development partners, 3rd party consultants, etc.). **Q4 2026**
- By the end of 2026, the improvements in our Cybersecurity posture will be aligned with our risk appetite and benchmarked against the NIST (National Institute of Standards and Technology) standards. This information will be shared with executive leadership and closed council. Keeping our data and infrastructure safe and functioning at optimal levels is a top priority for the successful delivery of services. **Q4 2026**
- Corporate Planning and Performance (CPP) is leading the development and approval of the CMH Data Strategy. By the end of 2025, the technology to support this initiative will be in place to enable CSA to achieve the outcomes of the data strategy. This will lead to accessibility and transparency of appropriate data to many stakeholders as outlined in the CMH Data Strategy. **Q4 2025**

4. By the end of 2024, the foundational elements will be in place for early adopters within the CMH to utilize the tools and platform for business process automation. By the end of 2025, all business units will have access to these automation capabilities, which will become an integral part of process optimization within business units. **Q4 2025**

KEY OBJECTIVE #2 – Core Enterprise Systems Advancement

** Partially dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case*

The support and advancement of our core Enterprise Systems (ES) is crucial for the business units that rely on them. The efficiency and effectiveness of these systems significantly impact the level of service that is possible with available resources. Information Technology plays a pivotal role in guiding, supporting, and assisting with the continuous improvement of our Enterprise Systems, while ensuring alignment with Enterprise Systems Governance Committee (ESGC) principles.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Tax Software Replacement – this Finance driven initiative is key for managing tax revenue and replacing software that is under significant risk due to vendor stability and technology supportability. The IT Business Services and Systems Development teams will play an important role in supporting Customer Care and Billing through the implementation and driving continuous improvement through technology.
2. Enterprise Resource Planning (ERP) System Optimization – this initiative is in support of the Finance and People Services business units planning, developing, optimizing, and implementing improvements for their respective ERP modules based on the results of system “Health Checks” performed during 2024. The IT Continuous Improvement team will actively support the business units in driving further process improvements through the use of the ERP.
3. Enterprise Resource Planning (ERP) System Pathway to the Cloud – this initiative is primarily “re-platforming” the ERP system from an on-premises hosted model to a cloud service hosted model. This vendor mandated transition will offer significantly more resiliency in the delivery of the ERP services and will reduce future capital costs for on premise infrastructure. The IT Technical Services and Application Services teams will play an important role in leading the business units throughout the migration.
4. Utility Network (UN) Migration – this is a cross operational department initiative led by the IT Geographical Information Systems (GIS) team aimed at completely modernizing the platform that provisions utility-focused GIS services in CMH. Each operational business unit will play a key role in the success of project. The IT GIS and Systems Development teams will play an important role in leading and supporting the business units in driving enhanced operational performance through technology.
5. Microsoft365 (M365) Adoption – this initiative represents a complete modernization of the collaboration and office productivity tools used at CMH. While a significant component of this initiative is collectively referred to as the Collaboration Ecosystem, there are many other parts to the M365 platform. The IT Application Services and Technical Services teams will play an important role in leading, driving change and supporting this office

productivity and collaboration modernization initiative in driving further effectiveness and efficiencies through technology all stakeholders.

*** Partially dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**

MEASUREMENT OF SUCCESS:

1. By the end of 2025, we aim to complete the successful implementation of the selected Tax Software system. This includes data conversion, key integrations, and putting the new system into live use. The outcome will be a modernized Tax Software System on a stable and reliable platform, supporting the finance business unit's objectives for the future. **Q4 2025**
2. Create a list of prioritized action items and a work plan are targeted to be in place. This will provide the roadmap needed to achieve subsequent optimization work, including resources requests or projects. The goal is to support Finance and People Services in improving the health, effectiveness, and efficiencies of the current ERP system. **Q2 2025**
3. By the end of 2026, the Enterprise Resource Planning (ERP) system will be transitioned to the selected cloud environment. Planning, integration modernization, and data conversion work will be completed by the end of 2025 in preparation for the live environment migration in late 2026. **Q4 2026**
4. The Utility Network (UN) project will be successfully implemented in all operational departments (Environmental Utilities/Gas/Municipal Works/Electric) by the end of 2027. Most of the implementation will be completed by the end of 2026, with Electric remaining for migration. The outcome will be a modern, robust, and scalable solution for storing and analyzing all the City's utility data and infrastructure. **Q4 2026**
5. By the end of 2026, the implementation of M365 functionality, aligned with Key Objective #1 – Advanced Collaboration Ecosystem, will be live. Through a pragmatic approach, change management and ongoing training materials will be easily accessible to all users. The significant outcomes include improved collaboration efficiency, enhanced compliance with records management practices, and a fully modernized collaboration and office productivity environment to serve CHM in the future. **Q4 2026**

*** Dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case**

KEY OBJECTIVE #3 – Advance Cybersecurity Posture

*** Partially dependent on approval of Cybersecurity Maturity Program Business Case, and Advanced Collaboration Ecosystem 2025/2026 Business Case**

Advancing a comprehensive Information Technology (IT) and Operation Technology (OT) cybersecurity posture is essential to ensure the safety, reliability, and trustworthiness of municipal services, data, resources, and infrastructure.

1. Protection of Critical Infrastructure: Municipalities rely on interconnected systems for essential services such as water supply, transportation, and emergency response. A strong cybersecurity posture safeguards these critical infrastructures from cyber threats.
2. Resilience Against Attacks: Cyberattacks can disrupt operations, compromise data, and impact public safety. Executives need robust defenses to prevent, detect, and respond effectively to incidents.
3. Financial Impact: Breaches can result in significant financial losses, including recovery costs, legal fees, and reputational damage. A proactive approach reduces financial risks.
4. Legal and Regulatory Compliance: Municipalities must adhere to data protection laws and industry standards. Executives need to ensure compliance and avoid penalties.
5. Public Trust and Reputation: Citizens expect their local government to protect their information. A breach can erode public trust and damage the municipality's reputation.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE ☒	STAKEHOLDER SATISFACTION ☒	FINANCIAL SUSTAINABILITY ☒
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Improve visibility of our systems environments and the cybersecurity IT threat landscape.
2. Improve cybersecurity risk identification, assessment, and management processes for Corporate IT
3. Advanced education and behavior accountability tools (phishing, etc.).
4. Advance threat and incident capture processes using AI wherever practical to increase effectiveness and efficiency.
5. Implement a collection of OT cybersecurity services for Automated Metering Infrastructure (AMI), Gas Distribution, Electric Distribution, Electric Generation, and Water Treatment Plant to further mature the following areas:
 - a) Vulnerability Management
 - b) Remote Access
 - c) Incident Response
 - d) Endpoint Detection and Response
6. Utilizing the Utility Cybersecurity Governance Committee and supported by our 3rd party consultant, develop standards and procedures for Automated Metering Infrastructure, Gas Distribution, Electric Distribution, Electric Generation, and Water Treatment Plant to continue to develop cybersecurity maturity in the following key areas:

<ul style="list-style-type: none"> • Governance and Risk • Personnel Security • Network Security • Physical Security • Anti-Malware • Incident Response • Asset and Config Management • Protection of Sensitive Information 	<ul style="list-style-type: none"> • OT Cybersecurity Awareness Training • Access Management • Remote Access • Vulnerability Management • Security Event Monitoring • Incident Recovery • Vulnerability Assessment • Supply Chain Risk Management
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7. External NIST cybersecurity maturity assessment for Operational Technology (OT).

**** Dependent on approval of Cybersecurity Maturity Program Business Case***

MEASUREMENT OF SUCCESS:

1. Implement advancements in corporate cybersecurity monitoring. **Q4 2026**
2. Implementation of improved corporate cybersecurity risk management processes and adoption of Risk Dashboard to enable further threat visibility, risk reduction and improve remediation tools. **Q4 2026**
3. In support of the corporate cybersecurity policy, complete/update all relevant cybersecurity standard operating procedures (SOP's) associated with that policy. **Q2 2026**
4. Deployment of advanced phish testing and user behavior accountability tools for managers will be complete. **Q4 2025**
5. By the end of Q3 2026 implement more advanced cybersecurity detection and response capabilities within corporate IT environments. Solutions will be in place to support the following key areas: **Q2 2025**
 - a) Vulnerability Management
 - b) Remote Access
 - c) Incident Response

- d) Endpoint Detection and Response
6. Formalize standards and procedures will have been established and documented for the departments and key areas defined above in section 6. A tabletop exercise will have been completed to test the procedures above. Standards and procedures will be visited annually and updated as needed. **Q4 2026**
7. An external NIST cybersecurity maturity assessment will be performed and reported formally for Operational Technology (OT). The assessment will identify gaps and suggesting remediation steps towards alignment with CMH risk appetite. The results will be communicated to executive leadership and closed council. **Q1 2025**
** Dependent on approval of Cybersecurity Maturity Program Business Case*

KEY OBJECTIVE #4 – Strategic Asset Management

** Partially dependent on approval of Advanced Collaboration Ecosystem 2025/2026 Business Case*

Strategic Asset Management within Information Technology (IT) and Operational Technology (OT) is critical to optimizing resource allocation, reducing costs, enhanced planning, and consistent robust service levels. Replacing assets at the right time for the right reason for the right cost is key. Our efforts will align with the corporate strategic asset management program as it evolves.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Replace aged telephony services infrastructure as per best practices, with enhanced, highly integrated services.
2. Replace and modernize aged Information Technology (IT) data center storage and server infrastructure as per best practices.
3. Replace and modernize aged Operational Technology (OT) data center storage and server infrastructure as per best practices.

MEASUREMENT OF SUCCESS:

1. City telephony services (wireline) will be modernized and updated resulting in a more consolidated communications platform to support business units needs into the future. This will result in a stable platform for business unit applications and data into the future. **Q2 2026**
2. Corporate data center storage and server infrastructure refreshed including remote access technology. Corporate IT internal and perimeter cybersecurity protection services replaced with current technologies and processes. City telecommunication rooms UPS systems and monitoring replaced and enhanced. This will result in a stable platform for business unit applications and data into the future. **Q4 2026**
3. Operational Technology (OT) data center storage and server infrastructure will be procured and will be successfully replaced. This will result in a stable platform for business unit applications and data into the future. **Q2 2026**

OPERATING BUDGET SUMMARY

City of Medicine Hat
Information Technology
2025-2026 Operating Budget
In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	10,317	928	11,245	262	11,507	
Salaries, Wages and Benefits	5,549	460	6,008	156	6,165	1
Contracted and General Services	4,213	468	4,681	106	4,787	2
Materials, Goods & Utilities	555	0	555	0	555	
Cost Pressures¹	0	378	378	605	983	
New Operating Initiatives¹	0	906	906	47	953	
Other Expenses	2,622	(302)	2,321	40	2,361	
Interest on Long-term Debt	46	(43)	3	133	136	
Amortization and Provision for Abandonment	2,577	(259)	2,318	(93)	2,224	3
Total Expenses	12,940	1,910	14,850	954	15,803	
Surplus (Deficit) Before Allocations	(12,940)	(1,910)	(14,850)	(954)	(15,803)	
Net Internal Recovery (Charges)	8,286	2,203	10,489	439	10,928	
SURPLUS (DEFICIT)	(4,654)	294	(4,360)	(515)	(4,875)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	5,549	6,165	616	Increase is the result of the key budget assumptions for inflationary wages, and staff pay range changes.
2	Contracted and General Services	4,213	4,787	574	Increase primarily due to software licensing inflationary pressures, and the Unit4 Enterprise Resource Planning (ERP) migration to the cloud.
3	Amortization and Provision for Abandonment	2,577	2,224	(352)	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

One-time Cost Pressure Summary

2025-2026 Budget

In thousands of dollars

Information Technology



Project Description	2025 Budget	2026 Budget	Total
ESRI Geographic Information System (GIS) Utility Network Upgrade	306	491	797
Unit4 Cloud Migration (Software As A Service)	72	367	439
End User Computer Refresh	-	125	125
Department Total	\$ 378	\$ 983	\$ 1,361

Funding Sources	2025 Budget	2026 Budget	Total
Operating	378	983	1,361
Total	\$ 378	\$ 983	\$ 1,361

Operating Initiatives Summary

2025-2026 Budget

In thousands of dollars

Information Technology



Project Description	Project Type	2025 Budget	2026 Budget	Total
Advanced Collaboration Ecosystem	One-time	610	536	1,146
Cybersecurity Maturity Program	One-time	110	123	233
Cybersecurity Maturity Program	Ongoing	70	175	245
OT/AMI Systems Analyst	Ongoing	116	119	235
Department Total		\$ 906	\$ 953	\$ 1,859

Funding Sources	2025 Budget	2026 Budget	Total
Operating	906	953	1,859
Total	\$ 906	\$ 953	\$ 1,859

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Information Technology



Project Description	2025 Budget	2026 Budget	Total
Co-Op Place Data Networking Equipment Refresh	250	-	250
Operation Technology (OT) Data Centre Technology Refresh	750	-	750
Telephony Technology Refresh	300	-	300
Corporate Cybersecurity Infrastructure Refresh	-	650	650
Corporate Data Centre Technology Refresh	-	1,800	1,800
Remote Access Technology Refresh	-	75	75
Department Total	\$ 1,300	\$ 2,525	\$ 3,825

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	1,300	2,525	3,825
Total	\$ 1,300	\$ 2,525	\$ 3,825

Service List Appendix: Phase 1 – Service Description

Sub-Department / Service Area	Description of Sub-Department / Service Area
Application Services	The application services team is responsible for developing, maintaining, and supporting business software applications, integrations, and data services tailored to the specific needs of the organization. They ensure seamless functionality and user experience for various operational requirements of our Enterprise Systems, including M365, Unit4 ERP, and Cityworks. Additionally, they play a key role in IT project intake facilitation and building strong business relationships.
Technical Services	The technical services team is tasked with providing comprehensive technical support and expertise to ensure the smooth operation of the organization's IT infrastructure. They handle various aspects such as network management, hardware maintenance, system administration, and cybersecurity measures. Their primary goal is to optimize performance, reliability, and security across all technical systems and services utilized by the organization.
Operational Technology, Systems and Intelligence	The operational technology, systems and intelligence team is dedicated to managing and enhancing the organization's operational technology systems and intelligence capabilities. They oversee the integration, maintenance, and optimization of specialized technology solutions crucial for efficient operations such as Geographical Information Systems (GIS) and Advanced Metering Infrastructure (AMI).

Development and Infrastructure Airport

DEPARTMENTAL MANDATE AND STRUCTURE:

The Medicine Hat Regional Airport is an aviation hub for the southeast region of Alberta and a vital component of the economic and social fabric of the community. The Airport serves an important role for the region by facilitating commerce and enhancing liveability for all residents.

Daily operations consist of regular maintenance and inspection of facilities pursuant with regulatory requirements, equipment operation, safety management, security patrols, regular coordination with airport users, lease management and billing for sales of service.

The airport is also committed to retaining and growing scheduled air services, and developing and delivering on initiatives related to land, marketing, and investment attraction.

The Airport provides service in the following manner:

- With a safety above all approach.
- With an eye to ensuring the community and users are consulted appropriately and impacts caused by airport operations are minimized.
- With the intent of reporting activity, progress, plans, and deliverables in an open and transparent way with complete and thorough disclosure.
- With a balance of optimized service levels, cost, internal and contracted service delivery.
- With our Administration and Airport Operations teams responding to inquiries and calls for service from our users, residents, and city leaders.
- Meeting and / or exceeding all regulatory requirements.
- Adhering to industry best practices, and standards.
- Ensuring spending and investment decisions are evidence and data based.
- Striving to create and maintain comfortable, respectful, and functional work environments for employees, customers, service providers, and tenants.
- In times of distress and when emergencies arise, we ensure we are as prepared as possible and will respond with speed, compassion, and dedication.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	6.0	6.5	7.5	7.5	7.5

KEY OBJECTIVE #1 – Safety and Operations Excellence

Prioritize the health and safety of our employees, users, tenants, contractors, and residents. As owners of the City's airport infrastructure, be accountable for running and maintaining vital facilities such as runways, taxiways, aprons, the terminal, electric systems, parking lots, and internal roadways in the most efficient way possible. Adhere to all regulatory requirements and ensure the smooth and safe functioning of the airport for all who rely on it.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. The departments will review processes across internal teams to explore operational efficiencies.
2. The department will give our staff the tools and training to do the job safely and efficiently.
3. The department will deliver on the Airport preventative maintenance program.

MEASUREMENT OF SUCCESS:

1. The department will annually review service levels and work procedures of terminal and airside operations teams. Create strategies to improve daily operations and implement, where feasible. **Ongoing**
2. The department will review training matrixes annually to ensure staff receive required training and additional opportunities to improve knowledge and skillsets. **Ongoing**
3. The department will execute the annual preventative maintenance program inspection schedule with 100% completion. **Ongoing**

KEY OBJECTIVE #2 – Connectivity, Strategy, and Investment

The Medicine Hat Regional Airport (YXH) is a critical transportation hub and economic driver for our region and serves an important function to keep Medicine Hat connected to other communities and economies. Commit to pursuing opportunities and to develop strategies to best leverage the Airport for the City and Southeast Region of Alberta.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. The department will dedicate staff to focus on airport strategic planning and development.
2. The department will continue to advocate for the improvement and promotion of local air service and aviation business.

- Department staff will actively engage with city leaders, other city departments, airport users, and business community members to promote YXH.

MEASUREMENT OF SUCCESS:

- The department will develop and seek approval of a long-term vision for the highest and best-case use of Airport lands via the Airport Masterplan Project. **Q4 2025**
- We will promote the business of our tenants in YXH, and advocate for the growth and expansion of local air service through direct collaboration with stakeholders on a semi-annual basis or more basis. **Ongoing**
- We will partner with community members to facilitate seasonal open houses and tours of facilities annually. The department will engage directly with the business community, including via workshop and surveys, on a regular basis, to solicit feedback about airport plans and initiatives. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat Airport

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	441	43	484	6	490	
Other Revenue	223	(12)	211	6	217	
Total Revenue	663	32	695	12	707	
EXPENSES						
Base Operating Expenses	1,037	107	1,143	4	1,147	
Salaries, Wages and Benefits	637	80	717	13	730	1
Contracted and General Services	352	(12)	340	(9)	331	
Materials, Goods & Utilities	43	39	82	0	82	
Bank Charges & Short Term Interest	5	0	5	0	5	
Cost Pressures¹	175	(175)	0	0	0	
New Operating Initiatives¹	0	197	197	66	263	
Other Expenses	1,520	62	1,582	(33)	1,549	
Interest on Long-term Debt	72	(12)	60	(13)	48	2
Amortization and Provision for Abandonment	1,448	74	1,522	(21)	1,501	
Total Expenses	2,732	191	2,923	37	2,960	
Surplus (Deficit) Before Allocations	(2,068)	(159)	(2,228)	(25)	(2,253)	
Net Internal Recovery (Charges)	(599)	(175)	(774)	3	(771)	
SURPLUS (DEFICIT)	(2,667)	(335)	(3,002)	(22)	(3,024)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024 to 2026 Variance Notes					
Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	637	730	93	Increase due to unbudgeted position in 2024, now included in the 2025/2026 budget.
2	Amortization and Provision for Abandonment	1,448	1,501	54	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Airport



Project Description	2025 Budget	2026 Budget	Total
Grader Purchase	550	-	550
Materials Storage Shed	520	-	520
Department Total	\$ 1,070	\$ -	\$ 1,070

Funding Sources	2025 Budget	2026 Budget	Total
Government Grants	1,070	-	1,070
Total	\$ 1,070	\$ -	\$ 1,070

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Airport



Project Description	2025 Budget	2026 Budget	Total
Apron 1 Preliminary Design & ACAP Application	-	75	75
Runway 09-27 Rehabilitation	-	500	500
Department Total	\$ -	\$ 575	\$ 575

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	-	575	575
Total	\$ -	\$ 575	\$ 575

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Operations and Regulatory Compliance	<p>The Operations and Regulatory Compliance service area consists of skilled operators, security staff, administrative support and leadership who deliver daily operations, maintenance, and perform regulatory compliance and customer service activities required to facilitate safe and smooth operations.</p> <ul style="list-style-type: none"> • Preventative maintenance program. Regular inspection, repair and monitoring of pavements and electrical systems, and navigation aids. • Snow and ice control, security patrols, curbside and parking lot management, emergency response, wildlife control, contractor management. • Regulatory affairs duties including administration of operating plan documents. Outreach and liaison with regulatory agencies, core service providers, tenants, and users. • General project management and execution of capital projects. • Call taking, billing, and invoicing, pass and permit control, and general customer service duties.
Commercial	<p>The Commercial service area consists of management staff who develop and deliver on airport commercial, business development, and strategic planning initiatives.</p> <p>The Commercial service area works closely with multiple supporting external departments to perform core tasks (i.e., Economic Development).</p> <ul style="list-style-type: none"> • Air service development program. • Lease management. • Strategic planning and land development. • Business and investment attraction. • Marketing and promotion. • Public and stakeholder relations.

Development and Infrastructure

Environmental Utilities

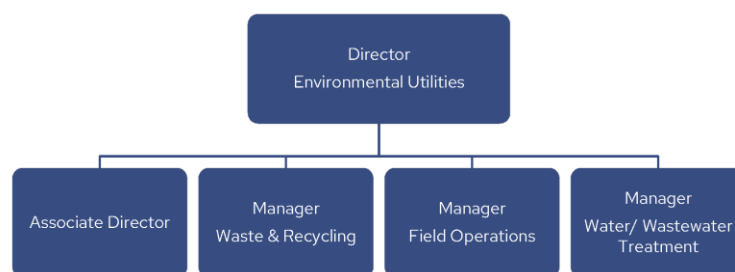
DEPARTMENTAL MANDATE AND STRUCTURE:

Environmental Utilities purpose is to provide safe, reliable, and effective water treatment / distribution, wastewater treatment / collection, and waste management systems in a financially prudent, environmentally responsible, and strategic manner.

