



# 2019-2022 Business Plans

MUNICIPAL SERVICES and  
LAND & BUSINESS SUPPORT



Medicine Hat  
The Gas City

# 2019 – 2022 MUNICIPAL AND LAND BUSINESS PLANS

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# 2019–2022 Business Plan

Administrative Committee

Submitted: 11/21/2018



Medicine Hat  
The Gas City

# Administrative Committee

Department Head: Robert Nicolay  
Title: Chief Administrative Officer  
Phone: 403.529.8222  
E-mail: [robnic@medicinehat.ca](mailto:robnic@medicinehat.ca)

Chief Administrative Office | Corporate Services Division  
Development & Infrastructure Division | Energy & Utilities Division | Public Services

## DEPARTMENT OVERVIEW

The Administrative Committee are the administrative leaders of the City organization and approve qualified tenders, authorizes initiation of legal proceedings more than \$50,000, settles claims of more than \$10,000, causes operating and capital budgets and long-range forecasts to be prepared and presented to Council and recommends policies and programs.

## CORE SERVICES ARE PROVIDED TO THE FOLLOWING:

- Medicine Hat Public
- Mayor and City Councillors
- Chief Administrative Officer
- Corporate Services Commissioner
- Development and Infrastructure Commissioner
- Public Services Commissioner
- Energy & Utilities Commissioner
- City Employees
- City Agencies, Boards and Commissions (as required)





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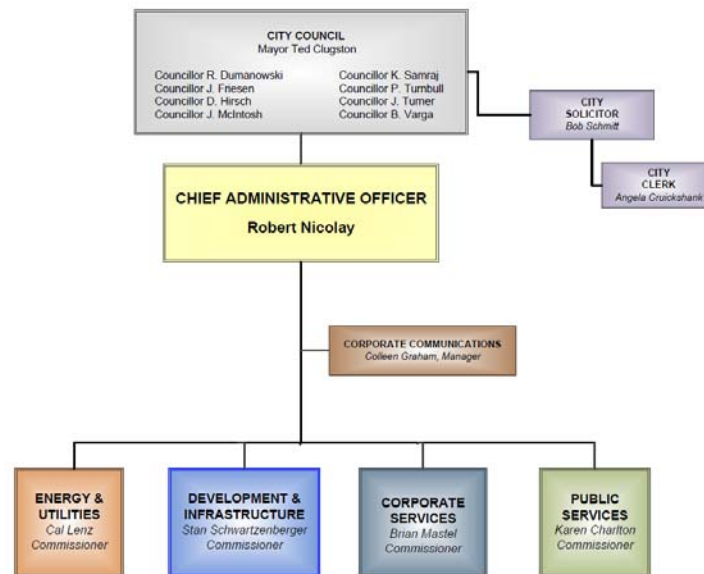
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## Department Overview

## Corporate Mission Statement

**Deliver value through exceptional Senior Executive Leadership.**

## Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	3	3	3	3	3
PEPs	3	3	3	3	3

## Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Serving the Community	Citizens of Medicine Hat	Fiscal Responsibility, Safety, Infrastructure and Public Amenities.
Staff	City Departments and Staff	Safety, Aligning Priorities relative to City Council's Strategic Plan, Education and Support.
Stakeholders	External Vendors and Consultants	Collaboration, Fiscal Responsibility, Growth and Support.
Government	Other Levels of Government	Collaboration, Fiscal Responsibility.