Utility Rate supported potable water treatment, distribution maintenance, construction, water reservoirs, booster stations, manholes, pipes, fire flow and hydrants and aquifers. We provide wastewater treatment, collection maintenance, construction, rapid repair response – pipes, lift stations and force mains. We collect commercial and residential solid waste, recycling, yard waste and operate the City’s Waste Management Facility. We have dedicated focus (and staff) on Risk Control (assessment, management, and financing) of our facilities, practices, operations, and maintenance.

Environmental Utilities provides the following services:

- With a focus on employee, resident, contractor, and partner safety first
- With an eye to ensuring the community is consulted appropriately and impacts caused by construction and maintenance activities are minimized
- With the intent of reporting activity, progress, plans and deliverables in an open and transparent way with complete and thorough disclosure
- With a balance of optimized service levels, cost, internal and contracted service delivery
- With engineering and design services utilizing City expertise combined with external experts as needed
- With our Administration and Technical Support team responding to inquiries from our residents, city leaders, suppliers, partners, and other internal departments
- Meeting and / or exceeding federal, provincial and all regulatory requirements
- Adhering to industry best practices, standards, codes, and standards
- Ensuring spending and investment decisions are evidence and data based
- With equitable, professional, technical, and non-technical support and services to internal and external customers
- Striving to create and maintain comfortable, respectful, and functional work environments for employees, customers, and contracted service providers; and
- In times of distress and when emergencies arise, we ensure we are as prepared as possible including overland flood protection and will respond with speed, compassion, and dedication.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	131.7	130.7	130.7	130.7	130.7

KEY OBJECTIVE #1 – Financial and Environmental Responsibility

To provide safe, reliable, and effective water treatment and distribution, wastewater treatment and collection, and waste management systems in a financially and environmentally responsible manner. Ensure compliance with all municipal, provincial, and federal standards and regulations.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Maintain a strong commitment to the Health and Safety of our employees, partners, contractors, and residents. Being safe is personal to us and it is reflected in the decisions we make, the actions we take, and it is front of mind every day. We exercise safe practices to meet legislative and Occupational Health and Safety regulatory requirements and to ensure everyone goes home safe. We recognize efficient health and safety programs promote operational efficiency and lead to a reduction of costs associated with workplace incidents and injuries.
2. Waste management strategies will facilitate the reduction of raw material usage, conservation of finite landfill resources and promote environmental sustainability.
3. Leveraging key technologies to provide operational efficiencies.

MEASUREMENT OF SUCCESS:

1. By the end of the next fiscal year, achieve a 10% reduction in workplace incidents and injuries through the implementation of a comprehensive safety training program, increased safety reporting, and strict adherence to updated health and safety protocols. Ensure at least 95% attendance and compliance in safety trainings, submit and address all safety reports within 48 hours, and pass all OHS audits with no major non-conformances. **Q4 2025**
2. Increase the diversion rate to 55% within 18 months and develop a community-wide waste reduction campaign within 6 months. Implement a waste diversion program within 12 months and evaluate its effectiveness within 6 months of implementation. **Q4 2025**
3. By the end of the next fiscal year, achieve a 5% increase in operational efficiency through the integration of advanced technologies such as automation, data analytics, and IoT (Internet of Things). Ensure key processes are automated, reduce operational downtime by 20%, and achieve a 95% accuracy rate in data-driven decision-making. Conduct quarterly reviews to assess technology performance and make necessary adjustments to optimize outcomes. **Q4 2025**

KEY OBJECTIVE #2 – Risk-Based Asset Management

We are dedicated to risk control through the assessment, management, operations of our facilities, and maintenance practices.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. The Engineering and Field Operations Sub-Departments oversee the broad accountability for Risk-based Asset Management. We comply with all regulatory requirements for the distribution of water, discharge of sewage, disposal of solid waste and recycling. Environmental Utilities staff completes important maintenance and management work which results in extended asset life and ensures safe operation. We do our best to optimize available funds to ensure our systems are safe, reliable, and efficient.
2. Leveraging key technologies to provide operational efficiencies.

MEASUREMENT OF SUCCESS:

1. a) Within the next five years, extend the life of key infrastructure assets by 10% by implementing a comprehensive asset management plan, ensuring 95% compliance with all regulatory requirements through quarterly and annual audits, and reducing operational costs by 10% over the next 12 months. Train all Environmental Utilities staff in the latest risk-based asset management practices within 12 months and evaluate the plan’s effectiveness within 18 months of implementation. **Q2 2026**
- b) Develop survey/customer follow up program to track stakeholder satisfaction for field operations servicing. Aim for a 90% survey utilization rate within the first 24 months and achieve a stakeholder satisfaction rating of 90%. **Q4 2026**
2. Develop a comprehensive flushing/maintenance program that focuses on “problem mains” to maximize maintenance crews’ resources. **Q3 2025**

KEY OBJECTIVE #3 – Operational Excellence Through Continuous Improvement

Through positive leadership, continuous improvement, meticulous planning, and effective stakeholder communication, we manage and operate municipal utility infrastructure to provide reliable services for the current and future needs of the community and the environment.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Improving diversion from landfill by targeting specific materials, such as textiles, food waste and single-use items. This includes focusing on reduction and reuse, which should create collection and processing efficiencies.
2. Engaging stakeholders in the community on waste diversion best practices, including the non-residential sector to increase diversion.

MEASUREMENT OF SUCCESS:

1. Over the next two years, achieve a 35% reduction in landfill waste by implementing comprehensive recycling and composting programs. Increase the diversion rate to 55% within 18 months by implementing comprehensive recycling and composting programs. Implement a waste diversion program within 12 months and evaluate its effectiveness within 6 months of implementation. **Q2 2026**
2. Monitor engagement strategies for waste diversion initiatives, measure the impact of stakeholder engagement through pilot project report and adjust strategies accordingly. **Q2 2025**

OPERATING BUDGET SUMMARY – WATER

City of Medicine Hat Environmental Utilities Water

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Municipal Taxes	114	0	114	0	114	1
Sale of Services	26,094	1,613	27,707	1,321	29,028	
Other Revenue	147	66	214	3	216	
Total Revenue	26,355	1,679	28,035	1,323	29,358	
GROSS PROFIT	26,355	1,679	28,035	1,323	29,358	
OPERATING EXPENSES						
Base Operating Expenses	9,543	1,707	11,250	163	11,413	
Salaries, Wages and Benefits	6,656	709	7,365	163	7,528	2
Contracted and General Services	1,103	447	1,550	0	1,550	3
Materials, Goods & Utilities	1,747	551	2,298	0	2,298	4
Provision for Allowances	38	0	38	0	38	
New Operating Initiatives¹	0	781	781	(670)	111	
Net Internal Charges (Recovery)	4,291	(448)	3,843	(105)	3,738	
Total Operating Expenses	13,834	2,040	15,874	(612)	15,262	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	12,522	(361)	12,161	1,936	14,096	
Other Revenue (Expenses)						
Interest on Long-term Debt	(3,188)	97	(3,091)	(191)	(3,282)	5
Amortization and Provision for Abandonment	(5,619)	(161)	(5,780)	(320)	(6,100)	
NET EARNINGS (LOSS)	3,714	(425)	3,290	1,425	4,714	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	26,094	29,028	2,934	Increase is the result of increased operating expenses primarily due to the new Water Treatment Plant Residuals Facility as well as an increased return on capital projects.
2	Salaries, Wages and Benefits	6,656	7,528	872	Increase is the result of the key budget assumptions for inflationary wages, one additional position created as a result of the re-organization which was unbudgeted, and one position that was moved into Water from Sewer.
3	Contracted and General Services	1,103	1,550	447	Increase is primarily due to operating cost pressures related to the new Water Treatment Plant Residuals Facility.
4	Materials, Goods & Utilities	1,747	2,298	551	Increase is primarily due to operating cost pressures related to the new Water Treatment Plant Residuals Facility.
5	Amortization and Provision for Abandonment	5,619	6,100	481	Increase is due to current projects planned to be completed in 2024, as well as new projects being completed within the upcoming budget cycle.

Operating Initiatives Summary

2025-2026 Budget

In thousands of dollars



Environmental Utilities - Water Utility

Project Description	Project Type	2025 Budget	2026 Budget	Total
Water Treatment Plant Master Plan Update	One-time	600	-	600
Water Treatment Plant SCADA Cyber Security Requirements	One-time	105	35	140
Water Treatment Plant SCADA Cyber Security Requirements	Ongoing	76	76	151
Department Total		\$ 781	\$ 111	\$ 892

Funding Sources	2025 Budget	2026 Budget	Total
Working Capital	781	111	892
Total	\$ 781	\$ 111	\$ 892

TANGIBLE CAPITAL ASSET BUDGET SUMMARY – WATER

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Environmental Utilities - Water Utility

Project Description	2025 Budget	2026 Budget	Total
3rd Street SE Water Mains Replacement	190	1,200	1,390
Water Treatment Plant SCADA Cyber Security Requirements	234	234	468
Harlow Water Transmission Main Interconnect	1,250	-	1,250
Kipling Street SE Transmission Main Twinning	-	6,350	6,350
Department Total	\$ 1,674	\$ 7,784	\$ 9,458

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	-	4,350	4,350
Reserves	1,674	3,434	5,108
Total	\$ 1,674	\$ 7,784	\$ 9,458

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Environmental Utilities - Water Utility

Project Description	2025 Budget	2026 Budget	Total
3rd Street SE Downtown Water Mains Replacement	295	1,840	2,135
Miscellaneous Water Distribution Upgrades Program	250	250	500
PLC/Cyber Security Upgrades (Field Operations & Plants)	350	350	700
Southview Reservoir Rehabilitation	150	1,650	1,800
Water Distribution Asset Management Program	4,061	3,639	7,700
Water Meters Program	250	250	500
Asset Management Program	100	-	100
Booster Station Electrical & Mechanical Upgrades Program	250	-	250
Instrumentation Upgrades Plant 5	100	-	100
Lab Upgrade	150	-	150
North Reservoir Rehabilitation	1,200	-	1,200
Plant Air Scour Piping Upgrade	250	-	250
Plant Filter Structural Repairs	600	-	600
SCU Upgrade Study	50	-	50
Southridge Reservoir Rehabilitation	1,000	-	1,000
UV Assessment Study	70	-	70
UV Ballast Replacement	350	-	350
Caustic System Upgrades	-	375	375
Instrumentation Upgrades Plant 2/3	-	120	120
LED Lighting Upgrade	-	250	250
SCU 4/5 Drive Replacement/Rebuild Study	-	70	70
Department Total	\$ 9,476	\$ 8,794	\$ 18,270

Funding Sources	2025 Budget	2026 Budget	Total
Debenture	6,261	5,289	11,550
Government Grants	-	250	250
Working Capital	3,215	3,255	6,470
Total	\$ 9,476	\$ 8,794	\$ 18,270

OPERATING BUDGET SUMMARY – SEWER

City of Medicine Hat Environmental Utilities Sewer

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Municipal Taxes	113	1	114	0	114	1
Sale of Services	24,184	885	25,069	710	25,779	
Other Revenue	40	1	41	1	42	
Total Revenue	24,337	887	25,224	711	25,935	
GROSS PROFIT	24,337	887	25,224	711	25,935	
OPERATING EXPENSES						
Base Operating Expenses	6,839	657	7,496	113	7,609	2
Salaries, Wages and Benefits	4,496	877	5,374	113	5,487	
Contracted and General Services	585	68	653	0	653	3
Materials, Goods & Utilities	1,720	(288)	1,432	0	1,432	
Provision for Allowances	32	0	32	0	32	4
Other Operating Expenses	5	0	5	0	5	
Net Internal Charges (Recovery)	5,609	94	5,703	184	5,887	
Total Operating Expenses	12,448	751	13,198	297	13,495	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	11,889	137	12,026	414	12,440	
Other Revenue (Expenses)						
Interest on Long-term Debt	(3,316)	(62)	(3,378)	(244)	(3,622)	4
Amortization and Provision for Abandonment	(5,285)	518	(4,767)	(155)	(4,923)	
NET EARNINGS (LOSS)	3,288	592	3,880	15	3,895	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	24,184	25,779	1,595	Increase is the result of increased operating expenses as well as an increased return on capital projects.
2	Salaries, Wages and Benefits	4,496	5,487	991	Increase is the result of the key budget assumptions for inflationary wages, step increases previously unbudgeted, and union agreements being higher than budgeted.
3	Materials, Goods & Utilities	1,720	1,432	(288)	Decrease is primarily due to reduced budgets for chemicals and internal equipment usage based on historical actuals.
4	Amortization and Provision for Abandonment	5,285	4,923	(362)	Decrease is due to no large capital projects being completed in 2024.

TANGIBLE CAPITAL ASSET BUDGET SUMMARY – SEWER

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Environmental Utilities - Sewer Utility



Project Description	2025 Budget	2026 Budget	Total
3rd Street SE Downtown Sewer Mains Replacement	295	1,840	2,135
Miscellaneous Collection System Upgrades Program	250	250	500
Sewer Collection Asset Management Program	3,205	2,603	5,808
Harlow Lift Station Generator & Building Upgrade	850	-	850
Influent Channel Screens and Grit Removal Upgrades	4,737	-	4,737
Lift Stations Electrical & Mechanical Upgrades Program	250	-	250
Asset Management Program	-	50	50
Cake Conveyor Rebuild	-	250	250
Damaged Tunnel Repairs	-	50	50
Flow Equalization and Bypass Study	-	75	75
LED Lighting Upgrade	-	250	250
Northlands Lift Station Rehabilitation	-	550	550
Site Improvements - Eroding South Bank - Stages 1 & 2	-	6,200	6,200
Solids Contact Channel Blower Rehab	-	175	175
Solids Equipment Repairs / Replacement Study	-	75	75
Trickling Filter Recirculation Improvements	-	640	640
Department Total	\$ 9,587	\$ 13,008	\$ 22,595

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	5,105	6,343	11,448
Government Grants	-	4,550	4,550
Working Capital	4,482	2,115	6,597
Total	\$ 9,587	\$ 13,008	\$ 22,595

OPERATING BUDGET SUMMARY – SOLID WASTE

City of Medicine Hat Environmental Utilities Solid Waste

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	10,478	(1,306)	9,172	(299)	8,873	1
Other Revenue	520	130	650	50	700	2
Total Revenue	10,998	(1,176)	9,822	(249)	9,573	
GROSS PROFIT	10,998	(1,176)	9,822	(249)	9,573	
OPERATING EXPENSES						
Base Operating Expenses	5,836	(1,185)	4,651	(409)	4,242	
Salaries, Wages and Benefits	2,787	222	3,009	57	3,066	3
Contracted and General Services	2,898	(1,404)	1,495	(466)	1,029	4
Materials, Goods & Utilities	133	(4)	129	0	129	
Provision for Allowances	17	0	17	0	17	
Bank Charges & Short Term Interest	2	0	2	0	2	
New Operating Initiatives¹	0	5	5	0	5	
Net Internal Charges (Recovery)	2,965	(86)	2,879	(184)	2,695	
Total Operating Expenses	8,801	(1,266)	7,534	(592)	6,942	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	2,197	90	2,287	343	2,631	
Other Revenue (Expenses)						
Interest on Long-term Debt	(30)	5	(25)	4	(21)	5
Amortization and Provision for Abandonment	(801)	(553)	(1,353)	(181)	(1,534)	
NET EARNINGS (LOSS)	1,367	(458)	909	166	1,075	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	10,478	8,873	(1,605)	Decrease is the result of removing the residential recycling fee as of April 1st 2025, partially offset by increased operating expenses as well as an increased return on capital projects.
2	Other Revenue	520	700	180	Increase the result of budgeting for carbon credit revenue in 2025 and 2026.
3	Salaries, Wages and Benefits	2,787	3,066	280	Increase is the result of the key budget assumptions for inflationary wages and staff pay range changes.
4	Contracted and General Services	2,898	1,029	(1,870)	Decrease is the result of decreased contracted services related to the implementation of the Extended Producer Responsibility program.
5	Amortization and Provision for Abandonment	801	1,534	734	Increase is due to current projects planned to be completed in 2024, as well as new projects being completed within the upcoming budget cycle.

Operating Initiatives Summary

2025-2026 Budget

In thousands of dollars

Environmental Utilities - Solid Waste Utility



Project Description	Project Type	2025 Budget	2026 Budget	Total
Larger Capacity Tandem Water Truck - Unit 684	Ongoing	5	5	10
Department Total		\$ 5	\$ 5	\$ 10

Funding Sources	2025 Budget	2026 Budget	Total
Working Capital	5	5	10
Total	\$ 5	\$ 5	\$ 10

TANGIBLE CAPITAL ASSET BUDGET SUMMARY – SOLID WASTE

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Environmental Utilities - Solid Waste Utility

Project Description	FLEET CATEGORY	2025 Budget	2026 Budget	Total
Food Waste Compost Facility		1,500	8,000	9,500
Larger Capacity Tandem Water Truck		50	-	50
Landfill Airspace Optimization SE Expansion Cell Design		-	1,500	1,500
Department Total		\$ 1,550	\$ 9,500	\$ 11,050

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	-	6,540	6,540
Reserves	1,550	2,960	4,510
Total	\$ 1,550	\$ 9,500	\$ 11,050

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Environmental Utilities - Solid Waste Utility

Project Description	2025 Budget	2026 Budget	Total
Replacement Carts & Bins Program	80	80	160
Waste Management Facility Litter Control Fencing & Wind Screens	50	50	100
Department Total	\$ 130	\$ 130	\$ 260

Funding Sources	2025 Budget	2026 Budget	Total
Working Capital	130	130	260
Total	\$ 130	\$ 130	\$ 260

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Water Distribution	The team plays a crucial role in ensuring that safe drinking water reaches residential, commercial, and industrial users. The team ensures continuous water supply and monitor system pressure, while distribution systems also provide adequate flow and pressure for fire protection.
Water Treatment	The water treatment department manages the process of improving the quality of water with the purpose of serving an end-use.
Wastewater Collection	The team manages a wastewater collection system that gathers wastewater from homes, businesses and industrial sites, transporting it through a network of sewers, pumping stations and force-mains to trunk sewers that convey to the wastewater treatment facility.
Wastewater Treatment	Wastewater treatment team play a crucial role in the water reclamation progression by managing the multi-stage process that cleans and restores wastewater. It removes organic matter, solids, nutrients, disease-causing organisms, and pollutants from the wastewater. After treatment, the cleaned water is released into a body of water.
Solid Waste Collection	The team provides for the collection and transporting of solid waste, to an approved facility.
Recycling	The team works in partnership with our municipal partners to reduce our reliance on landfills, saves energy, conserves natural resources and reduces climate change impacts. This can take place both in a residential recycling program and bulk drop-off depots.
Landfill	The dedicated team manages the solid waste facility where municipal solid waste (MSW) is unloaded from collection vehicles.
Composting	Composting reduces methane emissions from landfills, a potent greenhouse gas, helping to combat climate change. By composting organic waste, we divert materials from the landfill, extending its lifespan.

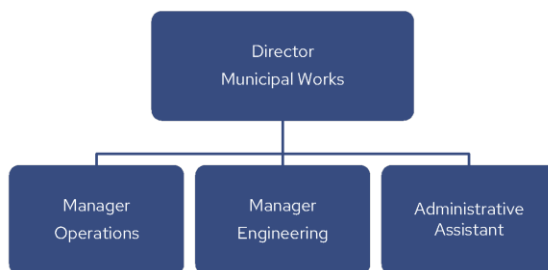
Development and Infrastructure Municipal Works

DEPARTMENTAL MANDATE AND STRUCTURE

The Municipal Works Department (MWD) mission is to provide our community with safe, reliable, and effective transportation and storm management services in a financially prudent, environmentally responsible, and strategic manner.

MWD strives to provide the services in the following manner:

- With a focus on employee, resident, contractor, and partner safety first
- Ensuring the community is consulted appropriately and impacts caused during construction and maintenance activities are minimized
- With the intent of reporting activities, progress, plans and deliverables in an open and transparent way with complete and thorough disclosure
- With a balance of optimized service levels, cost, internal and contracted service delivery
- Utilizing MWD expertise combined with external experts as needed
- With our Technical and Administration Support team responding to inquiries from our residents, city leaders, suppliers, partners, and other internal departments
- Meeting and/or exceeding federal, provincial and all regulatory requirements and/or best industry practices
- Ensuring spending and investment decisions are evidence/data based, as well as prioritized according to immediate need and based on asset/risk management principles
- Ensuring equitable, professional, technical, and non-technical support and services to internal and external customers
- Striving to create and maintain comfortable, respectful, and functional work environments for employees, customers, and contracted service providers; and
- In times of distress and when Emergencies (overland flooding, snow and ice storms, etc.) arise, MWD ensures the department is as prepared as possible. Responding with speed, compassion, and dedication.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	59.5	58.5	58.5	58.5	58.5

KEY OBJECTIVE #1 – Safety

Maintain a strong commitment to the Health and Safety of employees, partners, contractors, and residents. Being safe is personal and it is reflected in the decisions made, the actions taken, and it is front of mind every day. The Department exercises safe practices to meet legislative and Occupational Health and Safety regulatory requirements and to ensure everyone goes home safe. It is recognized that efficient health and safety programs promote operational efficiency and lead to a reduction of costs associated with workplace incidents and injuries.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Take every opportunity to communicate the importance of safety to the department through encouraging improvements of safe practices and culture. Building trusting relationships with staff.
2. MWD Management will engage and play an active role in responding to safety issues raised by workers.
3. Work with the employed contracted services to ensure the safe delivery of MWD programs and projects.

MEASUREMENT OF SUCCESS:

1. a) Schedule regular safety moments with operational staff to communicate safety observations. **Ongoing**
b) Increase reporting of near misses to identify opportunities for safety improvement. **Ongoing**
c) Field hazard assessments are completed daily to ensure operational safety awareness. **Ongoing**
2. a) Joint Worksite Health Safety Committee meeting minutes are reviewed by Managers and Director and appropriate responses are developed when required. **Ongoing**
b) Site based formal safety briefings tracked and reported once per year for staff, contractors, and visitors for each of MWD operating facilities. When environmental conditions are present, additional briefing(s) will be mandated, controlled, and recorded. **Ongoing**
3. MWD management team will complete worksite visits quarterly as a minimum to engage with staff on issues and potential improvements. **Ongoing**

KEY OBJECTIVE #2 – Infrastructure Operations and Maintenance

MWD oversees the City's comprehensive transportation network, which includes roads, sidewalks, bridges, street lighting, and traffic signals. Additionally, the City diligently maintains and operates its storm management system, adhering to industry best practices and meeting regulatory requirements. Continue the informed, effective, and efficient operation and maintenance of this critical infrastructure.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Capture operations and maintenance activity information to support asset management decisions. Using existing technology and processes to accurately track and monitor assets.
2. Review service levels for MWD operational activities. Understand the resources (personnel, equipment, etc.) required to deliver the expected exceptional public services.
3. Explore new technologies and practices to streamline operations. Automation, predictive maintenance, and data-driven insights can be valuable.
4. Enhance relationships with internal departments and external agencies to improve efficiencies and service delivery.

MEASUREMENT OF SUCCESS:

1. a) Continue to expand Cityworks use in MWD processes through the adoption of new and improved existing Cityworks workflows. **Ongoing**
b) Complete infrastructure inspections (roads, storm, sidewalks, signs, etc.) and use the acquired data to plan operations and maintenance programs. **Ongoing**
2. Support the Level of service catalogue development and communication. **Q4 2025**
3. Utilize new software programs and equipment to improve operational efficiency and effectiveness. (Such as: artificial intelligence inspection systems, asphalt recycler and hotbox truck.) **Ongoing**
** Dependant on Business Cases for Asphalt Recycler and 337 Hotbox Truck*
4. Continue cross-departmental collaboration to maximize the value of corporate resources (sharing). **Ongoing**

KEY OBJECTIVE #3 – Asset Management

MWD plays a critical role in risk-based asset management of transportation and stormwater related assets. The department adheres to industry best practices for managing stormwater and multi-modal transportation within the City's transportation network. MWD staff diligently perform maintenance and management tasks, extending the lifespan of assets and ensuring safe operation. MWD is committed to optimizing available funds to maintain the existing infrastructure and communicate the health of the assets.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Utilize existing and new techniques to record the asset inventory and condition, supporting infrastructure maintenance and renewal.
2. Identify degrading assets to develop short, medium, and long-term plans to, upgrades and replace MW asset based on the best technical solution in concert with community needs.
3. Continue to play a critical role in technical coordination with other City departments and external infrastructure owners/providers to ensure efficient and effective project delivery.

4. Evaluate and pursue funding opportunities and explore new funding models where appropriate to support predictable funding levels for infrastructure.
5. Develop clear alignment of service levels, funding, and community expectations.

MEASUREMENT OF SUCCESS:

Support the GIS group in the transition of the stormwater geospatial information to the Utility Network system. **2026**

1. a) Support the GIS group in the transition of the stormwater geospatial information to the Utility Network system. **Q4 2026**
b) Continue to integrate and expand Cityworks use across MWD. **Ongoing**
2. a) Develop and update asset specific management plans (Roads and Sidewalks). **Q4 2026**
b) Deliver the approved Sustaining Capital projects to support corporate asset management policy. **Ongoing**
3. Participate in industry groups to improve asset management practices (Benchmarking, conferences, committees, workshops, etc.). **Ongoing**
4. Support the environmental framework actions related to stormwater service delivery. **Ongoing**
5. Support the corporate initiative to develop service levels for the MWD service areas. **Q4 2025**

KEY OBJECTIVE #4 – Innovative Transportation Network Management

MWD employs a strategic, multi-dimensional approach to oversee MWD infrastructure. The department focuses on several key areas: sustainable infrastructure and network planning, traffic demand management, multi-modal transportation, new development support and road safety planning. Through innovation and emerging technologies, MWD aims to enhance safety, efficiency, reliability, and sustainability while minimizing environmental impact. The department actively listens to community feedback and strives to engineer solutions that meet the diverse needs of the community.

**** Partially dependant on Business Cases for Roadway Upgrades 3rd Street NE-NW and Downtown Surface Upgrades***

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Take an integrated approach, that includes extensive stakeholder engagement, in the development and implementation of a Transportation Master Plan (TMP), Transportation Safety Strategy (TSS), and Active Transportation Strategy (ATS).
**** Dependant on Business Cases for Roadway Upgrades 3rd Street NE-NW and Downtown Surface Upgrades***
2. Regular and open communication with community stakeholders and other City departments. Responding promptly to information needs relating to upcoming innovations, activities, stakeholder groups and the community. Working to balance the needs and wants of the community.
3. Provide staff training opportunities that target innovative and emerging technologies related to infrastructure design.

4. Consistently demonstrate a commitment to modern standards, safety, and quality. Through continual review and update of construction and development guidelines.

MEASUREMENT OF SUCCESS:

1. a) Implementation recommendations from TMP/TSS/ATS. **2025/2026**
 - a) Develop policy/guidelines for traffic management related to traffic calming, intersection safety and access management. **Q4 2026**
 - b) Complete and evaluate innovative traffic safety management projects, building the toolbox for the Medicine Hat community. **Q4 2026**
 - c) Deliver the desired community improvements such as, 3rd Street NE/NW and 3rd street Downtown. **Q4 2026**
** Dependant on Business Cases for Roadway Upgrades 3rd Street NE-NW and Downtown Surface Upgrades*
2. Continue to develop and implement new ways of communicating upcoming initiatives including expanded City website pages, social media techniques and in-person meetings with affected stakeholders and residents. **Ongoing**
3. Schedule staff learning opportunities related to innovative transportation technologies and designs. **Ongoing**
4. Review and update the relevant municipal servicing standard sections. **2025/2026**

OPERATING BUDGET SUMMARY

City of Medicine Hat Municipal Works

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	40	5	45	1	46	1
Other Revenue	1	(1)	0	235	235	
Total Revenue	41	4	45	236	281	
EXPENSES						
Base Operating Expenses	8,426	388	8,813	127	8,940	2 3
Salaries, Wages and Benefits	5,551	282	5,833	121	5,954	
Contracted and General Services	2,282	82	2,364	0	2,364	
Materials, Goods & Utilities	592	24	616	5	621	
Cost Pressures ¹	0	250	250	(250)	0	4
New Operating Initiatives ¹	0	745	745	(556)	189	
Other Expenses	15,453	317	15,770	212	15,982	
Interest on Long-term Debt	138	(22)	116	281	397	4
Amortization and Provision for Abandonment	15,316	339	15,654	(69)	15,585	
Total Expenses	23,879	1,699	25,578	(467)	25,111	
Surplus (Deficit) Before Allocations	(23,838)	(1,695)	(25,533)	703	(24,830)	
Net Internal Recovery (Charges)	(4,832)	(141)	(4,973)	55	(4,918)	
SURPLUS (DEFICIT)	(28,670)	(1,836)	(30,506)	758	(29,749)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Other Revenue	1	235	234	Increase is the result of anticipated carbon credit revenue from conversions of streetlights to LED.
2 Salaries, Wages and Benefits	5,551	5,954	403	Increase is the result of the key budget assumptions of inflationary wages increases.
3 Contracted and General Services	2,282	2,364	82	Increase is due to cost pressures and work performed by other departments impacting several areas of operations. The remaining increases are generally offset by reductions in material use and recoveries in the other departments.
4 Amortization and Provision for Abandonment	15,316	15,585	270	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

One-time Cost Pressure Summary

2025-2026 Budget

In thousands of dollars

Municipal Works



Project Description	2025 Budget	2026 Budget	Total
Stormwater Pond Maintenance	250	-	250
Department Total	\$ 250	\$ -	\$ 250

Funding Sources	2025 Budget	2026 Budget	Total
Operating	250	-	250
Total	\$ 250	\$ -	\$ 250

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Municipal Works

Project Description	Project Type	2025 Budget	2026 Budget	Total
Southern Regional Stormwater Drainage Committee Update	One-time	398	-	398
Traffic Safety Enhancements	One-time	200	-	200
Southern Regional Stormwater Drainage Committee Update	Ongoing	145	148	293
337 (Hot Box)	Ongoing	-	23	23
Asphalt Recycler	Ongoing	-	16	16
Street Light Improvements	Ongoing	-	2	2
Department Total		\$ 743	\$ 188	\$ 931

Funding Sources	2025 Budget	2026 Budget	Total
Operating	743	188	931
Total	\$ 743	\$ 188	\$ 931

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Municipal Works



Project Description	2025 Budget	2026 Budget	Total
337 (Hot Box)	250	-	250
Asphalt Recycler	250	-	250
Downtown Surface Upgrades	1,150	-	1,150
Pedestrian Connectivity	300	-	300
Street Light Improvements	150	-	150
3rd Street NE-NW Roadway Upgrades	-	1,450	1,450
Department Total	\$ 2,100	\$ 1,450	\$ 3,550

Funding Sources	2025 Budget	2026 Budget	Total
Government Grants	1,600	1,450	3,050
Reserves	500	-	500
Total	\$ 2,100	\$ 1,450	\$ 3,550

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Municipal Works



Project Description	2025 Budget	2026 Budget	Total
3rd Street NE/NW Rehabilitation	1,368	4,632	6,000
Bridge Infrastructure Program	250	250	500
Downtown 3rd Street SE (3 Ave to 5 Ave SE) Rehabilitation	500	1,850	2,350
Stormwater Infrastructure Rehabilitation Program	3,250	3,690	6,940
Streetlight Replacement Program	190	250	440
Traffic Signal Program	310	60	370
Transportation Infrastructure Rehabilitation Program	6,250	6,250	12,500
Department Total	\$ 12,118	\$ 16,982	\$ 29,100

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	-	1,850	1,850
Government Grants	9,303	12,348	21,651
Reserves	2,815	2,784	5,599
Total	\$ 12,118	\$ 16,982	\$ 29,100

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Administration	<p>The Administration team is the first contact for the public and crucial in the chain of delivery when accessing MWD services, ensuring a responsive and customer-oriented experience. The team supports the MWD Engineering, Operations and Airport areas in delivery of the MW core services:</p> <ul style="list-style-type: none"> • Capture service requests and initiate necessary work promptly to address community needs. • Provide administrative support for MW and infrastructure-related matters. • Addresses customer requests/complaints with a focus on resolution and satisfaction. • Administer Airport pass office applications, process permits, billing and technical support for airport plans and programs.
Engineering	<p>The Engineering team consists of professional engineers and technologist that support the delivery of the following services.</p> <ul style="list-style-type: none"> • Traffic and pedestrian management including approval of traffic accommodation and maintenance of related traffic signals and traffic control devices (signs and road markings). • Network planning, capital project delivery, and asset lifecycle management of our municipal infrastructure. • Over dimensional load permit administration. • Ensuring regulatory compliance as the road authority, storm water outfall license holder and municipal authority responsible for our rail spur line, and rail (CPR) road crossings. • Development planning review and approval in relation to our municipal (transportation, storm systems, flood protection, and airport airside infrastructure).
Operations	<p>The operations team consists of skilled operators, technical staff, and leadership, delivering daily operations and maintenance activities the public expects to keep the infrastructure safe and accessible.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Snow and ice control, • Pothole and pavement repairs, • Overlay paving program, • Stormwater system and dam maintenance, • Sidewalk maintenance, • Traffic Signal and streetlighting management, • Traffic sign and roadway marking maintenance, • Street sweeping, and • Infrastructure inspections.

Development and Infrastructure Planning and Development Services

DEPARTMENTAL MANDATE AND STRUCTURE:

The Planning and Development Services department provides leadership to the Corporation and the community in achieving its Municipal Development Plan vision as a “Community of Choice” by facilitating the continued development of a safe, attractive, and sustainable community which meets the needs of all segments of the population.

Core Services provided by the department include:

- Administrative Support – Front end, face-to-face support for City customers, intake and payment point
- Development Services – Subdivisions and General Engineering reviews Servicing Agreements
- Development Services – Planning, (Regional, Municipal, Development Approvals)
- Development Services – Business Licensing and Enforcement
- Safety Codes Services – Construction Permits, Inspection Services and Enforcement



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	38.8	37.8	37.8	37.8	37.8

KEY OBJECTIVE #1 – Create opportunities to incentivize businesses and reduce barriers

Create a more attractive and supportive environment for businesses by reducing barriers, improving transparency and enhancing efficiency.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.

- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Inspire confidence in Administration by implementing an open inquiry and reporting system accessible by applicants and property owners.
2. Set expectations for performance and establish, publish and adhere to targeted timelines for services.
3. Ingrain the time value of money and the concept of shared risk.

MEASUREMENT OF SUCCESS:

1. Develop and implement a public facing inquiry application for all City development permit and business permit application status. Publish inquiry application on city web (Similar to Business License Query that is currently live). Beta test while we refine online interface, improve as necessary, and communicate accessibility to all users including builders and developers. **Q1 2025**
2. Collect data and develop a service level standard and determine with certainty actual time allocations needed for Staff to process 80% of the time and publish targeted timelines to the City website Determine with certainty actual time allocations needed for staff to process 80% of the time. **Q1 2025**
3. Ingrain the time value of money and the concept of shared risk.
 - a) Create a pilot project to evaluate a centre led process to shepherd strategic opportunities through multiple city departments to rapidly action opportunities for Commercial, Industrial and Residential that benefit the region. Coordinated by Economic Development. **Q1 2025**
 - b) Develop a plan to identify, advocate, and instill clarity of the process that will assist developers in having the confidence to determine if they want to invest in the community. **Q2 2025**

KEY OBJECTIVE #2 – Provide excellent customer care in the delivery of planning and development services

This includes, clarity of process, reducing any unnecessary process and administrative burden, and minimizing response times to support the development process and support growth. Streamlining the development process and matching our services with the public's expectations is critical. Communicating clear, concise Levels of Service, inclusive of metrics to identify department performance and support continuous improvements will enhance stakeholder understanding.

This includes providing a modern development digital application process that allows customers to submit applications, communicate with the City, and pay fees digitally.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

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- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Improve the overall team environment, providing guidance and support based on our values by implementing a team originated Planning and Development Services Values, Vision, and Mission aligned with the Corporate values, vision, and missions, and in support of Planning and Development Services desired outcomes.
2. Review all departmental processes through a project to create and implement an ongoing framework to provide excellent service to our customers and the community while adapting to feedback and processes on a continuous improvement basis, enabling the creation of efficiencies, reducing barriers related to development reviews and permit timelines. We will strive to find innovative, creative, and proactive solutions to challenges.
3. Identify, clarify, and communicate our Levels of Service (LOS) to all key stakeholders, gaining support for the desired deliverables for the community, and providing a means to discuss outputs and challenges.
4. Ensure all processes are aligned and measurable and have identified metrics to report on PDS performance against these Levels of Service (LOS) and Key Performance Indicators (KPIs). Continue to review other communities and best practices to stay aligned.
5. Facilitate collaboration and build upon partnerships within the region, neighboring municipalities, the community, and the organization, by developing improved internal interdepartmental integration and alignment with our intermunicipal partners.

MEASUREMENT OF SUCCESS:

1. Serve Ourselves – Improve team morale, workflow, efficiency and assist in the overall continuous improvement and efficiency of the organization.
 - a) Monitor and maintain high team moral. **Ongoing**
 - b) Establish PDS Values, Vision, and Mission to inform our processes on the services we deliver and how we want to deliver them to the community. **Ongoing**
 - c) Continue to have internal team building sessions that celebrate our PDS partners and peers and allow us to enforce positive performance outcomes. **Ongoing**
2. Serve Our Customers – This is intended to improve our internal processes to improve our delivery of services.
 - a) Integrate customer focused, and solutions orientated service delivery into the day-to-day operations, including reviews and issuance of permits, inspections, and licensing. Initial outputs to improve process to be in place by **Q2 2025**; Continuous improvements to be completed after initial collection of data from quarterly reviews as of **Q1 2026 and ongoing**.
 - b) Update and follow on work for continuous improvement **Q4 2026**, as required, and annually thereafter.
3. Communicate with our customers and the community – This is intended to improve the overall perception of PDS for our specific stakeholders.
 - a) Update, communicate, and document PDS Levels of Service (LOS) to the Executive Leadership Team (ELT), Council, and stakeholders. **Q3 2025**
 - b) Develop Key Performance measures for each LOS and create a reporting process/structure to enable as required and repeatable reporting of LOS items. Provide quarterly updates of department metrics to align with tri-annual reporting through utilizing these metrics for continuous improvement. Initial plan and development. **Q4 2025**
4. Strive For Innovation – to ensure PDS is as effective and efficient in the delivery of our services as possible.
 - a) Review other municipality best practices and processes and perform updates as required to PDS's processes, e-permitting, and stakeholder feedback to support continuous improvements and innovation. **Q4 2025** and as part of continuous improvements thereafter.
 - b) Align internal processes to enable the identification of all internal costs to facilitate a review of departmental charges and fees for services provided. **Q2 2026**
 - c) Implement a change management and process control procedure to ensure that only informed changes to the processes are made. **Q1 2026**
 - d) Update all Standard Operating Procedures (SOPs) and internal workflows as processes are amended to ensure continuous alignment and efficiency improvements and allow for training and alignment of all internal staff. **Q4 2026**

5. Collaborate with Partners:
 - a) Update any identified improvement recommendations for the Municipal Planning Commission model. **Ongoing**
 - b) Ensure that the Intermunicipal Collaboration Framework action plan is maintained and reviewed annually to ensure continuity and alignment with other municipal partners. **Ongoing**
 - c) Improve interdepartmental integration and continue to improve interagency and intermunicipal integration by instituting meetings and collaboration sessions to align planning intent with actual desired outputs. **Q3 2025**

KEY OBJECTIVE #3 – Establish the municipal planning foundation for future sustainable development

The City establishes the high-level planning and standards for infrastructure that the public and private sector constructs which the City is ultimately responsible for. The standard of infrastructure affects the initial capital cost, but also the long-term maintenance and replacement costs borne by the ratepayers. These servicing standards must follow and conform to the community's long-term Municipal Development Plan (MDP).

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION ☒	ECONOMIC EVOLUTION ☒	SERVICE ORIENTATION ☒
PARTNERSHIPS & GOVERNANCE ☒	COMMUNITY WELLNESS ☒	RESILIENCY & SUSTAINABILITY ☒

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE ☒	STAKEHOLDER SATISFACTION ☒	FINANCIAL SUSTAINABILITY ☒
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Provide planning and development expertise, support, and guidance on the City’s strategic initiatives, plans, strategies, and policies to align with the MDP. Ensure the City’s servicing standards, infrastructure replacement, and renewal plans align with the MDP and leading planning practices, focusing on incremental improvements in support of strategic growth and resiliency, by Updating our Standards and Guidelines to align with legislation and current activities.
2. Modernize our suite of Bylaws with the intent to align with best practices and community needs by updating our Legislation regarding any development within the community.
3. Review and update internal processes and “Fees for Service” based on the actual effort required, and with the desired levels of subsidization from the community, providing clarity for the budget.

MEASUREMENT OF SUCCESS:

1. Plan for the future by supporting planning and modernizing our standards:
 - a) Support the other departments in the creation of their Updated Master Plans and various strategies for implementation. **Ongoing**
 - b) Complete a comprehensive and ongoing review of the Municipal Servicing Standards Manual to align with modernized planning and engineering. **Ongoing**

2. Modernize our Bylaws:
 - a) Comprehensive review and rewrite of the Land Use Bylaw. **Ongoing**
 - b) Comprehensive review of the Business Licensing Bylaw and Vehicle for Hire Bylaw, review started. **Ongoing**
 - c) Comprehensive review of Area Structure Plans and Area Redevelopment Plans with the intent of repealing plans that are outdated. **Ongoing**
 - d) Annual review of the Off-Site Levies (OSL) Bylaw. **Ongoing**
 - e) Review and update of OSL Processes for clarity and ease of understanding. **Q1 2026**
3. Modernize our Fee for Services Structure:
 - a) Review of existing Fee for Services (FFS) **Q3/Q4 2024 – Plan on update for 2026**
 - b) To be updated by identification of actual effort and calculation of actual cost of service provision; and comparison to other jurisdictions and methodologies during process review updates for presentation at next FFS review. **Q3 2026**
 - c) Determination of tax support desired from Council. **Q4 2026**
 - d) Prepare new FFS document based on direction. **Q4 2026**
 - e) Update of FFS and communication out to stakeholders. **Q1 2027**
 - f) Annual review process for Fee for Services updates to be incorporated within the process review for continuous update and improvements as processes are improved. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat Planning & Development Services

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	7	31	38	2	40	
Licenses, Fines and Penalties	2,901	(427)	2,474	124	2,598	1
Total Revenue	2,909	(396)	2,512	126	2,638	
EXPENSES						
Base Operating Expenses	4,861	187	5,048	153	5,201	2
Salaries, Wages and Benefits	4,569	191	4,760	153	4,914	
Contracted and General Services	229	13	242	0	242	
Materials, Goods & Utilities	53	(17)	36	0	36	
Bank Charges & Short Term Interest	9	0	9	0	9	
Cost Pressures¹	300	(300)	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Other Expenses	35	20	55	0	55	
Amortization and Provision for Abandonment	35	20	55	0	55	
Total Expenses	5,196	(93)	5,103	153	5,257	
Surplus (Deficit) Before Allocations	(2,287)	(304)	(2,591)	(28)	(2,619)	
Net Internal Recovery (Charges)	(904)	(329)	(1,233)	(23)	(1,256)	
SURPLUS (DEFICIT)	(3,191)	(633)	(3,824)	(51)	(3,875)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Licenses, Fines and Penalties	2,901	2,598	(304)	Decrease is due to a reduction in permit revenue based on historical actuals, offset slightly by a projected increase in business license revenue.
2	Salaries, Wages and Benefits	4,569	4,914	344	Increase is the result of the key budget assumptions for inflationary wages, and staff pay range changes.