## Prior Year Service/Program Highlights and Achievements

Council Priority	Highlights/Achievements
Fiscal Responsibility	<ul style="list-style-type: none"> <li>Using the Financially Fit Framework, closed the funding gap by \$7.0M in 2017/2018 budget.</li> <li>Continued to review service level standards and core services when working on the key assumptions for the 2019-2022 Budget to assist in reducing the funding gap further by \$10.5M.</li> <li>Introduced new systems and practices to streamline processes and increase efficiencies.</li> </ul>
Economic Vitality	<ul style="list-style-type: none"> <li>Demonstrated commitment to be open for business. 2017/2018 reflected a number of new businesses including Aurora and Hut 8.</li> <li>Completed Airport runway update and attracted a new carrier, WestJet, which contributed positively to the community.</li> <li>Sold excess land inventory that was not part of the City's land development strategy.</li> </ul>
Infrastructure Renewal	<ul style="list-style-type: none"> <li>Completed several upgrades to maintain the City's infrastructure.</li> <li>Updated the Municipal Development Plan and Off-Site Levy Bylaw.</li> </ul>
Community Safety & Vibrancy	<ul style="list-style-type: none"> <li>Distributed grant funding to various groups within the community.</li> <li>Implemented new systems and supports for emergency communications.</li> <li>Initiated various safety programs.</li> </ul>
Sunshine Hospitality	<ul style="list-style-type: none"> <li>Attracted 2017 Alberta Special Olympics Summer Games</li> <li>Attracted 2017 Hometown Hockey</li> <li>Facilitated Development of a Sport and Event Council</li> </ul>
City Government	<ul style="list-style-type: none"> <li>Focused on financial fitness, workplace safety, engagement, and wellness.</li> <li>Developed an Integrated HSE Management System Roadmap.</li> <li>Developed the Heritage Savings Endowment and Investment Strategy.</li> <li>Continued succession planning in various departments.</li> <li>Conducted a Municipal and School Board election in accordance with applicable legislation- completed and enhanced with greater voter accessibility (mail-in ballots/Express vote for impaired voters).</li> <li>Prepared and distributed Council and Committee Agendas in accordance with the new <i>Municipal Government Act</i> requirements.</li> </ul>

## Financial Plan Summary & Highlights

*(in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Internal Recovery	4,523	4,786	6,626	6,781	6,908	7,021	2,235	
<b>Total Revenues</b>	<b>4,523</b>	<b>4,786</b>	<b>6,626</b>	<b>6,781</b>	<b>6,908</b>	<b>7,021</b>	<b>2,235</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	1,908	2,062	2,013	2,053	2,094	2,136	74	1
Contracted Services	70	144	151	152	152	153	9	
Materials, Goods & Supplies	18	51	48	46	46	50	(1)	
Internal Charges & Transfers	3,606	3,679	5,667	5,807	5,915	6,009	2,330	
<b>Total Expenses</b>	<b>5,603</b>	<b>5,937</b>	<b>7,879</b>	<b>8,058</b>	<b>8,207</b>	<b>8,348</b>	<b>2,411</b>	
<b>Cash Requirements</b>	<b>\$ 1,079</b>	<b>\$ 1,151</b>	<b>\$ 1,254</b>	<b>\$ 1,276</b>	<b>\$ 1,300</b>	<b>\$ 1,327</b>	<b>\$ 177</b>	



Highlighting items over \$50,000 - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(In thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Salaries, Wages & Benefits – increase due to inflation	(\$49)	\$40	\$41	\$42
	Total Annual Change	\$103	\$22	\$24	\$27
	Total 4 Year Change	\$177			

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.




<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.
KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.