Service List Appendix: Phase 1 – Service Level (More to be found in the Service Level Catalog – Phase 2)

Sub-Department / Service Area	Description of Sub-Department / Service Area
Administrative Support	This team supports each of the different service delivery areas in PDS. They provide excellence in customer service for our front-line customers. They provide support with in-take, processing and quality control of building permits, business licenses and development permits and agreements including taking the payments for these.
Engineering	<p>The engineering team provides a comprehensive suite of services aimed at facilitating efficient and effective development projects and maintaining the integrity of municipal infrastructure and development.</p> <p>These services include the following:</p> <ul style="list-style-type: none"> • Project Coordination and Communication. • Technical Review. • Land Development Process Coordination. • Offsite Levies (OSL) Management. • Municipal Servicing Standards Manual Updates. • Telecom, Environmental Search and Authorization to Work on City Land Reviews. • Permit and Property System Updates and Maintenance. <p>Overall, these services aim to streamline the development process, uphold regulatory standards, bylaws, and ensure the sustainable growth and functionality of municipal standards while providing customer service to the public and development industry.</p>
Planning	This team provides all regional, municipal planning, approvals for subdivisions and developments, land use updates for council and other committees, and coordination and updates to the Municipal Development Plan.
Business Licensing	This team provides coordination and regulation of all business licensing within the City. Overseeing the issuance and renewals of all business licenses and the enforcement of same.
Safety Code Services	<p>This team is authorized by the Minister, to administer the Safety Codes Act with respect to any or all things, processes, or activities to which the Act applies.</p> <p>We are responsible for the intake of permit applications, issuing permits in the Building, Plumbing, Heating, Gas, and Electric disciplines.</p> <p>We conduct the plan reviews on permit applications. Address customer inquiries in person, over the phone, and via email, regarding new construction, additions, alterations, change in occupancies, and code related questions. Review business licences and locations to ensure building classification aligns with new occupancies. Compliance monitoring, conduct all required inspections as per the Quality Management Plan. Investigate complaints on unpermitted work, and unsafe buildings. Work with all departments on Technical Coordinating Committee circulations.</p>

Public Services

Community Development

DEPARTMENTAL MANDATE AND STRUCTURE:

Community Development is focused on enhancing the liveability, quality of life, well-being, engagement, and inclusivity of the community by developing, delivering and/or facilitating access to public transportation, community supports and arts, heritage, and entertainment experiences.



	2024(F)	2025(B)	2026(B)	2027	2028
FTE	107.5	109.5	110.5	110.5	110.5

KEY DEPARTMENTAL OBJECTIVE #1 – Community well-being

** Partially dependent on approval of Community Wellbeing Plan Implementation Business Case*

Opportunities to address community well-being will be developed, facilitated, and promoted. Community well-being is supported and improved, and community social issues are identified and addressed. A Community Well-Being Plan will support the City's efforts to convene, advocate, educate, plan, coordinate, and fund a community response aimed at addressing well-being.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY DEPARTMENTAL OBJECTIVE:

1. Utilize the Community Well-Being Plan to focus and drive action and approaches to social issues or opportunities.
** Dependent on approval of Community Well-being Plan Implementation Business Case*
2. Support and facilitate Medicine Hat to be a vibrant and welcoming place for all.
3. Ensure that the City's actions reflect its commitment to honouring the Indigenous people in Medicine Hat and their past, present, and future.

MEASUREMENT OF SUCCESS:

- Complete the Community Well-Being Plan. **Q1 2025**
 - Implement immediate and short-term actions and strategies, as outlined in the Community Well-Being Plan, in a strategic and coordinated manner. **Q2/Q4 2025**
 - Review and align resources, including structure and responsibilities, as needed to support implementation of the Community Well-being Plan. **Q2 2025**
 - Plan for long-term action accountabilities and timelines, as outlined in the Community Well-being plan. **Q4 2025**
- A collaborative plan to facilitate and promote Medicine Hat as a welcoming place of opportunity for all is explored with community partners. **Q4 2026**
- Implement actions identified by the Truth and Reconciliation Recommendations Committee (TRRC) as approved by City Council. **2025/2026**

KEY DEPARTMENTAL OBJECTIVE #2 – Arts, Heritage, and Entertainment

The local arts, heritage, and entertainment ecosystem is enhanced and strengthened, facilitating quality, engaging and inclusive opportunities for the community to participate in meaningful and accessible experiences in a variety of contexts.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY DEPARTMENTAL OBJECTIVE:

- Strategic implementation of the Arts, Heritage, and Entertainment Plan.
- Strategic implementation of the Heritage Program 2.0.
- Meet audiences where they are at to provide meaningful and accessible experiences.
- Provide a seamless guest experience regardless of location, event type or format to promote quality, safe, and comfortable experiences.

MEASUREMENT OF SUCCESS:

- Develop timeline for the implementation of the Arts, Heritage, and Entertainment Plan. **Q1/Q2 2025**
 - Begin phased implementation of the Arts, Heritage and Entertainment Plan policies and practices. **Q4 2025**
 - Evaluate the effectiveness of the implemented policies and practices. **Q1-Q4 2026**
- Begin phased implementation of the policies and practices as recommended in the Heritage Program 2.0. **Q1 2025**
 - Evaluate the effectiveness of the implemented policies and practices. **Q1-Q4 2026**
- Develop programs and experiences tailored to the identified audience segments. **Q3 2025**
 - Continuously engage with audiences through various channels to maintain and grow their interest. **2025/2026**
- Utilizing community and patron feedback, regularly review and update standards and practices to ensure ongoing excellence. **2025/2026**

KEY OBJECTIVE #3 – Safe, accessible, adaptable, and scalable transit system

Operate a safe, accessible, adaptable, and scalable transit system that maximizes service value. Develop performance evaluation standards and effectively communicate system performance and service levels to the public.

*** Partially dependent on approval of Special Transit Service Adjustment Business Case, and Regular Transit Service Adjustment Business Case**

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Quarterly review of statistical data and analysis of opportunities for improvement.
2. Addition of approximately 4,160 total annual hours of Special Transit service to address current demands for service and prepare for anticipated unmet needs.
*** Dependent on approval of Special Transit Service Adjustment Business Case**
3. Addition of 1,950 annual fixed-route service hours to address unmet demand. The additional service will be planned based on ridership demand and service level standards.
*** Dependent on approval of Regular Transit Service Adjustment Business Case**
4. Utilize grant funding to access new software and consulting to support regular analysis and reporting.
5. Development of Service Level Standards.
6. Develop a Public Engagement Strategy which supports ongoing opportunities for public communication and feedback.
7. Continue to apply the principles of continuous incremental improvement.

MEASUREMENT OF SUCCESS:

1. Data collected and reviewed with an eye towards incremental changes in response to demand. **Ongoing**
2. Implementation of additional Special Transit Service. **Q1 2025**
*** Dependent on approval of Special Transit Service Adjustment Business Case**
3. Implementation of additional regular Transit Service. **Q1 2025**
*** Dependent on approval of Regular Transit Service Adjustment Business Case**
4. a) Installation and activation of software to support quarterly route analysis and performance reporting. **Q3 2025**
b) Special Transit Service and budget planning and/or adjustments. **Q4 2025**
5. a) Initial draft of Service Standards submitted for MD review. **Q2 2025**
b) Final draft of Service Standards based on MD and staff feedback. **Q4 2025**
6. Draft Public Engagement Strategy built in collaboration with Corporate Communications staff. **Q4 2025**
7. a) Regular review of service data produces minor system improvements. **Ongoing**
b) Staff meetings held regularly to access real-world feedback for system improvement. **Ongoing**

KEY OBJECTIVE #4 - Build a Resilient and Inclusive Community:

Communities that are safe, clean and orderly are inviting to residents and visitors. Social disorder, real or perceived, can be unsettling to many and have a negative impact on community. Poverty, social isolation, trauma, mental health and addiction are some of the drivers of social disorder. Activities and behaviours may include public displays of conflict and aggression, sleeping in public spaces, visible drug use, vandalism, and public urination/defecation. Solutions to promoting social order must be multi-pronged and involve a broad number of interest holders and the community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Lead a provincial/municipal/community urgent response to social disorder through establishment of a task force.
2. Inform action plans through data, best practice and engagement, with a willingness to be innovative in creating made-in-Medicine Hat solutions.
3. Work collaboratively with other levels of government and community partners to best address individual and community needs, including investigating the opportunity for a navigation centre.

MEASUREMENT OF SUCCESS:

1. a) A task force is established, populated, and has terms of reference in place, including a definition of social disorder. **Q1 2025**
b) The public is informed of the work of the task force through regular updates. **Q1-Q3 2025**
2. An action plan is produced by the task force **Q2 2025**
3. The City is effective in its role as lead in the facilitation of the task force. **Q1-Q3 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Community Development 2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	4,905	1,006	5,912	152	6,064	1
Government Transfers for Operating	2,172	3	2,175	11	2,186	
Other Revenue	685	(59)	627	(0)	627	2
Total Revenue	7,763	950	8,713	163	8,877	
EXPENSES						
Base Operating Expenses	13,990	1,701	15,691	209	15,900	
Salaries, Wages and Benefits	8,679	512	9,191	177	9,368	3
Contracted and General Services	3,563	906	4,468	2	4,471	4
Materials, Goods & Utilities	597	225	821	30	851	5
Bank Charges & Short Term Interest	246	(146)	100	0	100	6
Grants and Other Transfers	675	(5)	670	0	670	
Other Operating Expenses	230	210	440	0	440	7
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	426	426	356	782	
Other Expenses	3,881	(788)	3,093	(634)	2,459	
Interest on Long-term Debt	250	(8)	242	(8)	234	
Amortization and Provision for Abandonment	3,631	(780)	2,851	(625)	2,226	8
Total Expenses	17,871	1,339	19,210	(69)	19,141	
Surplus (Deficit) Before Allocations	(10,108)	(389)	(10,497)	232	(10,265)	
Net Internal Recovery (Charges)	(5,686)	(1,164)	(6,849)	(66)	(6,915)	
SURPLUS (DEFICIT)	(15,794)	(1,553)	(17,346)	166	(17,180)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024 to 2026 Variance Notes		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
Reference					
1	Sale of Services	4,905	6,064	1,159	Increase primarily due to key budget assumptions increases and increased concession revenue based on 2023 actuals. Increased concession revenue is offset somewhat by increases to concession supplies.
2	Other Revenue	685	627	(59)	Decrease due to updating budgets to reflect historical actuals, as well as daycare revenue being moved to another Department.
3	Salaries, Wages and Benefits	8,679	9,368	689	Increase due primarily to wages in Transit; Inclusion of STEP increases, which were not previously budgeted, additional permanent transit operator, salary adjustments for temporary positions to reflect utilization, and CUPE negotiated increases being higher than budgeted.
4	Contracted and General Services	3,563	4,471	908	Increase is primarily due to increases in senior service provider agreements and normalizing contracted and general service costs based on 2023 actuals.
5	Materials, Goods & Utilities	597	851	254	Increase is primarily due to increased concession supplies based on historical actuals.
6	Bank Charges & Short Term Interest	246	100	(146)	Decrease due primarily to moving bank charges and fees budgets into the correct Subdepartments, based on historical actuals.
7	Other Operating Expenses	230	440	210	Increase is due to the fair entry subsidy which requires an increase based on utilization.
8	Amortization and Provision for Abandonment	3,631	2,226	(1,405)	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Community Development

Project Description	Project Type	2025 Budget	2026 Budget	Total
Community Vibrancy Grant Funding	Ongoing	60	60	120
Regular Transit Service Adjustment	Ongoing	161	161	321
Special Transit Service Adjustment	Ongoing	206	411	617
Community Wellbeing Plan Implementation	Ongoing	-	150	150
Department Total		\$ 426	\$ 782	\$ 1,208

Funding Sources	2025 Budget	2026 Budget	Total
Operating	426	782	1,208
Total	\$ 426	\$ 782	\$ 1,208

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Community Development

Project Description	2025 Budget	2026 Budget	Total
Regular Transit Service Adjustment	750	-	750
Department Total	\$ 750	\$ -	\$ 750

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	750	-	750
Total	\$ 750	\$ -	\$ 750

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Community Development

Project Description	2025 Budget	2026 Budget	Total
Co-op Place Control Room	100	-	100
Esplanade Public Address System	140	-	140
Department Total	\$ 240	\$ -	\$ 240

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	240	-	240
Total	\$ 240	\$ -	\$ 240

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Transit	This team manages special transit (curb-to-curb transportation service for persons with disabilities), conventional transit (transit services through fare system through a planned network of routes), and Transit On-Demand (service to zones where transit lines are not available).
Community Supports	This team provides Family and Community Support Services (FCSS), Social Supports through the Community Resource Worker Program. They administer the FCSS grant program, the Fair Entry Program, and the Senior Services contract. This team is also responsible for the Community Inclusion program that facilitates the integration and active participation of diverse community members, including those with disabilities or other marginalized groups. This team also lead efforts to provide leadership and advice on Indigenous matters, cultures, and protocols.
Cultural Experiences and Events	This team provides cultural entertainment experiences, cultural and education programming, art gallery and historical record archive, public art procurement, and heritage preservation.
Guest Experience and Operations	This team manages the operations of Co-op Place and the Esplanade Arts and Heritage Centre (including guest services, event management, box office, volunteer coordination, safety and security, food and beverage, and facilities management). This team also facilitates the logistics of the community canvas programming, and oversees Towne Square, the Ewart Duggan House and the Cultural Centre.

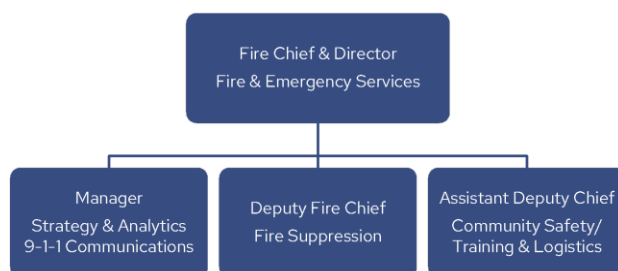
Public Services

Fire and Emergency Services

DEPARTMENTAL MANDATE AND STRUCTURE

Fire and Emergency Services (FES) is an all-hazards emergency response department providing optimum protection, prevention, and dispatch services ensuring the safety of residents, businesses, and visitors. FES provides emergency response services and dispatch services to support both City residents and surrounding communities. FES protects the City's tax base and supports economic development through extensive inspection, education, prevention, and enforcement programs.

FES has a vision to "remain a progressive and innovative service that ensures a safe community through access to, and delivery of comprehensive public safety services." Its mission is to "provide optimum protection and prevention for our residents, businesses, and visitors. We are continually adapting to uphold the quality of life and public safety in our community. We will focus on our core values to provide services that exceed the expectations of our residents." This is done through the empowerment of employees, and decision-making at all levels that adheres to the department values of Accountability, Integrity, Respect, Professionalism, Caring, and Teamwork. Service to residents is the number one focus in all aspects of service delivery.



	2024(F)	2025(B)	2026(F)	2027	2028
FTE	114	114	114	114	114

KEY OBJECTIVE #1 – Staff Health and Wellness

** Partially dependent on approval of Health and Wellness Operating Budget Increase Business Case*

Increase focus on staff's health and wellness throughout the entire department.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and 'can do' approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Expand the current health and wellness program to include all branches within FES.

** Partially dependent on approval of the Health and Wellness Operating Budget Increase Business Case*

2. Partner with a local provider to provide annual testing for frontline suppression staff and biannual testing for all other staff.
* ***Partially dependent on approval of the Health and Wellness Operating Budget Increase Business Case***
3. Create a mental health and wellness strategy for FES.
4. Partner with a local provider to deliver mental health assessments for staff on a biannual basis.
* ***Dependent on approval of the Health and Wellness Operating Budget Increase Business Case***
5. Bolster internal support for staff by onboarding a second Chaplain and partnering with local mental health professionals to support both staff and the mental health strategy.

MEASUREMENT OF SUCCESS:

1. Identify, develop, and implement a health and wellness program for the 911 communications branch. Additions and improvements will enhance and promote overall employee wellness leading to decreased lost time. **Q2 2025**
* ***Partially dependent on approval of the Health and Wellness Operating Budget Increase Business Case***
2. Identify and partner with a new provider to develop and implement a new annual testing protocol for suppression staff. The use of new technologies will enhance testing procedures and provide real-time feedback on areas of improvement. Prescribed workout plans will help strengthen areas of improvement, leading to better overall health and increased injury prevention. **Q1 2025**
3. Develop and implement a mental health and wellness strategy to increase resilience to mental health injuries. Increased awareness and training will help develop coping strategies with a potential decrease in lost time due to injury. **Q2 2025**
4. Identify and partner with mental health professionals to provide bi-annual check-ins to all emergency services personnel when required. These check-ins will increase the support to staff, identify issues and provide support when required, leading to decreased lost time due to injury. **Q2 2025**
* ***Dependent on approval of the Health and Wellness Operating Budget Increase Business Case***
5. Identify and partner with an additional chaplain to provide support to staff, mental health partners and the chaplaincy program. Support for overall mental health and wellness strategy will lead to employee resilience. **Q2 2025**

KEY OBJECTIVE #2 - Increase Community Focus and Engagement

Creating a strong community focus and engagement in fire services can be transformative for both the fire department and the community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Develop and evaluate educational Programs: Design and implement engaging educational programs targeted at diverse demographics, including schools, community groups, businesses, and vulnerable populations.
2. Risk assessments: conduct risk assessments to identify potential hazards and vulnerabilities within the community, providing data-driven insights to inform education strategies. (Risk assessment to identify such things as CMH most common causes of fires, and wildland/urban interface issues and risks.)
3. Partnerships and collaboration: establish and cultivate partnerships with community organizations, local government agencies, and businesses to maximize the reach and impact of educational initiatives.
4. Outreach events: organize and participate in outreach events, workshops, and safety fairs to promote fire prevention and life safety practices.
5. Develop media plans, social media campaigns, advertising, promotions, and press releases and coordinate the content for the fire services website and social media platforms.

MEASUREMENT OF SUCCESS:

1. Develop, deliver, and track educational program delivery to gather data on the number of presentations and groups engaged. **Q4 2025**
2. a) Identify most common cause of fires within the CMH for 2024 and develop educational programs to educate residents on how to prevent these fires. **Q1 2025**
b) Identify Wildland Urban Interface (WUI) areas and create educational programs for residents and businesses near WUI areas. **Q2 2025**
3. Identify local organizations, businesses, local and provincial governments to collaborate with on the development and presentation of fire prevention and safety initiatives. **Q2 2026**
4. Identify opportunities to engage the public at community events, elementary, high, and post-secondary schools, fairs, trade shows to provide fire and life safety education and resources. **Q3 2025**
5. Develop and promote media campaigns to educate residents on the dangers related to specific risks associated with holidays or time of year, such as Christmas and river awareness. **Q2 2025**

KEY OBJECTIVE #3 – Technology

Leverage technology to improve service delivery and align with FES's vision to remain progressive and innovative.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Next-generation 911 (NG911) infrastructure is scheduled to be updated in February 2025. This includes replacing and updating the 911 phone architecture, engineering, and systems to a multi-media system with enhanced functionality. This phone system will be migrated to the Emergency Services Internet (ESInet) as the backbone for the NG911 system and prepare us to implement Real-Time Text (RTT) to 911.

2. Upgrading outdated mobile data computers (MDC) in all front-line fire apparatus will ensure seamless communication, real time data access and improve coordination during incident.

MEASUREMENT OF SUCCESS:

1. Meet the CRTC March 4, 2025, deadline for RTT. **Q2 2025**
2. Deliver new hardware to all frontline apparatus that performs in a stable environment. This new hardware will improve data exchange and system performance. **Q1 2025**

KEY OBJECTIVE #4 – Strategic Partnerships

Focus on strategic partnerships.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Focus on current stakeholders – Medicine Hat Police Services, HALO, and County Fire Services, and enhance collaboration by designing and implementing a regular meeting schedule, strategic training, and communication plans.
Q1 2026
2. Attract new stakeholders and customers for 911 Communications. **Q3 2025**
3. Explore increasing the services provided to partners; for example, providing fire investigation and inspections to Cypress County. **Q2 2026**

MEASUREMENT OF SUCCESS:

1. Evaluate the level of collaboration, resource sharing and mutual support among partner organizations through performance indicators such as meeting attendance and stakeholder engagement.
2. Measure service utilization and satisfaction of new Fire Service customers with 911 (benchmarking metrics, reporting on key performance indicators and engaging in regular stakeholder meetings).
3. Measure level of interest, engagement and service delivery within surrounding fire department partners.

OPERATING BUDGET SUMMARY
City of Medicine Hat
Fire & Emergency Services
2025-2026 Operating Budget
In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	672	189	860	13	873	1
Government Transfers for Operating	640	60	700	0	700	2
Other Revenue	176	(52)	124	3	127	3
Total Revenue	1,488	197	1,685	16	1,701	
EXPENSES						
Base Operating Expenses	17,436	1,386	18,821	544	19,365	
Salaries, Wages and Benefits	15,911	1,875	17,786	556	18,342	4
Contracted and General Services	684	(37)	647	(13)	634	
Materials, Goods & Utilities	341	47	388	1	389	
Grants and Other Transfers	500	(500)	0	0	0	5
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	50	50	0	50	
Other Expenses	446	(134)	312	(83)	228	
Amortization and Provision for Abandonment	446	(134)	312	(83)	228	6
Total Expenses	17,882	1,301	19,183	460	19,643	
Surplus (Deficit) Before Allocations	(16,394)	(1,105)	(17,498)	(444)	(17,943)	
Net Internal Recovery (Charges)	(2,194)	226	(1,968)	(12)	(1,981)	
SURPLUS (DEFICIT)	(18,588)	(879)	(19,467)	(457)	(19,923)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Sale of Services	672	873	202	Increase is primarily due to updating third party and fees & charges revenue budgets based on historical actuals.
2 Government Transfers for Operating	640	700	60	Increase is primarily due to updating revenue budgets to reflect actuals.
3 Other Revenue	176	127	(49)	Decrease is due to updating insurance proceeds budgets based on historical actuals.
4 Salaries, Wages and Benefits	15,911	18,342	2,431	Increase is primarily due to updating 2025/2026 budgets to reflect Fire Fighter STEP increases, general holiday pay top up per union agreement, and service pay amounts that were not included in the 2024 budget. Offset by the movement of the Assistant Chief Community Safety role into People Services.
5 Grants and Other Transfers	500	0	(500)	Decrease is due to the discontinued one-time funding for HALO air ambulance.
6 Amortization and Provision for Abandonment	446	228	(218)	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Fire & Emergency Services

Project Description	Project Type	2025 Budget	2026 Budget	Total
Health and Wellness Program	Ongoing	50	50	100
Department Total		\$ 50	\$ 50	\$ 100

Funding Sources	2025 Budget	2026 Budget	Total
Operating	50	50	100
Total	\$ 50	\$ 50	\$ 100

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Fire & Emergency Services

Project Description	2025 Budget	2026 Budget	Total
Gas Detection Replacement	110	-	110
Mobile Data Terminal (MDT) Replacement	51	-	51
Station 3 Apron Replacement	-	150	150
Department Total	\$ 161	\$ 150	\$ 311

Funding Sources	2025 Budget	2026 Budget	Total
Operating	161	-	161
Reserves	-	150	150
Total	\$ 161	\$ 150	\$ 311

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
911 Communications	This team provides complete and comprehensive call-answer and dispatch services for a broad range of first responders (including 9-1-1 emergencies, utility emergencies, and nonemergency first response calls) in the City of Medicine Hat and surrounding area.
Community Safety	This team is responsible for designing and implementing fire safety and injury reduction programs as well as conducting fire investigations and code enforcement.
Fire Suppression	This team is responsible for all emergency response including fire suppression, rescue, hazmat, and aquatics rescue.
Training and Logistics	This team coordinates the training, evaluation, course development, and training records management, as well is responsible for the acquisition and maintenance of all FES assets.

Public Services

Parks and Recreation

DEPARTMENTAL MANDATE AND STRUCTURE

The Parks and Recreation Department provides both indoor and outdoor recreation opportunities through the development and maintenance of a diverse urban landscape, using the most effective and efficient means possible, with a focus on sound environmental practices to preserve and protect the natural and built environments. The department also engages residents in meaningful, accessible recreation experiences to foster individual and community health and well-being.

Recreation

Provides accessible and affordable facilities/services that encourage active living opportunities for all residents. Facilities include two indoor pools, outdoor swimming locations, and the multi-sport Big Marble Go Centre. Liaising with user groups and community sports organizations is a key part of their mandate. In addition, this team provides facility maintenance and operations for a broad range of facilities, including indoor/outdoor pools, ice arenas and recreation facilities. Works in conjunction with Fleet and Facilities to perform facility maintenance and set-up for programming activities.

Parks

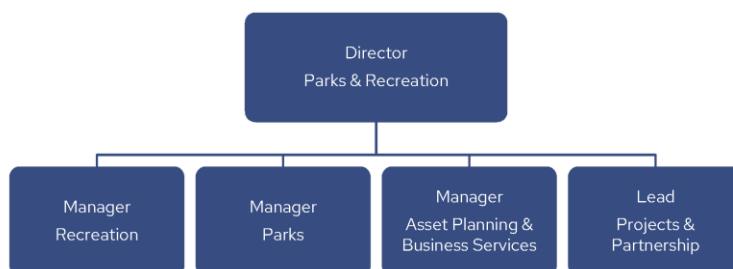
Provides maintenance of open spaces, including approximately 720 acres of manicured green space and 3,700 acres of non-manicured areas (environmental reserve, etc.). Planting and maintenance of approximately 35 flower beds, 425 shrub beds and the management of approximately 24,000 trees in the city's urban forest. Parks Maintenance also maintains over 160 km of leisure trails, 21 ball diamonds, 14 sport fields, 10 sets of tennis courts, 77 playgrounds, 4 outdoor water parks and 11 outdoor rinks. Liaising with user groups and community organizations is a key part of their mandate.

Performs turf maintenance and provides irrigation services for the municipal-owned campground, cemetery and Echo Dale Regional Park.

Asset Planning and Business Services

Responsible for planning the department's capital budget and long-term capital forecast and provides support for development of the departmental operating budget and variance reporting. Oversees design and executes project management of parks infrastructure projects, trails, sports fields, and major capital projects. Works in conjunction with Fleet and Facilities for large-scale capital maintenance of recreation facilities, ice arenas and aquatics facilities.

Researches, develops, and implements best-practices and efficiency initiatives across the department. Responsible for developing and maintaining business agreements and contracts. Oversees planning, marketing and business and revenue generation initiatives of the municipal-owned campground, concessions, cemetery, and Echo Dale Regional Park.



	2024(F)	2025(B)	2026(B)	2027	2028
FTE	169.8	169.8	169.8	169.8	169.8

KEY OBJECTIVE #1 – Protecting the Natural Environment

Urban forests and the natural environment help improve air quality, enhance biodiversity, and contribute to the overall well-being of communities. With over 700 acres of manicured turf, 3,700 acres of environmental reserve land and approximately 24,000 boulevard and park trees, the Parks and Recreation Department ensures that the City's natural assets are maintained and will be available for generations to come. The department has identified a need for an increased focus on tree canopy health, water conservation and implementation of environmental-related action items from the Parks and Recreation Master Plan.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Development of a comprehensive urban forestry strategy to proactively identify areas of the community where tree health is declining, update the inventory and condition assessment of the tree canopy, and develop strategies to mitigate declining tree health and protect healthy trees.
2. Development of plan to overseed additional areas of park spaces with drought-resistant seed varieties to reduce water consumption based on findings from overseeding pilot projects in the department.
3. Implementation of Parks and Recreation Master Plan action items focused on environment.

MEASUREMENT OF SUCCESS:

1. Urban Forest Strategy
 - a) Development and implementation of a 2-year operating plan to address trees with failing health, removal of remaining dead trees, stumps and trees requiring emergency pruning. **Q2 2025**
 - b) Completion of outstanding items identified in the previous Urban Forestry Strategy (expired 2023). **Q4 2025**
 - c) Identification and mapping areas of the community where there are signs of significant tree health decline, older trees reaching end of life and developing a plan for understory planting. **Q4 2025**
 - d) Development of an implementation plan to support a new, more robust, comprehensive Urban Forestry Strategy to proactively protect and increase the tree canopy with an immediate focus on addressing trees with the most serious declining health conditions. **Q1 2026**
 - e) Finalize development of and seek Council adoption for a new 10-year Urban Forest Strategy. **Q1 2026**
2. Overseeding
 - a) Development of plan to overseed additional park spaces with alternative seed varieties based on findings from the seed pilot projects. **Q3 2025**
 - b) Measurement and reporting of water reduction realized in overseeded parcels. **Q4 2026**
3. Parks and Recreation Master Plan Environmental Action Items
 - a) In collaboration with Planning and Development Services, conduct a review of land-use designation for land parcels to ensure designations are appropriate. **Q3 2025**

- b) Conduct conceptual study to review integration of floodplain within existing recreational areas while understanding ecological carrying capacity. **Q4 2025**
- c) Review of service levels for park spaces to identify opportunities for alternative landscaping, xeriscaping, and pollinators. **Q4 2025**
- d) Initiate bio-physical assessment to identify ecologically sensitive areas. **Q3 2026**
- e) Based on review of ecologically sensitive areas, examine if additional areas should be classified as environmental reserve within the community. **Q4 2026**

KEY OBJECTIVE #2 – Developing People

As the department relies heavily on seasonal, temporary, and part-time staff, in addition to permanent staff, to achieve departmental objectives, a significant number of new staff are onboarded each year. As such, it is important to ensure all staff are continually developed while proactively developing a stronger safety culture.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Review and revision of onboarding orientation process for new staff with an increased focus on ensuring safety competency of staff.
2. Development of position specific training plans that allow for development of skills required for current positions and future opportunities to support staff career development.
3. Review of service levels and associated skills required to ensure training plans align with service delivery expectations.
4. Continued roll-out of Customer Service Culture training to staff across the department.

MEASUREMENT OF SUCCESS:

1.
 - a) Review current onboarding practices to revise and substantially increase focus on safety awareness, hazard identification and mitigation. **Q2 2025**
 - b) Development of a safety competency framework with the goal of increasing safety competency of staff performing high-hazard work. **Q3 2025**
 - c) Implementation of regular safety-focused in-depth peer reviews and Hazard Assessment reviews for staff meetings, with the involvement of the Joint Workplace Health and Safety Committee, to reduce the frequency of recordable and lost-time injuries. **Q2 2025**
 - d) Implementation of scenario-based training exercises for potentially serious outcome situations and high-hazard equipment to ensure staff can respond in a safe manner. **Q3 2025**
2.
 - a) Development of a department-wide plan to ensure all staff have access to training and are offered one career development conversation with their supervisor annually, as a minimum standard, in addition to regular discussions on meeting performance objectives, to ensure staff are aware of opportunities and receive organizational support for development. **Q4 2025**
 - b) Develop training requirements for key positions to support staff development for promotion opportunities, reduce turnover and increase employee engagement. **Q3 2026**

3. a) Conduct a comprehensive review of the Department's service levels to ensure training plans align with service delivery expectations. **Q4 2025**
b) Implementation and communication of service level standards. **Q1 2025**
4. Review training allocation and ensure there is an increased focus on training related to Customer Service Culture development, decision making and handling difficult conversations with customers. **Q4 2025**

KEY OBJECTIVE #3 – Planning for the Future

Ongoing planning for the City's physical infrastructure, recreation spaces and associated programming is essential to maximizing the value and performance of its assets and amenities. Ranging from open spaces, irrigation assets, parks amenities, facilities and programs that support these amenities, proactive planning is required to ensure investment in recreation is maximized.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and 'can do' approach to achieve positive experiences and outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Implementation of continued, near-term, and medium-term action items identified in the Parks and Recreation Master Plan.
2. Advancement of the Facilities for the Future project to seek Council approval for next level implementation of the plan.
3. Council endorsement of funding criteria for capital requests from community partners and user groups.
4. Finalization and implementation of established service levels for departmental operations for community awareness and Council adoption.
5. Implementation of the 2025-2026 approved capital projects to ensure the ongoing viability and sustainability of the City's assets and services.
6. Continued development of the departmental Asset Management Plan.

MEASUREMENT OF SUCCESS:

1. a) Implementation of program-related and physical literacy action items identified in the Parks and Recreation Master Plan. **Q4 2025**
b) Development and presentation of annual State of Recreation Report to be presented through Public Services Committee outlining progress of implementation of Master Plan Action Items.
Q1 2025 and Q1 2026
2. a) Continue the progress realized in 2024 on the Facilities for the Future plan with further stakeholder input and City Council approval to advance the design of a South-side recreation facility. **Q1 2025**
b) Pending the outcome of 2024 direction and progress on Facilities for the Future, provide Council with regular updates on progress on implementation of the next phases of the plan. **2025/2026**
3. Finalize development of funding criteria for capital funding requests from community organizations and present to City Council for approval. **Q1 2025**

4. Develop a communications plan to inform staff on established service levels. **Q1 2025**
5. a) Oversee design work for capital projects to ensure specifications are prepared prior to award of contracts. **Q1 2025 / Q1 2026**
 b) Development of Tenders and Requests for Proposals required to meet the capital budget approved by City Council. **Q1 2025 / Q1 2026**
6. a) Continued asset capture, asset condition assessments, forecasting life of assets and developing a timeline for replacement as part of the continued implementation of the departmental Asset Management Plan. **Q4 2025**
 b) Continued involvement in the development of an organization-wide Asset Management Strategy. **Ongoing**

KEY OBJECTIVE #4 – Action Recreation and Wellness Opportunities

Develop a multi-faceted recreation complex on the south side and determine the future of existing facilities in the community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION ☒	ECONOMIC EVOLUTION ☒	SERVICE ORIENTATION ☒
PARTNERSHIPS & GOVERNANCE ☒	COMMUNITY WELLNESS ☒	RESILIENCY & SUSTAINABILITY ☒

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE ☒	STAKEHOLDER SATISFACTION ☒	FINANCIAL SUSTAINABILITY ☒
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Site determination and acquisition of required land. Finalize due diligence process and determination of other stakeholder impact for site.
2. Complete facility needs assessment and any required engagement to determine facility size and develop facility concepts.
3. Determine operating model and finalize funding for facility construction.
4. Commence tendering process for facility construction.
5. Communicate next phases of the Facilities for the Future Plan with City Council and the general public.

MEASUREMENT OF SUCCESS:

1. a) Council approval on scope and vision for multi-faceted recreation complex on the south side. **Q1 2025**
 b) City Council approval of the preferred site as the location, including required infrastructure for the proposed recreation facility construction. Exact configuration of land required is to be determined. **Q1 2025**
 c) City Council approval for Administration to initiate land acquisition negotiations required to purchase land for construction of a recreation facility to be brought back to City Council for endorsement of funding request for purchase. **Q1 2025**

- d) Ensure preferred site has no other future plans or easements and negotiate alternative arrangements, as needed. **Q1 2025**
- 2. a) Council approval of initial funding to complete high level planning and facility needs assessment to assist in the development of required facility drawings. **Q1 2025**
b) Complete any required engagement to ensure public awareness and support. **Q1 2025**
- 3. a) Presenting potential facility costs and potential partnership funding arrangement to City Council **Q1 2025**
b) City Council decision on operating model of proposed recreation centre and implement potential partnership agreements based on Council direction. **Q2 2025**
c) City Council approval of a funding request for development of detailed drawings developed based on engagement. **Q2 2025**
d) City Council approval of funding for facility construction. **Q3 2025**
- 4. City Council approval of terms, conditions and deliverables to issue a Tender for construction. **Q4 2025**
- 5. Presentation to City Council and the public on other elements and sequencing of Phase I and Phase II of the Facilities for the Future Plan. **Q3 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Parks & Recreation

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	4,038	376	4,414	135	4,549	1
Other Revenue	2,306	81	2,387	71	2,458	2
Total Revenue	6,344	457	6,801	206	7,007	
EXPENSES						
Base Operating Expenses	16,452	3,035	19,487	282	19,770	
Salaries, Wages and Benefits	11,444	2,711	14,155	282	14,436	3
Contracted and General Services	3,029	306	3,335	2	3,337	4
Materials, Goods & Utilities	1,734	(4)	1,729	(1)	1,729	
Bank Charges & Short Term Interest	34	25	59	(0)	59	
Grants and Other Transfers	193	(3)	190	0	190	
Other Operating Expenses	18	0	18	0	18	
Cost Pressures¹	1,253	(1,253)	0	0	0	
New Operating Initiatives¹	0	75	75	0	75	
Other Expenses	6,885	(413)	6,472	543	7,015	
Interest on Long-term Debt	459	(320)	139	305	445	5
Amortization and Provision for Abandonment	6,426	(93)	6,333	237	6,570	
Total Expenses	24,590	1,444	26,034	825	26,860	
Surplus (Deficit) Before Allocations	(18,246)	(987)	(19,233)	(620)	(19,852)	
Net Internal Recovery (Charges)	(7,714)	(1,828)	(9,541)	(166)	(9,708)	
SURPLUS (DEFICIT)	(25,960)	(2,815)	(28,774)	(786)	(29,560)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

2024-2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	4,038	4,549	511	Increase is primarily due to key budget assumptions for increases to user fees and charges, and increased revenue projected at the Big Marble Go Centre and camper fees.
2	Other Revenue	2,306	2,458	152	Increase is primarily due to key budget assumptions for increases to user fees and charges, and increased lease revenue based on most recent lease agreements.
3	Salaries, Wages and Benefits	11,444	14,436	2,992	Increase is primarily due to 2024 temporary wage budgets using 2021 (pandemic year) as a base when estimating staff needs. 2025/2026 budgets should reflect correct staffing levels now that utilization has returned to normal.
4	Contracted and General Services	3,029	3,337	308	Increase is primarily due to updates to contract payments, increased software licensing costs, and budget for the asset management roadmap.
5	Amortization and Provision for Abandonment	6,426	6,570	144	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Parks & Recreation

Project Description	Project Type	2025 Budget	2026 Budget	Total
Trail Crack Sealing	Ongoing	75	75	150
Department Total		\$ 75	\$ 75	\$ 150

Funding Sources	2025 Budget	2026 Budget	Total
Operating	75	75	150
Total	\$ 75	\$ 75	\$ 150

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Parks & Recreation

Project Description	2025 Budget	2026 Budget	Total
Accessibility Program	350	357	707
Bridges & Boardwalks Infrastructure Program	428	250	678
Community Partnerships Program	300	306	606
Dog Off-Leash Development Program	50	50	100
Drainage & Erosion Remediation Infrastructure Program	75	250	325
Indoor/Outdoor Facilities Infrastructure Program	1,075	1,075	2,150
Irrigation Infrastructure Program	3,410	3,310	6,720
Outdoor Lighting Infrastructure Program	204	300	504
Parking Lots Infrastructure Program	540	507	1,047
Playgrounds Infrastructure Program	220	245	465
Trail Infrastructure Program	1,500	1,500	3,000
Urban Parks Redevelopment Program	548	750	1,298
Department Total	\$ 8,700	\$ 8,900	\$ 17,600

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	-	1,500	1,500
Operating	1,075	1,075	2,150
Reserves	7,625	6,325	13,950
Total	\$ 8,700	\$ 8,900	\$ 17,600

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Parks	<p>This team is responsible for urban forestry, sports fields, parks (turf, garbage, and washroom) maintenance, integrated pest management, irrigation, trail maintenance, and boulevard and median maintenance.</p> <p>Performs maintenance for the Hillside Cemetery, Gas City Campground and Echo Dale Regional Park.</p>
Recreation	<p>Provides accessible and affordable facilities/services that encourage active living opportunities for all residents. Facilities include two indoor pools, outdoor swimming locations, and the multi-sport Big Marble Go Centre. Liaising with user groups and community sports organizations is a key part of their mandate.</p>
Asset Planning and Business Services	<p>Responsible for planning the department's capital budget and long-term capital forecast. Oversees design and executes project management of parks infrastructure projects, trails, sports fields, and major capital projects.</p> <p>Researches, develops, and implements best-practices and efficiency initiatives across the department. Oversees planning and business and revenue generation initiatives for the municipal-owned cemetery, Echo Dale Regional Park, and Medicine Hat Campground.</p>

Energy, Land and Environment

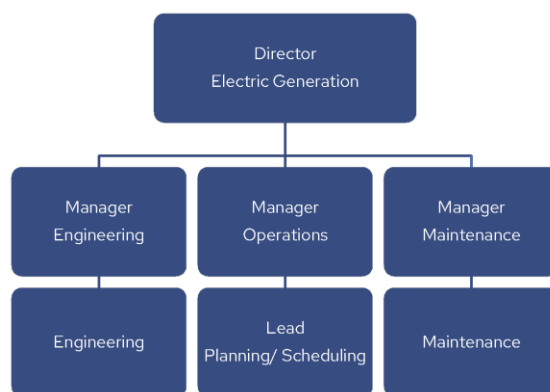
Electric Generation

DEPARTMENTAL MANDATE AND STRUCTURE

Electric Generation department provides safe, reliable, cost-effective electricity generation for our residential, commercial, and industrial customers, as well as surplus volume delivery into the provincial electrical grid when it is economical to do so. The department also performs all operations and maintenance of our facilities as well as the development and implementation of capital projects. We have a fully staffed technical department that services all these areas as well.