## Appendix B – Financial Plan Summary – General Municipal Revenues

*Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022
<b>Revenues</b>							
Property Taxes & Other Taxes	69,856	74,632	78,002	81,378	84,986	88,725	(14,093)
Investment Earnings	3,175	2,530	4,043	3,916	4,341	4,131	(1,601)
Licenses, Fines and Penalties	4,023	4,487	3,748	3,644	3,543	3,446	1,041
Contributions	44,252	4,708	5,172	5,225	5,415	5,636	(928)
Sale of Goods & Services	(0)	-	269	338	400	560	(560)
Other Operating Revenue	240	782	1,400	2,400	3,400	3,400	(2,618)
Internal Recovery	381	240	445	510	569	569	329
<b>Total Revenues</b>	<b>121,927</b>	<b>87,379</b>	<b>93,078</b>	<b>97,411</b>	<b>102,654</b>	<b>106,467</b>	<b>(18,430)</b>
<b>Expenses</b>							
Property Taxes & Other Taxes	586	576	580	471	471	473	(104)
Contracted Services	213	50	-	-	-	-	(50)
Materials, Goods & Supplies	696	(424)	575	600	725	750	1,174
Grants and Other Transfers	(1,155)	-	(1,255)	(1,256)	(1,219)	(1,268)	(1,268)
Provision for Allowances	2	-	-	-	-	-	-
Other Operating Expenses	-	350	400	400	400	400	50
External Loan Payments							-
Internal Loan Payments	-	-	(100)	(53)	(35)	(20)	(20)
Interest Expense							-
Transfers to MOE, TCA, Reserves	22,670	(15,318)	(13,476)	(10,561)	(7,156)	(5,290)	10,028
Internal Charges & Transfers	1,467	1,710	1,759	1,779	1,793	1,808	98
<b>Total Expenses</b>	<b>24,481</b>	<b>(13,056)</b>	<b>(11,517)</b>	<b>(8,621)</b>	<b>(5,021)</b>	<b>(3,147)</b>	<b>10,013</b>
<b>Cash Requirements</b>	<b>\$ (97,445)</b>	<b>\$ (100,435)</b>	<b>\$ (104,596)</b>	<b>\$ (106,031)</b>	<b>\$ (107,675)</b>	<b>\$ (109,614)</b>	<b>\$ 28,443</b>





# 2019 – 2022 Business Plan

## City Solicitor

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## CITY SOLICITOR

Department Head: Bob Schmitt  
Title: City Solicitor  
Phone: (403) 529-8362  
E-mail: bobsch@medicinehat.ca

City Clerk

### DEPARTMENT OVERVIEW

To provide strategic legal advice and services in a timely and professional manner in order to facilitate achievement of Council's strategic priorities and objectives.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

City Solicitor legal services include: land sales, purchases and leases; planning and development; oil and gas; environmental law; utility regulatory law; bylaw drafting; legislation review; enforcement and compliance; claims, litigation and dispute resolution; procurement and construction law; labour relations and employment law; corporate law; general municipal law; municipal governance; general legal advising and contract review, oversight of City Clerk Department



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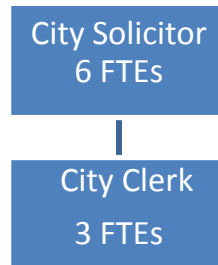
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	6	6	6	6	6
PEPs	6	6	6	6	6

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Land sales, purchases, leases	Land & Business Support	90% satisfaction from Shared Services Survey
Planning and development	Planning & Development Services	90% satisfaction from Shared Services Survey
Oil/gas/environmental law	Natural Gas and Petroleum Resources	90% satisfaction from Shared Services Survey
Utility regulatory law	Electric Generation, Electric Distribution, Gas Distribution, Environmental Utilities	90% satisfaction from Shared Services Survey
Bylaw drafting and legislation review	Various City departments	Compliance with Legislation Action Plan
Claims, litigation and dispute resolution	Various City departments	Successful dispute resolution

Labour relations and employment law	Human Resources	90% satisfaction from Shared Services Survey
General municipal law	Council, senior administration, various departments	90% satisfaction from Shared Services Survey
Municipal governance	Council, senior administration, various departments	Satisfaction of Council's strategic priorities
General legal advising, contract drafting and review	Various City departments	90% satisfaction from Shared Services Survey

### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
6. City Government	KR 6.3	Drafting and completion of Public Roads Bylaw, Airport Vicinity Regulation Bylaw, Heritage Savings Reserve Bylaw, and other miscellaneous bylaws
2. Infrastructure and Amenities	KR 2.1	Drafting and completion of agreements with CanPak for curbside recycling
1. Economic Development	KR 1.2	Legal services for Land & Business Support initiatives for new business development
6. City Government	KR 6.1	Review and implementation of MGA amendments and regulations
2. Infrastructure and Amenities	KR 2.1	Management of River Ridge litigation with a judgment in the City's favour (now appealed)
1. Economic Development	KR 1.2	Legal services support for legalization of cannabis
2. Infrastructure and Amenities	KR 2.1	Legal services support for major oil and gas divestitures of non-core assets and Manyberries litigation

### Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Updating of City bylaws required	Old City bylaws need to be updated and new bylaws drafted to meet MGA changes and other legislative needs	Legislative Action Plan sets out a plan for major bylaw projects
Litigation involving the City	The City is a party to lawsuits	Use of specialized outside legal counsel for litigation
MGA amendments and regulations	The City must comply with MGA amendments and regulations	Collaborate with various departments to ensure compliance with MGA requirements.