The Electric Generation Department structures its resources, business plan and budget based on the following assumptions:

- The department operates to provincial and local regulatory standards.
- The department operates to industry best practices, codes, and standards.
- The City of Medicine Hat (CMH) Electric Generation will continue to maintain compliance with all requirements of Section 95 of the Electric Utility Act (EUA) to the benefit of the city and its customers.
- Maximize profitability within market-based pricing structures, while ensuring safe, reliable, and compliant Electric Generation. We aspire to have maximum runtime/availability for our units.
- The department plans for activity levels based on past trends, future predictions, and emerging regulatory issues.
- Project initiation, planning and project management of construction are used on all Electric Generation projects.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	52.9	52.9	52.9	52.9	52.9

KEY OBJECTIVE #1 – Risk-Based Asset Management Program.

Support the long-term sustainability of Electric Generation through managing assets through a risk-based approach. Providing a safe and reliable supply of electricity to the City of Medicine Hat residents and industrial customers. Maintaining our asset base infrastructure is key to meeting service level expectations and long-term profitability of the facilities. Infrastructure has a finite life that requires sustaining capital investments to extend and/or replace existing infrastructure to ensure service level reliability.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Identifying and prioritizing sustaining capital investment requirements by employing sound scope development and project management ensures that projects are planned and executed based on the highest priority and risk requirements, while funding requirements are optimized in the interest of fiscal responsibility.
 - a) Implement detailed asset condition/inspection criteria and associated plans for each asset class within the Power Generation system on a schedule to ensure all assets are maintained within best practice guidelines. This information will be documented and managed using our Asset Management System.
 - b) Pre-planning of all long-term outages will be performed a minimum of 12 months prior to an outage.
 - c) Post Outage reporting will be compiled and recommendations for equipment sustainability will be performed by Engineering.
 - d) Ensure that succession plans are in place for all key positions, as well as ensuring that our staff are trained and adhering to in place procedures such as following industry best practices.

MEASUREMENT OF SUCCESS:

1. a) Ensure that Engineering Work Scope Documents support Capital asks by detailed scope, cost, and schedule requirements. Completed for all projects developed. **Ongoing**
- b) Ensure that long range capital projects are being developed 2 to 5 years out and updating Asset Management Plan register. Long range forecast completed and updated annually. **Ongoing**
- c) Major Outages are being pre-planned and resourced 1 to 2 years in advance, and that the Alberta Electric System Operator (AESO) outage schedule is being updated to reflect changes (2-year AESO requirement). **Ongoing**

KEY OBJECTIVE #2 – Continue to Improve Safety and Regulatory Compliance Management

1. Improve Safety Culture and Performance
2. Develop and internalize regulatory reporting requirements while improving non-compliances.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. While we have an exceptionally good safety record at our facilities, we will continue to work with Operations/Maintenance and staff to identify new KPI’s and improve existing ones as required.

- a) Continue to focus efforts on housekeeping and job observation audits. Both Health Safety and Environment (HSE) and plant supervision will further enhance audits and training around this.
 - b) Use a safety data management system to track safety incident classifications and develop strategy, training, and communication to reduce non compliances. The HSE representative will work with staff to understand common themes for injury type incidents and improvements to reduce all injuries.
 - c) Standardize safety programs/processes and standards between Electric Generation and other city departments where applicable. (Prismatic)
 - d) Training will be managed to ensure all personnel receive appropriate training effective for their jobs. HSE Specialist will assist in achieving training that follows provincial requirements.
2. Continue to improve training and communication processes on further reducing the ARS/ISO (Alberta Reliability Standards, and Independent System Operator) non compliances.
 - a) Further Enhance in place procedures and increase Operator understanding and training in ARS and ISO Standards and Rules.
 - b) Work with Strategy and Analysis (Marketing) on better communication protocols in real time with the operators.

MEASUREMENT OF SUCCESS:

1.
 - a) Audit departmental safety systems regularly for compliance with City of Medicine Hat safety management systems. **Q4 2026**
 - b) All levels of site management to conduct regular inspections of worksites throughout the year with workers, the intent being continuous improvement of work sites and work processes. **Q4 2025 and 2026**
 - c) Oversight by City of Medicine Hat will be provided on worksite construction projects to ensure compliance to OHS and City safety regulations. Concurrent with projects. **Ongoing**
 - d) Audit of safety training for employees will be done annually, and all appropriate training will be kept current. **Q4 2025 and 2026**
2. Annual AESO Self Certification review. **Ongoing**

KEY OBJECTIVE #3 - Growth and Decarbonization Initiatives

Electric Generation is one of the key departments in the development of new business opportunities that come to the City of Medicine Hat. It is also facing its own energy transition obligations and must appropriately prepare to ensure ongoing confidence in local electricity supply for existing and future industry.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE DEPARTMENT KEY OBJECTIVE:

1. We will work with other departments, and other supporting groups to support technical requirements within our realm of expertise of new business proposals.

2. We will keep abreast of changing government regulations and clean energy advancements and look for opportunities to further: diversify our generation mix with a focus on shifting strategically to more clean energy generation as justified and mitigate the emissions from our existing thermal assets.

MEASUREMENT OF SUCCESS:

1. a) Support the Energy Marketing and Business Analysis team with required technical inputs to effectively evaluate potential opportunities and proposals. **Ongoing**
b) We will look for available government funding to offset required borrowing of Capital for approved City projects that materialize. **Ongoing**
2. a) Work with local industry to explore synergies and collaborative efforts for the next generation asset. Depending on the outcome of this, finalize size, location for new build and submit applications to Alberta Utilities Commission (AUC) and Alberta Environment and Protected Areas (AEP). We will prepare for the future. **Ongoing**
b) Explore carbon mitigation technologies and options to decarbonize existing thermal fleet or a mix of renewable, decarbonization, and imports. **Ongoing**

KEY OBJECTIVE #4 – Operational Excellence

1. Reliability – with increasing city load the availability of Electric Generation assets will become even more critical
2. Financial return – achieve an annual return on assets by contractedness or supply to energy markets
3. Successful construction of the new Residuals plant on behalf of the Environmental Utilities department.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE DEPARTMENT KEY OBJECTIVE:

1. Cultivate a risk-focused culture to ensure the long-term success within the department.
2. Work with Energy Marketing and Business Analysis group and Finance to ensure that revenue forecasts and operating & maintenance expenses are optimized through effective marketing and focused attention on expenditures.
3. Optimize planned outage durations by ensuring adequate planning and resourcing of work (amount of work performed in least amount of time, safely).
4. Continue to ensure that both Maintenance and Engineering processes are optimized to ensure work is planned and scheduled while optimizing outage duration timing.
5. Develop operating and maintenance and capital budgets for next business cycle as well as capital estimates for long range forecasts and related scenarios.
6. Manage the Residuals Plant build project to ensure that it is done safely, on budget and on schedule (on behalf of Environmental Utilities).

MEASUREMENT OF SUCCESS:

1. Update and review the risk register quarterly to ensure risks are identified and have risk mitigation plans in place for both operating and capital. **Ongoing**

2. Achieve an annual ROI on assets of 15%. **Ongoing**
3. a) Reduced forced outages and optimize planned outage events. **Ongoing**
b) Strive to achieve “O” safety/environmental incidents. **Ongoing**
4. Plant reliability KPI will maintain at 93.75% or better annually. **Ongoing**
5. Support Energy Marketing and Business Analysis by providing input for the long-range financial forecast and related scenarios for the Electric Generation department. **Q3 2025**
6. Achieve safety, financial and schedule targets for Residuals Plant construction project. **Q1 2025**

KEY OBJECTIVE #5 – Ensuring Success for the future with a focus on our People

Prioritizing people is key to long-term success. Investing in employee’s well-being, growth, and development will lead to incredible outcomes. When employees are valued and supported, they are more likely to contribute their best efforts and ideas.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Develop future leaders through succession planning.
2. Ensure that new equipment and processes are adequately resourced.
3. Develop and execute required actions from the Employee Survey.

DEPARTMENT KEY OBJECTIVE’S MEASUREMENT OF SUCCESS:

1. a) Have detailed succession plan developed for all key positions. **Q4 2025 and 2026**
b) Plan for retirements in maintenance group and look at potential apprenticeships. **Q4 2025 and 2026**
2. From the data received from the employee survey, we will work to address areas of required improvement through a department action plan. Continue with review 2 times per year through 2025 and 2026. Action plans completed. **Q2 2023**
3. Evaluate new equipment and process requirements, and ensure we have adequate resources to support these. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat

Electric Generation

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	202,177	(75,311)	126,867	(1,843)	125,024	1
Other Revenue	2	(2)	(0)	0	(0)	
Total Revenue	202,179	(75,312)	126,867	(1,843)	125,024	
Cost of Sales	91,836	(35,794)	56,042	5,649	61,691	2
GROSS PROFIT	110,343	(39,518)	70,825	(7,492)	63,332	
OPERATING EXPENSES						
Base Operating Expenses	16,993	(806)	16,187	222	16,409	
Salaries, Wages and Benefits	10,431	6	10,438	211	10,649	3
Contracted and General Services	4,413	(1,171)	3,242	56	3,298	4
Materials, Goods & Utilities	2,148	356	2,504	(45)	2,459	5
Bank Charges & Short Term Interest	1	2	4	0	4	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Net Internal Charges (Recovery)	7,216	(128)	7,087	47	7,134	
Total Operating Expenses	24,209	(935)	23,274	270	23,544	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	86,134	(38,583)	47,550	(7,762)	39,788	
Other Revenue (Expenses)						
Interest on Long-term Debt	(2,811)	134	(2,677)	(73)	(2,750)	6
Amortization and Provision for Abandonment	(18,300)	(704)	(19,004)	411	(18,593)	
NET EARNINGS (LOSS)	65,023	(39,154)	25,869	(7,424)	18,445	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	202,177	125,024	(77,154)	Decrease is due to a lower forecasted wholesale pool price from 2024. Sales decreases to the power pool are impacted both by reduced power volumes and price as there are less economical opportunities forecasted to export spare capacity. The decrease from retail customers is almost all the result of the forecasted price of power.
2	Cost of Sales	91,836	61,691	(30,145)	Decrease is largely due to a lower forecasted natural gas price. Additionally, a lower power price will result in less spare capacity sold to the grid and therefore a decrease to Payment In Lieu Of Taxes, fuel, carbon liability, and the cost of power purchases.
3	Salaries, Wages and Benefits	10,431	10,649	217	Increase is the result of the key budget assumptions for inflationary wages.
4	Contracted and General Services	4,413	3,298	(1,115)	Decrease is due to the timing of the major Unit 12 inspection, partially offset by an increase for the energy transition study.
5	Materials, Goods & Utilities	2,148	2,459	311	Increase is due to the fluctuation in the preventative maintenance schedule.
6	Amortization and Provision for Abandonment	18,300	18,593	293	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars

Electric Generation



Project Description	2025 Budget	2026 Budget	Total
Plant 7 Storage Tank System Optimization	575	-	575
Power & Energy Meter (PML) Upgrade	400	-	400
Unit 10 Turbine Major Overhaul	11,000	-	11,000
Unit 17 Turbine Hot Section	7,000	-	7,000
Unit 10/11 Gas Chromatograph Upgrade	-	150	150
Unit 11 Turbine Control System Upgrade	-	2,200	2,200
Unit 14 Gas Chromatograph Upgrade	-	150	150
Unit 15 Automated Voltage Regulator (AVR) Exciter Upgrade	-	500	500
Unit 15 SR 489 Generator Protection Relay Upgrade	-	80	80
Unit 15 Turbine Major Overhaul	-	12,000	12,000
Department Total	\$ 18,975	\$ 15,080	\$ 34,055

Funding Sources	2025 Budget	2026 Budget	Total
Working Capital	18,975	15,080	34,055
Total	\$ 18,975	\$ 15,080	\$ 34,055

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Administration	This team provides front line administration, and general enquiries both internally, and externally to our valued business partners. This team also assists with invoicing processing, accounting, site orientations, time processing, and employee service requests as they pertain to the department. They manage all the small items which allow management and others to do their jobs. They are the heart of our team.
Engineering	This team provides detailed engineering and project management services for sustaining and growth capital projects, development of engineering and design standards in response to evolving industry and regulatory best practices, and development of risk-based infrastructure management plans in response to long term service delivery objectives. They also work with the maintenance team to ensure the assets are maintained to industry best practices and process safety, conducting RCFA's to prevent repeated equipment failures.
Plant Operations	This team provides frontline operations of a generating equipment to industry and original equipment manufacturer (OEM) best practices to always meet city load on a 24hr basis. They also ensure that the facility is operating in compliance with all Alberta Boiler Safety Association (ABSA), AESO, and Alberta Environment and Protected Areas (AEP) regulations, with any potential non-compliances reported immediately. In addition to robust asset inspection, the team manages all emergency operational issues that may arise to maintain generation reliability.
Plant Maintenance	This team provides frontline maintenance services to all infrastructure within the power plant boundaries at both the main site and the remote site. In addition to robust asset inspection and maintenance responsibilities, this team also assists our contractors with engine changeouts at OEM recommended intervals, as well as responding to emergency maintenance situations that may arise. The mechanical maintenance team does assist with repairs in the Water Treatment Plant on an as required basis. The warehouse and planning department are also under the maintenance team, and work to make sure corrective maintenance is done on a timely basis.

Energy, Land and Environment

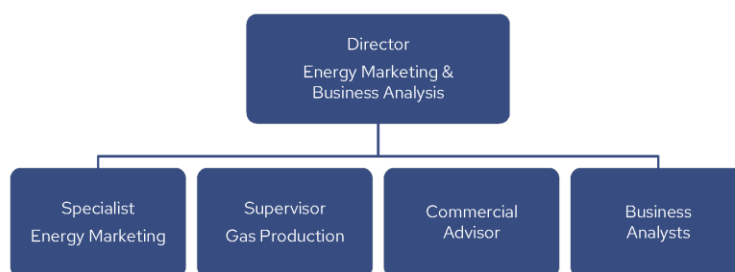
Energy Marketing and Business Analysis

DEPARTMENTAL MANDATE AND STRUCTURE

The Energy Marketing and Business Analysis team provides defined revenue management support into the energy and utility departments, assists the organization in establishing clear direction through evidence-based analysis, and provides independent and future oriented strategic support to the Energy, Land, and Environment division. In addition, the team provides cross functional leadership for special / strategic projects that the City is interested in evaluating, pursuing or developing. Where the team is responsible for certain outcomes within the division, (e.g., energy and utility revenue management) Directors of the respective areas maintain full accountability for the success of their departments.

The overall mission is to provide support service with a focus on the following areas:

- Business Analytics and Strategic Direction
- Long Range Financial Planning
- Energy Marketing and commodity business development
- Commercial Management
- Special Project Facilitation, Development and Support



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	11	11	11	11	11

KEY OBJECTIVE #1 – Energy Transition

In support of the division, Energy Marketing and Business Analysis will recommend, and as applicable, deliver a balanced approach to energy transformation that considers carbon risk and mitigation while continuing to maintain competitive retail pricing options in the delivery of reliable energy supply.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Understand key energy change drivers/levers and how they could impact City objectives.
2. Policy advocacy and response - engage in the Alberta power market redesign; advocate and subsequently respond to extract value/mitigate risk both for the City and our customers in the new design.
3. Build relationships – with key customers, industry, and other commercial stakeholders.

MEASUREMENT OF SUCCESS:

1. Continue to identify decarbonization strategies to pursue while considering risk tolerance, acceptable levels of investment, and business case analysis and evidence based decision-making principles. If the Saamis Solar ownership is successfully transferred to the City this department will seek an investment decision from Council. **Q2 2025**
2. Establish a local framework, (and, if applicable, embed in a local bylaw,) that defines treatment of net-self supply of electricity by City customers provided it aligns with the Electricity Statutes (Modernizing Alberta's Electricity Grid) Amendment Act and related subsequent regulations. Negotiate a power purchase agreement (PPA) with the first net supply. **Q2 2025**
3. Develop and foster relationships with government, stakeholders, businesses and service providers to facilitate discussions and related actions for advancing energy transition opportunities with a goal of understanding or pursuing; **Ongoing**
 - a) the legal and regulatory framework and policies for options being considered,
 - b) local emitters strategies, requirements, concerns and desires,
 - c) grant funding possibilities on energy transition strategies,
 - d) solutions with the mindset of retention and attraction of industry and/or City carbon exposure management.

KEY OBJECTIVE #2- Support Strategic Decision Making

The team will drive new value as a business partner by contributing credible analysis that informs strategic decision making related to the Energy, Land and Environment's division, and by supporting the corporate strategic planning process for an aligned corporate direction.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Prioritized revisits of energy and utility rates, including rate-based utilities and commodity offerings.
2. Long term financial forecasts are developed to highlight the expected cash flows from the organization to assist in long-term decision-making.
3. Assist with credible business analytics to provide department leads and executive with information and options required to make informed direction and support for high priority, high profile Energy, Land and Environment projects and business development projects.

MEASUREMENT OF SUCCESS:

1. Assist third party consultant in the Energy business review and look to implement any approved recommendations from the report. **Q4 2026**
2. Support Corporate Planning and Performance by preparing a long-range financial forecast and related scenarios for the Energy, Land and Environment division. **Q3 2025**
3. Support the delivery of base case and alternate long term capital plans by delivering necessary business cases for the benefit of decision makers, where appropriate. **Q3 2025**

KEY OBJECTIVE #3 – Asset Optimization

In support of the division, Energy Marketing and Business Analysis will look to drive value through asset optimization strategies. The group will utilize quantitative analysis to find areas where there is potential for the City to achieve increased value or reduced cost. As well as a focus on understanding business risks and alternative/innovative solutions for the benefit of the organization and community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. A thorough understanding of the assets and market conditions
2. Benchmarking and KPI indicators to provide data that measures performance
3. Greenhouse Gas (GHG) credit management - actively manage GHG credit portfolio including creating / using / banking / buying/ selling strategies to minimize cost and risks to the organization.
4. Manage risk through long-term contracts and hedging where appropriate.

MEASUREMENT OF SUCCESS:

1. Successfully calculate and report on business unit KPI. **Bi-annually**
2. Deliver a revised hedge policy for review by the risk oversight committee. **Q2 2025**
3. Implement a Carbon Offset strategy that will look to take advantage of the offset market. **Q1 2025 and Q1 2026**
4. Work divisional department leads to review and confirm appropriate key performance indicators. **Q1 2025**

OPERATING BUDGET SUMMARY

City of Medicine Hat Energy Marketing & Business Analysis 2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	2,970	(398)	2,572	32	2,604	
Salaries, Wages and Benefits	1,810	(142)	1,668	32	1,700	1
Contracted and General Services	828	(66)	763	0	763	2
Materials, Goods & Utilities	332	(191)	141	0	141	3
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Total Expenses	2,970	(398)	2,572	32	2,604	
Surplus (Deficit) Before Allocations	(2,970)	398	(2,572)	(32)	(2,604)	
Net Internal Recovery (Charges)	2,865	(612)	2,253	26	2,279	
SURPLUS (DEFICIT)	(106)	(214)	(320)	(6)	(325)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Salaries, Wages and Benefits	1,810	1,700	(110)	Decrease is the result of one position moving into Environment, Land & Gas Production as a result of the 2023 reorganization.
2 Contracted and General Services	828	763	(66)	Decrease due to updating budgets to reflect historical actuals.
3 Materials, Goods & Utilities	332	141	(191)	Decrease is primarily due to reallocating Qbyte software budgets to Gas Production Subdepartment.

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Gas Production Support	This team provides joint venture services, production accounting, and approved for expenditure support for the Gas Production department.
Commodity Marketing	This team is responsible for the day-to-day marketing of our natural gas and manages the natural gas transportation contracts. This team is also responsible for the optimization of our power assets and electricity sales contracts.
Business Analysis	This team helps support the financial reporting and analysis for the Gas Production, Electric Generation, and Utility Distribution departments. This team also leads the long-term financial planning for the Energy, Land and Environment Division. Another focus of this team is project valuation and analysis for this Division.

Energy, Land and Environment

Environment, Land and Gas Production

DEPARTMENTAL MANDATE AND STRUCTURE

Environment, Land and Gas Production (ELGP) has three distinct yet interconnected mandates in delivery of services on behalf of the organization:

1. Strategically drive responsible environmental stewardship and sustainability initiatives to ensure compliance with all federal, provincial, and municipal regulations while promoting actions across the organization that meet or exceed industry best practices and standards.
2. Deliver effective land management, acquisition, development, leasing, marketing, and sales with a focus on leveraging strategic assets to maximize return on investment within a competitive environment.
3. Manage the City's gas production assets in a safe and ethical manner within regulatory standards to provide the maximum dividend possible within a competitive environment to the City of Medicine Hat for the benefit of the community.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	34	32	32	32	32

KEY OBJECTIVE #1 – Environmental Leadership

The team will drive formalization of corporate environmental processes and strategies (towards creation of an environmental management system) and lead the implementation of a strategic Environmental Framework that will serve as a cohesive overarching strategy to provide guidance on integrating wise resource management into City programs and policies with greater depth and intention while reducing the City's vulnerability to future environmental changes in the face of increasing climate uncertainty.

Demonstrating commitment to the environment can help attract business, employees and other new residents stimulating the local economy and contributing positively to quality of life. Facilitating efficient and effective decision making with clear environmental objectives will improve City operations.

Fostering stakeholder engagement and providing environmental strategies and actions into area redevelopment plans and City policies will increase community vibrancy.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Lead in the implementation of the City of Medicine Hat Environmental Framework by supporting key action items to achieve goals and targets. Conduct annual reporting of progress and status of Environmental Framework actions.
2. Lead in the development of a city-wide Water Management Strategy which will incorporate water source protection; municipal water utility operation and maintenance; economic growth and development; applicable legislation; and response to climate related events.
3. Centralize the City’s environmental sustainability incentives programs including HATSmart and Clean Energy Improvement Program under the Environmental Strategy and Compliance Team.
4. Continue timely remediation and reclamation activities of the City’s Gas Production assets including abandoned compressor stations.

MEASUREMENT OF SUCCESS:

1.
 - a) Organize an Environmental Framework sub-committee for the organization (or develop alternative communication mechanism) to regularly obtain status feedback on the larger corporate Environmental Framework action plan initiatives. Meet on a quarterly basis for updates. **Q1 2025**
 - b) Develop a template for the annual public report on the progress of the Environmental Framework and associated templates for the presentation of the annual report to Council. **Q1 2025**
 - c) Develop a new or update the existing sustainability webpage for another communication on the status of the Environmental Framework Action. **Q3 2025**
 - d) Complete annual report and presentation to Council. **Q4 2025 and 2026**
2.
 - a) Complete a request for qualifications from consultants for the development of the City Water Management Strategy. **Q2 2025**
 - b) Develop through internal consultant and deliver a Water Management Strategy for the organization. Following the template of the development of the Environmental Framework. **Q4 2026**
3.
 - a) Understand the staffing requirements for execution of the HATSmart and Clean Energy Improvement Program (CEIP) within the Environmental Strategy and Compliance team. **Q1 2025**
 - b) Leveraging administrative funds provided by the programs, provide staff as necessary to meet needs of the programs and the team. **Q1 2025**
 - c) Deliver the CEIP and HATSmart programs. **Q1 2025**
4. Provide ongoing remediation and reclamation program oversight and inputs regarding methodology and ensure timely completion of Detailed Site Assessments and submission of Reclamation Certificate applications. **2025-2026**

KEY OBJECTIVE #2 – Land Strategy

Lead in the creation and implementation of an overarching land strategy to inform acquisition, development, management, marketing and selling of City owned land inventory. The land strategy is to provide overarching guidance to effectively manage and optimize the City’s land asset and will include a focus on sustainability through an underutilized land development strategy. Underutilized land redevelopment encourages infill development, environmental remediation, and community revitalization which in turn, establishes a larger municipal tax base and increases utilization of municipal infrastructure. Redeveloped underutilized lands are often more attractive, have higher property values, present less risk of environmental harm to adjacent properties, and contribute to the economic, environmental, and social health of the community.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Completion of a CMH Land Strategy to provide overarching direction to the land department in delivering on the needs of the community related to efficient land use and the financial sustainability of the City's land asset.
2. Implementation of the CMH Land Strategy with a focus on strategically de-risking the City's land inventory to align with outcomes of the strategy coupled with opportunities to fill gaps in the market and ease the constraints of private development to achieve community needs.
3. Align existing listed land opportunities with current market drivers. Optimize outcomes of the Land Strategy, Economic Development Strategies, and the Municipal Development Plan.
4. Continue building best practices for integrated City land services to support municipal and energy operations within the organization.
5. Collaborate with Medicine Hat Economic Development to build relationships with business owners, entrepreneurs, investors, and land developers looking to purchase or lease City-owned parcels. Act as client advisor to other City departments to facilitate land sales, acquisition, or lease (including for not-for-profit partners/stakeholders).
6. Land Development Engineering to maintain readiness to pursue development as directed by the land strategy or in response to third party opportunities as they arise.

MEASUREMENT OF SUCCESS:

1. a) Completion of a real estate gap analysis and underutilized land analysis. **Q1 2025**
b) Creation of an overarching land strategy. **Q2 2025**
2. a) Prioritized inventory of City land to de-risk, manage, or bring to market. **Q2 2025**
b) Create criteria for acquiring land to align with Land Strategy. **Q3 2025**
3. Review existing land opportunities to align with Land Strategy outcomes, bring forward recommendations to adjust or align with market drivers for specific long-standing properties (e.g. Arena lands, Primrose, etc.). **Q2 2025**
4. Review and update the Acquisition and Sales Policy, and Lease and License Policy. **Q2 2025**
5. a) Hold ongoing meetings with key stakeholder groups related to land, development, building, and the real estate community. **Ongoing**
b) Support investment attraction efforts through City land inventory. **Ongoing**
6. Advancement of development areas in alignment with outcomes of the Land Strategy to include updated timing for Brier Run, Ranchlands, Northwest Industrial Park, and or Airport Lands. **Q4 2026**

KEY OBJECTIVE #3 – Optimize the Value of the City's Gas Production Assets

Conduct business in a safe and ethical manner within regulatory standards, maximizing shareholder value and cash flow through controlling costs, expedient abandonment of non-economic assets, optimizing current production, current asset development, and divestment of non-core assets. Ensure Gas Production personnel provide diligent

and thorough representation for the City as it monitors the progress of the Clear Horizon carbon hub project by the third party; and provide internal reporting accordingly to ensure ongoing project awareness.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Ensure compliance with regulations, integrity programs and operating manuals in day-to-day operations and decision makings; ensuring continuous improvement towards overall compliance; particular areas of focus include incident response and management and asset integrity program task diligence.
2. Stem financial loss by timely completion of Natural Gas and Petroleum Resource (NGPR) Asset Retirement obligations through ongoing management of remediation and reclamation program for approximately 2500 abandoned oil and gas sites. Ensure gas production resources continue to be focused on the few remaining wells, pipelines, and facilities to abandon and report on progress annually.
3. Ensure GP resources are available to assist expediently with any asset issues that arise during remediation and/or reclamation activities for all abandoned assets.

MEASUREMENT OF SUCCESS:

1. Complete well review and, where identified possible; plan and implement optimization tasks including: 1) well optimization, 2) well swabbing, 3) compression operation, and 4) operational cost savings ideas. **Ongoing** – target maintaining or reducing remaining field annual decline rate to 4% or less.
2. Ensure thorough review of operating and capital cost and budget reports resulting in 1) clear understanding, and 2) clear input into future decision-making regarding capital budget and operating future. **Ongoing**
3.
 - a) Ensure available reserves, optimal production and necessary direct and overhead resources are clearly understood and considered with appropriate commodity price forecast possibilities resulting in clear decision making with understanding of risks and opportunities the asset brings. **Ongoing**
 - b) Ensure no financial cash flow limitations are constraining annual environmental field work; ensure clear reporting on Reclamation Certificates obtained and assessed for overall program progress. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat Environment, Land & Gas Production Municipal

2025–2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
EXPENSES						
Base Operating Expenses	2,176	(110)	2,066	52	2,118	1
Salaries, Wages and Benefits	1,765	(99)	1,667	52	1,719	
Contracted and General Services	331	0	331	0	331	
Materials, Goods & Utilities	80	(12)	69	0	69	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	325	325	(325)	0	
Total Expenses	2,176	215	2,391	(273)	2,118	
Surplus (Deficit) Before Allocations	(2,176)	(215)	(2,391)	273	(2,118)	
Net Internal Recovery (Charges)	1,466	(395)	1,071	38	1,109	
SURPLUS (DEFICIT)	(710)	(610)	(1,320)	311	(1,009)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Salaries, Wages and Benefits	1,765	1,719	(46)	Decrease is primarily due to an additional recovery for time spent working on other areas within the overall Environment, Land & Gas Production department.

City of Medicine Hat
Environment, Land & Gas Production
Land

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	3,493	(215)	3,279	608	3,886	1
Licenses, Fines and Penalties	3	0	3	0	3	
Other Revenue	775	69	844	29	872	2
Total Revenue	4,271	(146)	4,126	636	4,762	
Cost of Lots Sold	3,073	(94)	2,979	(1,055)	1,924	3
GROSS PROFIT	1,199	(52)	1,147	1,691	2,838	
OPERATING EXPENSES						
Base Operating Expenses	893	339	1,233	16	1,249	
Salaries, Wages and Benefits	492	330	822	16	838	4
Contracted and General Services	355	7	362	0	362	
Materials, Goods & Utilities	46	3	49	0	49	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Net Internal Charges (Recovery)	556	186	741	18	760	
Total Operating Expenses	1,449	525	1,974	35	2,009	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	(251)	(577)	(828)	1,657	829	
Other Revenue (Expenses)						
Amortization and Provision for Abandonment	(300)	(8)	(308)	0	(308)	5
NET EARNINGS (LOSS)	(551)	(585)	(1,136)	1,657	521	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	3,493	3,886	393	Increase is related to residential and commercial lot sales revenue, where the projected lot sales will be slightly higher than the 2024 budget.
2	Other Revenue	775	872	97	Increase is related to land lease revenue, where many leases have been re-negotiated to reflect current market rental prices.
3	Cost of Lots Sold	3,073	1,924	(1,149)	Decrease is related to the cost of the residential and commercial lots, where based on the types of lots that are projected, costs per lot will be lower than in previous years.
4	Salaries, Wages and Benefits	492	838	346	Increase is the result of the key budget assumptions for inflationary wages, and the inclusion of budget for staff in the Gas Production Subdepartment coding time to the Land Subdepartment, which was not budgeted for in 2024.
5	Amortization and Provision for Abandonment	300	308	8	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

City of Medicine Hat
Environment, Land & Gas Production
Gas Production

2025-26 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Investment Income	7,140	(7,140)	0	0	0	1
Sale of Services	62,519	(19,191)	43,329	4,756	48,084	2
Other Revenue	(188)	32	(156)	(14)	(170)	
Total Revenue	69,472	(26,299)	43,173	4,741	47,914	
Cost of Sales	50,581	(17,043)	33,538	3,779	37,317	3
GROSS PROFIT	18,890	(9,256)	9,634	962	10,597	
OPERATING EXPENSES						
Base Operating Expenses	12,903	(482)	12,421	380	12,802	4
Salaries, Wages and Benefits	2,439	(347)	2,092	43	2,135	
Contracted and General Services	2,638	(113)	2,525	85	2,610	
Materials, Goods & Utilities	783	(12)	771	29	800	
Bank Charges & Short Term Interest	114	(2)	112	0	112	
Other Operating Expenses	6,929	(8)	6,921	223	7,144	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Net Internal Charges (Recovery)	4,205	(375)	3,830	77	3,906	
Total Operating Expenses	17,108	(857)	16,251	457	16,708	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	1,782	(8,399)	(6,617)	506	(6,111)	
Other Revenue (Expenses)						5
Investment Management Fees	(893)	893	0	0	0	
Interest on Long-term Debt	(491)	0	(491)	0	(491)	
Amortization and Provision for Abandonment	(9,295)	(3,496)	(12,791)	1,553	(11,238)	
NET EARNINGS (LOSS)	(8,897)	(11,002)	(19,899)	2,059	(17,840)	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Investment Income	7,140	0	(7,140)	Beginning in 2025, investment income will be held centrally as a result of the new reserve policy.
2	Sale of Services	62,519	48,084	(14,435)	Decrease is due to lower price forecast, and reduced volumes as a result of decline in gas production.
3	Cost of Sales	50,581	37,317	(13,264)	Decrease is due to lower price forecast, and reduced volumes as a result of decline in gas retail and electric demand.
4	Salaries, Wages and Benefits	2,439	2,135	(304)	Decrease is due to the reduction of 2 positions that will not be required past 2024.
5	Amortization and Provision for Abandonment	9,295	11,238	1,943	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

Operating Initiatives Summary

2025-2026 Budget

In thousands of dollars



Environment, Land & Gas Production

Project Description	Project Type	2025 Budget	2026 Budget	Total
Water Management Strategy	One-time	325	-	325
Department Total		\$ 325	\$ -	\$ 325

Funding Sources	2025 Budget	2026 Budget	Total
Operating	325	-	325
Total	\$ 325	\$ -	\$ 325

Service List Appendix: Phase 1 – Service Description

Sub-Department / Service Area	Description of Sub-Department / Service Area
Environmental Strategy and Compliance	<ul style="list-style-type: none"> Development and implementation of strategies and processes to ensure corporate wide compliance with relevant environmental legislation and in keeping with the City's overall environmental vision. Steward of the City's approach to environmental sustainability (beyond compliant levels). Serve as collaborative lead in climate resiliency, carbon mitigation initiatives and water security measures. Ensure timely cost-effective remediation and reclamation of the City's abandoned oil and gas assets in compliance with federal and provincial legislation. Environmentally de-risk City land inventory.
Land and Real Estate/ Land Development Engineering	<ul style="list-style-type: none"> Develop, manage, market and sell land; and maintain a centralized CMH real estate leasing portfolio to ensure maximum return on value within a competitive environment. Act on behalf of the City to ensure appropriate land agreements and approvals are in place, subsequently fostering and maintaining positive relationships with government land managers and environmental regulators, City lessors and lessees.
Gas Production	<ul style="list-style-type: none"> Maximize value and cash flow of the City's gas production assets within a competitive environment, through controlling costs, expedient abandonment of non-economic assets, optimizing current production, current asset development and divestment of non-core assets.

Energy, Land and Environment

Utility Distribution Systems

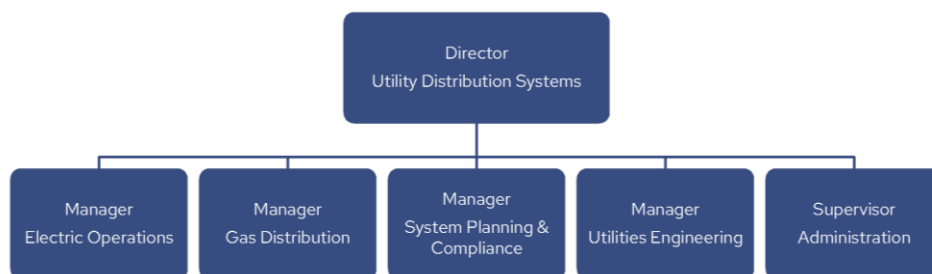
DEPARTMENTAL MANDATE AND STRUCTURE

Utility Distribution Systems (UDS) provides a diverse range of safe, reliable, and cost-effective services to both internal and external customers of the City of Medicine Hat (CMH). Areas of accountability include gas distribution, electric transmission and distribution, engineering and design services, project management, and customer care.

Gas distribution, electric transmission, and electric distribution services are provided to our valued residential, commercial, and industrial customers within Medicine Hat, Town of Redcliff, and certain areas of the Municipal District of Cypress County as per the Alberta Utilities Commission (AUC) designated franchise areas. Specialized engineering and design services for gas and electric distribution infrastructure are provided to developer, commercial, and industrial partners within the designated franchise boundary. Finally, high quality customer care provides respectful and expeditious interactions with all customers, both internal and external to the City of Medicine Hat, as it pertains to the department's areas of accountability.

The Utility Distribution Systems department structures its resources, business plan and budget based on the following assumptions:

- The department operates to all federal, provincial, and local regulatory standards.
- The department operates to industry best practices, codes, and standards.
- Department capital and maintenance programs are based on robust data incorporating risk-based analysis into detailed asset management programs.
- The City of Medicine Hat (CMH) Electric Distribution System and customers located in the AUC designated franchise area will continue to maintain exemption from all requirements of Part 7 of the Electric Utility Act (EUA)
- The Electric and Gas Distribution utilities maintain revenue to cost ratio of greater than or equal to 1 to ensure long term financial sustainability.
- The department plans for activity levels based on past trends and emerging regulatory, environmental, or industry initiatives.
- The department shall provide equitable, professional, technical, and non-technical support and services to internal and external customers.
- The department strives to create and maintain comfortable, respectful, and functional work environments for employees, customers, and contracted service providers.
- Safety of customers and employees is of paramount importance to the department.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	95.5	92.0	92.0	92.0	92.0

KEY OBJECTIVE #1 – Sustainable Infrastructure

Providing safe, reliable, cost-effective, and well-maintained infrastructure is key to meeting service level expectations and long-term viability of the department. Infrastructure has finite life that requires investments to maintain, extend the useful life, and/or enhance capabilities which meet evolving service level expectations while achieving long term reliability, regulatory compliance, environmental, and fiscal sustainability.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Identify and prioritize sustaining capital investment requirements by employing detailed asset evaluations, coupled with risk-based planning objectives, seeking to optimize infrastructure useful-life. Capital investments which balance sustainable services to customers, infrastructure integrity, and safety ensures projects are planned and executed based on the highest priority needs while funding requirements are optimized in the interest of fiscal responsibility.
2. Identifying and prioritizing growth capital investment requirements employing sophisticated computerized system models which account for evolving consumer demands paired with current and future infrastructure capacity. Reports are utilized in the development of a detailed business case analysis for future capital investment recommendations to City Council.

MEASUREMENT OF SUCCESS:

1.
 - a) Complete the development and implementation of an Integrity Management Program (IMP) for Electric Substation and transmission assets that addresses future sustaining capital needs in alignment with Alberta Electrical System Operator (AESO) reliability standards. **Q2 2026**
 - b) Complete the development and implementation of an Integrity Management Program (IMP) for Gas Custody Transfer Measurement to Customers that addresses how the department complies with industry standards. **Q1 2026**
 - c) Complete the development and implementation of the Integrity Management Plan for Gas Distribution odorant vessels that addresses regulatory compliance and best industry practices. **Q2 2026**
2.
 - a) Secure regulatory approval and site determination for Medicine Hat Southwest Substation (MHSS) in 2025, Complete the detailed design, procure all the materials and initiate construction of the MHS11 substation. **Q4 2026**
 - b) Secure regulatory approval and line assignments for East Ring Enhancement Project in 2025, complete the detailed design in 2026 including developing detailed cost estimates for City Council approval in the 2027 to 2028 business planning cycle. **Q4 2026**

KEY OBJECTIVE #2 – Operational Excellence

Providing dependable, and cost-effective services are crucial to the well-being and quality of life for customers. Therefore responsible, and sustainable provision of those services is of paramount importance. This model ensures the department strives for industry-competitive performance in all areas of accountability reinforcing value to the ratepayers.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Balance quality service with fiscal responsibility thereby ensuring sustainable operations of CMH infrastructure for the betterment of the public and other user departments. Ensure a revenue to cost ratio of 1 or greater within rate-funded utilities to maintain long-term economic viability.
2. Meet or exceed industry best practices in each applicable area thereby ensuring high quality services which continue to evolve in unison with modern consumer and industry expectations.
3. Meet or exceed all regulatory requirements in each applicable area ensuring ongoing corporate compliance with all regulations at a federal, provincial, and local level.

MEASUREMENT OF SUCCESS:

1.
 - a) Complete development of multiple new field staff knowledge and skill assessments with documented competency sign offs to align with applicable legislation, codes, and industry best practices. **Q4 2026**
 - b) Ensure all applicable electric distribution field staff complete 100% of specific competencies related to medium voltage live line work and equipotential grounding and bonding. Develop mitigation and monitoring plans for any areas of improvement. **Q4 2026**
2.
 - a) Participate in the Alberta Safety Council Sub-Committee for Electrical Utilities to review, amend, and debate all applicable codes and standards, enhancing the safety and compliance of the electric utility industry in Alberta. **Q1 2025**
 - b) Chair the Alberta Electric Utility Safety Association to make recommendations concerning interpretations of Provincial Standards within the electric utility industry, develop guidelines and safe work practices, and support public education regarding electrical hazards. **Q4 2025**
 - c) Implement the corporate ESRI Utility Network spatial information management system to replace the Geometric Network suite that is nearing End of Life status by **Q1 2026** for Gas Distribution.
3.
 - a) Include inverter-based connection protocol for Distributed Energy Resources (DERs) that meets AESO guidelines within the UDS interconnection guide. **Q1 2025**
 - b) Complete 100% of annual required Revenue Meter “GT’s” (Government Tests). As per the Weights and Measures Act and Regulations, all revenue class meters are required to be sealed and certified by Measurement Canada and as mandated by Measurement Canada all revenue meters are required to be re-certified at pre-determined intervals. **Ongoing**
 - c) Complete annually, internal audits by Q1 for the Quality Management Plans for Electrical Part B Safety Codes and the Gas Distribution System, along with the Safety and Loss Management System for the Gas Utility and Compliance to the Alberta Reliability Standards regulated by the Alberta Electric System Operator. **Q3 2025 and 2026**

KEY OBJECTIVE #3 – Technological Evolution

Utility Distribution Systems operates within a rapidly evolving technological and regulatory environment which is experiencing notable change as part of a global transition to lower carbon intensity technologies. The adoption of new techniques and technologies, while considering prudent business analysis, ensures long term sustainable services. Significant opportunities can be realized through leveraging technological advancements while partnering with other industry or municipal experts to ensure services are maintained to industry standards while maintaining cost competitiveness.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input checked="" type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input checked="" type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input type="checkbox"/>	FINANCIAL SUSTAINABILITY <input checked="" type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.1 – Develop an entrepreneurial and ‘can do’ approach to achieve positive experiences and outcomes.
- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 3.1 – Balance the delivery of services with competitive tax and utility charges.
- ☒ GOAL 3.2 – Ensure fiscal capacity and flexibility to meet future obligations and opportunities.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. UDS seeks continuous improvement through the adoption of technological advances developed to meet industry and customers’ evolving expectations. The department paces change in alignment with observed local consumer expectations and seeks opportunities for adoption of lower carbon energy technologies, where practical and fiscally responsible, in support of City Council priorities.
2. The department thoroughly reviews technological advancement opportunities balancing fiscal responsibility, local customer expectations, and local technical feasibility.
3. The department acts as a responsible business advisor and subject matter expert with applicable entities who have investment interest in low-carbon technologies within corporate boundaries or surrounding region.

MEASUREMENT OF SUCCESS:

1. a) Partnership with Decentralized Energy Canada in the completion of the Energy Innovation Challenge within the City of Medicine Hat franchise area. The Challenge is a groundbreaking multi-year program designed to develop capacity that supports Alberta energy transition and diversifies the energy economy. **Q4 2026**
- b) Complete an annual electric distribution loading study, and electric transmission planning study employing metering data from prior year to produce reports on system capacity and predictions on future capital investments requirements. **Q1 2025 and 2026**
- c) Complete an annual gas distribution system model employing metering data from prior year to produce capacity studies and flow models for use in predictive system design and emergency response planning. **Q3 2025 and 2026**
2. a) Through a robust change management process consolidate and standardize Electric Distribution in scope cyber assets thus simplifying the audit process while strengthening security and enhancing compliance with North American Electricity Corporation (NERC) Critical Infrastructure Program (CIP) as it pertains to cybersecurity. **Q4 2026**

- b) Implement hardened Electric Distribution networking devices for grid communication channels to ensure 100% of identified in-scope devices used for cyber assets follow industry standards and best practices thereby further enhancing cybersecurity protection in alignment with Alberta Electricity System Operator practices. **Q4 2026**

OPERATING BUDGET SUMMARY

City of Medicine Hat Utility Distribution Systems Electric Distribution

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	23,726	1,032	24,758	1,233	25,991	1
Other Revenue	27	(1)	26	1	27	
Total Revenue	23,753	1,031	24,783	1,234	26,017	
GROSS PROFIT	23,753	1,031	24,783	1,234	26,017	
OPERATING EXPENSES						
Base Operating Expenses	8,208	1,873	10,081	278	10,359	2 3
Salaries, Wages and Benefits	6,577	2,081	8,658	278	8,936	
Contracted and General Services	1,485	(305)	1,179	0	1,179	
Materials, Goods & Utilities	72	97	169	0	169	
Other Operating Expenses	74	0	74	0	74	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Net Internal Charges (Recovery)	5,996	(1,079)	4,916	55	4,971	
Total Operating Expenses	14,204	794	14,997	333	15,330	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	9,549	237	9,786	901	10,687	
Other Revenue (Expenses)						4
Interest on Long-term Debt	(3,376)	1,818	(1,558)	(1,287)	(2,845)	
Amortization and Provision for Abandonment	(6,015)	33	(5,982)	(281)	(6,263)	
NET EARNINGS (LOSS)	158	2,088	2,246	(667)	1,579	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference	2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1 Sale of Services	23,726	25,991	2,265	Increase is the result of increased operating expenses as well as an increased return on capital.
2 Salaries, Wages and Benefits	6,577	8,936	2,359	Increase is the result of positions moved in from Gas Distribution Subdepartment, a new position which was not budgeted for in 2024, and the key budget assumptions for inflationary wages.
3 Contracted and General Services	1,485	1,179	(305)	Decrease is primarily due to the reduction of internal equipment usage and re-allocating budget amounts to tools and materials based on historical actuals.
4 Amortization and Provision for Abandonment	6,015	6,263	248	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

City of Medicine Hat
Utility Distribution Systems
Gas Distribution

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Sale of Services	15,254	1,214	16,468	757	17,225	1
Other Revenue	5	(5)	0	0	0	
Total Revenue	15,259	1,209	16,468	757	17,225	
GROSS PROFIT	15,259	1,209	16,468	757	17,225	
OPERATING EXPENSES						
Base Operating Expenses	7,862	74	7,936	501	8,436	
Salaries, Wages and Benefits	3,651	(336)	3,314	120	3,434	2 3 4
Contracted and General Services	3,748	669	4,416	385	4,801	
Materials, Goods & Utilities	359	(251)	109	(4)	105	
Other Operating Expenses	104	(8)	96	0	96	
Cost Pressures¹	0	0	0	0	0	
New Operating Initiatives¹	0	0	0	0	0	
Net Internal Charges (Recovery)	3,288	679	3,967	98	4,065	
Total Operating Expenses	11,150	753	11,903	598	12,501	
EARNINGS (LOSS) BEFORE INTEREST & AMORTIZATION	4,109	456	4,565	159	4,724	
Other Revenue (Expenses)						
Interest on Long-term Debt	(773)	51	(722)	(213)	(935)	5
Amortization and Provision for Abandonment	(2,500)	(47)	(2,546)	(98)	(2,645)	
NET EARNINGS (LOSS)	837	460	1,297	(152)	1,145	

¹ For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Sale of Services	15,254	17,225	1,971	Increase is the result of increased operating expenses as well as an increased return on capital.
2	Salaries, Wages and Benefits	3,651	3,434	(217)	Decrease is the result of positions moved into Electric Distribution Subdepartment.
3	Contracted and General Services	3,748	4,801	1,054	Increase is the result of gas transportation expenses with less mitigation opportunities.
4	Materials, Goods & Utilities	359	105	(255)	Decrease is primarily due to the reduction of materials and re-allocating budget amounts based on historical actuals.
5	Amortization and Provision for Abandonment	2,500	2,645	145	Budget is estimated based on capital projects that will be completed and amortized during the budget cycle.

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Electric Distribution

Project Description	2025 Budget	2026 Budget	Total
New Services	600	600	1,200
Department Total	\$ 600	\$ 600	\$ 1,200

Funding Sources	2025 Budget	2026 Budget	Total
Other External Sources	600	600	1,200
Total	\$ 600	\$ 600	\$ 1,200

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Gas Distribution

Project Description	2025 Budget	2026 Budget	Total
New Services	300	300	600
Department Total	\$ 300	\$ 300	\$ 600

Funding Sources	2025 Budget	2026 Budget	Total
Other External Sources	300	300	600
Total	\$ 300	\$ 300	\$ 600

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Electric Distribution

Project Description	2025 Budget	2026 Budget	Total
Control Systems Cyber System Renewal	447	571	1,018
Distribution Fiber System Renewal	55	40	95
Distribution Overhead System Renewal	1,940	2,040	3,980
Distribution Underground System Renewal	591	621	1,212
Revenue Meters	250	350	600
Substation Renewal	2,000	2,900	4,900
Substation Replacements	4,000	5,100	9,100
Substation Spare Equipment	150	150	300
Switchgear Replacement (Medium Voltage)	250	250	500
Underground Cable Replacement	300	300	600
East Ring Enhancement Project Phase 2	1,000	-	1,000
Interdepartmental Replacements	-	750	750
Department Total	\$ 10,983	\$ 13,072	\$ 24,055

Funding Sources	2025 Budget	2026 Budget	Total
Debenture	7,000	8,000	15,000
Working Capital	3,983	5,072	9,055
Total	\$ 10,983	\$ 13,072	\$ 24,055

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Gas Distribution

Project Description	2025 Budget	2026 Budget	Total
Cathodic Protection Upgrades	150	150	300
Custody Transfer Meter Program	683	679	1,362
High Pressure (HP) System Pipeline River Crossings	628	299	927
High Pressure (HP) System Valving Upgrades	190	235	425
Interdepartmental Coordination Replacements	930	748	1,678
Norwood System Upgrades	750	1,216	1,966
Redcliff Medium Pressure (MP) Upgrades	578	258	836
Regulator Replacements	92	169	261
Rural East Medium Pressure (MP) Upgrades	436	238	674
Department Total	\$ 4,437	\$ 3,992	\$ 8,429

Funding Sources	2025 Budget	2026 Budget	Total
Debtenture	2,639	1,895	4,534
Working Capital	1,798	2,097	3,895
Total	\$ 4,437	\$ 3,992	\$ 8,429

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Customer Care	This team provides front line customer care, administration, and general enquiries both internally, and externally to our valued business partners. This team also assists with billing, external invoicing, locate administration, and service requests as they pertain to utility services offered by the department.
Engineering	This team provides detailed engineering and project management services for sustaining and growth capital projects, development of engineering and design standards in response to evolving industry and regulatory best practices, and development of risk-based infrastructure management plans in response to long term service delivery objectives.
Electric Distribution Field Operations	This team provides frontline maintenance and construction services to all infrastructure within the electric distribution, transmission, substations, downtown network, and revenue class metering. In addition to robust asset inspection and maintenance responsibilities, this team also provides frontline response to all electric related emergencies or service outages and compliance services as they pertain to the Alberta Electric Utility Code.
Gas Distribution Field Operations	This team provides frontline maintenance and construction services to all infrastructure within the gas distribution low, medium, and high-pressure system, pressure regulating and/or metering and/or odorant stations, and revenue class utility metering. In addition to robust asset inspection and maintenance responsibilities, this team also provides frontline response to all gas related emergencies or service outages.

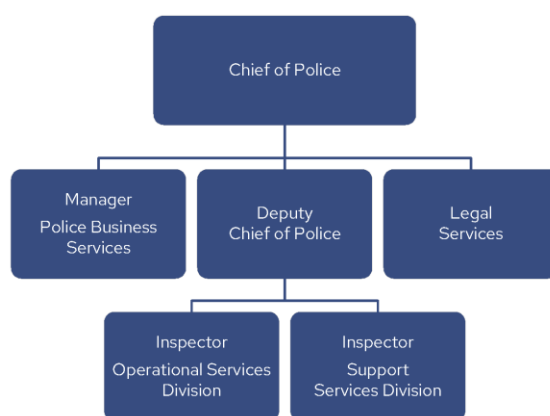
Police Services

DEPARTMENTAL MANDATE AND STRUCTURE

The Medicine Hat Police Service (MHPS) mission is to serve and protect our community with pride through professional and progressive policing. The vision is to optimize the safety and security of our community.

The Police Service achieves our mission and vision through commitment to and demonstration of our organizational core values:

- INTEGRITY – being honest and ethical.
- RESPECT – acknowledging, accepting, and valuing ourselves and others.
- COURAGE – doing the right thing in the face of adversity.
- ACCOUNTABILITY – accepting responsibility for our actions.



	2024(F)	2025(B)	2026(B)	2027	2028
FTEs	159.5	162.5	162.5	162.5	162.5

KEY OBJECTIVE #1 – Community Safety

The MHPS will continue to focus on effective reactive and proactive approaches to community safety, specifically road safety, violent crime, property crimes, drug trafficking, organized crime, social disorder, and unrest. The MHPS will also continue to work with community partners to address family violence, mental health, addiction and reducing the fear of crime.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner’s success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.

☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Explore alternative models to traditional police response to areas where there is a perceived lack of public safety. Coordinate with community partners to provide a continuum of services to address complex social issues with a focus on prevention and supporting a community-led responses. This includes increasing coordination and integration across police, health, mental health, social services, and community housing.
** Partially dependent on approval of Downtown Patrol Unit/Community Liaison Officers Business Case.*
2. Continue to focus on enhancing road safety and collaboration with other road safety stakeholders.
3. Invest in technology and training to more efficiently investigate various types of crime.
4. Enhance the collection of information and coordination of response to actionable criminal intelligence.
5. Continue to support and participate in the Alberta Law Enforcement Response Team model tackling serious and organized crime in Medicine Hat and surrounding area.

MEASUREMENT OF SUCCESS:

1. a) Enhanced service delivery to the community through the deployment of the Proactive Engagement and Community Enhancement (PEACE) Team. **Q2 2025**
b) Development of the Team for Residential Aesthetics and Code Enforcement (TRACE) to focus on unsafe and unsightly properties. **Q1 2025**
c) Add additional resources and provide coverage of the Downtown Patrol Unit with the addition of two police positions. **Q3 2025**
** Dependent on approval of Downtown Patrol Unit/Community Liaison Officers Business Case.*
d) Increased training and utilization of Crime Prevention Through Environmental Design principles to enhance public safety and reduce fear of crime. **Q1 2025**
2. Continue to optimize road safety through enforcement, education and investigation as identified by the provincial and MHPS traffic safety plans. **Q1 2025**
3. a) Continue to collaborate with various external partners to provide community outreach services through the Safe Families Intervention Team, Child Advocacy Centre and Police and Crisis Team. **Q1 2025**
b) Utilization of Health IM to enhance the coordination of mental health response between Alberta Health and the MHPS. **Q1 2025**
4. Continue to support a criminal intelligence model that includes offender management with increased offender accountability. **Q1 2025**
5. Reduce the impact of organized crime on Medicine Hat and surrounding area. **Q1 2025**

KEY OBJECTIVE #2 – Community Engagement

The MHPS will strive to strengthen relationships with community members through communication, engagement initiatives, and volunteer opportunities. The MHPS encourages members to collaborate with the community through active involvement in various committees, boards, and groups. Through this involvement the MHPS is better able to build relationships, understand community needs and adapt services provided as required.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Enhance partnerships with local schools through the school resource officer program.
** Partially dependent on approval of School Resource Officer Business Case.*
2. Deliver community education program for youth.
3. Enhance relationships to better understand the needs of all community members.
4. Utilize a variety of communication platforms to provide community members with information and opportunities to learn more about the MHPS and gain increased awareness of current policing issues and community safety concerns.

MEASUREMENT OF SUCCESS:

1. Additional School Resource Officer (partially funded by Medicine Hat School District 76 and the Medicine Hat Catholic Board of Education) to serve middle schools in 2025. **Q3 2025**
** Dependent on approval of School Resource Officer Business Case.*
2. Continue to fund and deliver the Encouraging Positive Informed Choices program.
3. a) Participate in quarterly meetings of the Chief's Community Advisory Council which helps to inform and guide the Service. **Q1 2025**
b) Continue to host an annual open house to extend opportunity for community members to learn more about the MHPS and its operations through programs such as the Citizen's Police Academy and Coffee with a Cop. **Q2/Q3 2025**
c) Deploy two police officers as Community Liaison Officers from September to May of each year to meet request for police participation in community events, support relationship building and enhance understating of community needs. **Q3 2025**
4. Submission of public documents including the monthly Office of the Chief report to Police Commission, media release, social media posts and the creation of promotional materials. **Q1 2025**

KEY OBJECTIVE #3 – Investment in Human Resources and Technology

The MHPS will enhance our ability to provide high quality customer service to the community and maintain or improve overall satisfaction, trust and confidence in policing.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 2.1 – Clarify and document external service levels based on an understanding of cost/benefit trade-offs and establish criteria to measure success.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Invest in technology and police equipment to improve service delivery and meet operational challenges.
*** Partially dependent on approval of Public Safety Camera and Uncrewed Aerial Vehicle (UAV) Business Cases.**
2. Invest in training and professional development to enhance service delivery.
3. Increased investment recruitment strategies with a focus to attract highly qualified and diverse staff.
4. Maintain information technology infrastructure and information security.
5. Continued focus on customer service during all interactions with community members.

MEASUREMENT OF SUCCESS:

1. a) Updating police equipment including firearms, tasers, and the addition of an uncrewed aerial vehicle.
Q1 2025
*** Partially dependent on approval of Uncrewed Aerial Vehicle (UAV) Business Case.**
b) Deployment of a public safety camera. **Q3 2026**
*** Dependent on approval of Public Safety Camera Business Case**
2. a) Establish a modern police training program through a collaborative partnership with Medicine Hat College. **Q1 2025**
b) Ensure officers maintain a high standard of training competence by seeking out best possible training opportunities. **Q1 2025**
3. Higher proportion of qualified applicants eligible to participate in training program. **Q3 2025**
4. Successful audit outcomes of police information technology infrastructure and systems. **Q4 2025**
5. a) Continued commitment to the body-worn and in-car camera program.
b) Active participation in the Police Review Commission. **Q1 2025**

KEY OBJECTIVE #4 – Organizational Wellness

Organizational wellness is a key priority for the MHPs. This includes ensuring the psychological, physical, and emotional well-being of all staff and is accomplished through having credible, reliable and easily accessed resources.

COUNCIL STRATEGIC ALIGNMENT:

INNOVATION <input checked="" type="checkbox"/>	ECONOMIC EVOLUTION <input type="checkbox"/>	SERVICE ORIENTATION <input checked="" type="checkbox"/>
PARTNERSHIPS & GOVERNANCE <input checked="" type="checkbox"/>	COMMUNITY WELLNESS <input checked="" type="checkbox"/>	RESILIENCY & SUSTAINABILITY <input type="checkbox"/>

CORPORATE OBJECTIVE ALIGNMENT:

PARTNERSHIP CULTURE <input checked="" type="checkbox"/>	STAKEHOLDER SATISFACTION <input checked="" type="checkbox"/>	FINANCIAL SUSTAINABILITY <input type="checkbox"/>
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CORPORATE STRATEGIC GOAL ALIGNMENT:

- ☒ GOAL 1.2 – Facilitate regulatory and policy alignment while advocating for our stakeholders.
- ☒ GOAL 1.3 – Be invested in our partner's success, as they are in ours, collectively finding win-win outcomes.
- ☒ GOAL 2.2 – Communicate the reasons for our actions and ensure appropriate transparency.

STRATEGIES TO ACHIEVE KEY OBJECTIVE:

1. Enhance wellness programming for staff thru addition resources for Chaplaincy program, support for fitness programming and commitment to ongoing support of athletic program.
2. Work closely with People Services to promote an engaged and healthy workforce.

MEASUREMENT OF SUCCESS:

1. Utilization of employee wellness programming. **Ongoing**
2. Monitoring absenteeism, injuries, and the engagement of employees. **Ongoing**

OPERATING BUDGET SUMMARY

City of Medicine Hat Police

2025-2026 Operating Budget

In thousands of dollars

	Approved 2024 Budget	\$ Change from Prior Year	Draft 2025 Budget	\$ Change from Prior Year	Draft 2026 Budget	Ref.
REVENUE						
Government Transfers for Operating	1,690	0	1,690	0	1,690	
Other Revenue	2,781	11	2,792	61	2,853	
Total Revenue	4,471	11	4,482	61	4,543	
EXPENSES						
Base Operating Expenses	26,338	1,279	27,617	668	28,285	
Salaries, Wages and Benefits	22,846	1,101	23,948	668	24,615	1
Contracted and General Services	2,567	(2)	2,566	0	2,566	
Materials, Goods & Utilities	923	179	1,103	0	1,103	2
Bank Charges & Short Term Interest	1	0	1	0	1	
Cost Pressures¹	90	(50)	40	(40)	0	
New Operating Initiatives¹	0	372	372	10	382	
Other Expenses	251	(17)	234	3	237	
Amortization and Provision for Abandonment	251	(17)	234	3	237	
Total Expenses	26,679	1,583	28,262	641	28,903	
Surplus (Deficit) Before Allocations	(22,208)	(1,572)	(23,780)	(580)	(24,360)	
Net Internal Recovery (Charges)	(1,904)	(1,790)	(3,694)	2	(3,691)	
SURPLUS (DEFICIT)	(24,112)	(3,362)	(27,474)	(578)	(28,052)	

¹For more details see cost pressure and new operating initiative schedules below.

2024 to 2026 Variance Notes

Reference		2024 Budget	2026 Budget	Increase/ (Decrease)	Explanation
1	Salaries, Wages and Benefits	22,846	24,615	1,769	Increase is primarily due to a projected increase based on budget assumptions, 7.5% general holiday pay for patrol units, increase in casual wages and benefit rates based on historical actuals and classification increases as per collective bargaining agreement.
2	Materials, Goods & Utilities	923	1,103	179	Increase is due to inflationary pressures and increases required based on historical actuals.

One-time Cost Pressure Summary

2025-2026 Budget

In thousands of dollars



Police Services

Project Description	2025 Budget	2026 Budget	Total
Uninterruptible Power Supply (UPS) Battery Refresh	40	-	40
Department Total	\$ 40	\$ -	\$ 40

Funding Sources	2025 Budget	2026 Budget	Total
Operating	40	-	40
Total	\$ 40	\$ -	\$ 40

Operating Initiatives Budget Summary

2025-2026 Budget

In thousands of dollars



Police Services

Project Description	Project Type	2025 Budget	2026 Budget	Total
Downtown Patrol Unit / Community Liaison Officers	Ongoing	296	304	600
School Resource Officer	Ongoing	76	78	153
Department Total		\$ 372	\$ 382	\$ 753

Funding Sources	2025 Budget	2026 Budget	Total
Operating	372	382	753
Total	\$ 372	\$ 382	\$ 753

TANGIBLE CAPITAL ASSET BUDGET SUMMARY

Growth Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Police Services

Project Description	2025 Budget	2026 Budget	Total
Uncrewed Aerial Vehicle (UAV)	20	-	20
Public Safety Camera	-	69	69
Department Total	\$ 20	\$ 69	\$ 89

Funding Sources	2025 Budget	2026 Budget	Total
Reserves	20	69	89
Total	\$ 20	\$ 69	\$ 89

Sustaining Capital Budget Summary

2025-2026 Budget

In thousands of dollars



Police Services

Project Description	2025 Budget	2026 Budget	Total
Approved Screening Devices (ASD) Replacement	35	-	35
Firearms Replacement	225	-	225
Fuming Chamber Replacement	12	-	12
Tactical Carbine Rifles Replacement	52	-	52
Patrol Laser Replacement	-	11	11
Department Total	\$ 324	\$ 11	\$ 335

Funding Sources	2025 Budget	2026 Budget	Total
Operating	47	11	58
Reserves	277	-	277
Total	\$ 324	\$ 11	\$ 335

Service List Appendix: Phase 1 – Service Level

Sub-Department / Service Area	Description of Sub-Department / Service Area
Office of the Chief	Provides oversight to the two divisions of the MHPS, Legal Services, Financial Services, Communications and Wellness Programming.
Investigation and Support Services	Administrative Services Section, Criminal Investigation Section, Organized Crime Section, Information Technology Section, and Information Management Section.
Operational Services Division	Patrol Section, Operational Support Section and Municipal Bylaw Enforcement.