Cannabis legalization	Cannabis legalization requires substantial bylaw changes and enforcement	Collaboration with affected City departments and bylaw enforcement
Increasing demand for legal services	Changes to legislation and economic development initiatives are resulting in an increase in demand for legal services	Prioritize projects in collaboration with City departments, and use outside legal counsel for specialized expertise when efficient and cost effective to do so
Increasing complexity of legal matters	Major legislative changes and increasingly complex transactions require a wide range of expertise in legal matters	Collaboration between lawyers in the City Solicitor Department, legal education, use of specialized outside legal counsel, as required.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

### **Strategic Objective A:** Legislative Action Plan

#### **Rationale:**

1. Many City bylaws are outdated and a systematic review and update of core City bylaws is required
2. New bylaws and bylaw amendments are required to implement MGA amendments and new regulations
3. The legalization of cannabis and other new initiatives require bylaw amendments and in some cases new bylaws

**Indicators of Success:**

1. Core City bylaws (including various utility bylaws) are updated
2. City bylaws comply with recent MGA amendments and new regulations
3. Legalization of cannabis and other major initiatives are appropriately addressed in City bylaws

**Action Plan:**

1. Update the Legislative Action Plan periodically
2. Ensure City bylaws comply with applicable legislation
3. Align Legislative Action Plan with council and departmental priorities and resources

**Strategic Objective B:** City Compliance with MGA Amendments and Regulations**Rationale:**

1. Recent MGA amendments and new regulations will have a major impact on City bylaws, statutory plans and policies
2. Certain amendments and regulations require compliance by specified dates
3. City statutory plans (IDP, MDP, ASPs) must be compliant with the MGA, and municipalities are required to enter into “inter-municipal framework agreements” with adjacent municipalities

**Indicator of Success:**

1. City compliance with MGA amendments and regulations
2. City statutory plans and policies meet applicable MGA requirements
3. Inter-municipal framework agreements negotiated and finalized by deadline of April 1, 2020

**Action Plan:**

1. Provide support and collaborate with applicable City departments, particularly Planning and Development Services
2. Prioritize changes to City bylaws and policies based upon deadlines and departmental needs
3. Inter-municipal framework agreements negotiated and finalized by April 1, 2020

**Strategic Objective C:** Management of Major Litigation Matters**Rationale:**

1. The City is involved in lawsuits, in some cases as a plaintiff and in other cases as a defendant
2. These lawsuits potentially have major financial and operational impacts on the City

3. Litigation matters require significant time and resources from the City Solicitor Department and other applicable City departments, and substantial legal fees may be incurred for specialized outside legal counsel

**Indicator of Success:**

1. Successful dispute resolution
2. Efficient management of City resources
3. Efficient management of outside legal counsel and their legal fees

**Action Plan:**

1. Move litigation matters along prudently
2. Work collaboratively with affected City departments
3. In conjunction with affected City departments, closely monitor outside legal fees and effectively manage City resources

**Strategic Objective D:** Legal Support for City Economic Development Initiatives

**Rationale:**

1. Land & Business Support have actively pursued economic development initiatives
2. Economic development can increase the tax base, utility revenue and create employment
3. Often such initiatives involve City land and utilities, which require appropriate agreements

**Indicator of Success:**

1. Successful attraction and retention of new economic development
2. Appropriate agreements in place
3. Improved local economy

**Action Plan:**

1. Work collaboratively with Land & Business Support and other applicable City departments
2. Prioritize projects in conjunction with other City departments
3. Efficient use of staff and resources

**Strategic Objective E:** Legal Services Support for Financial Fit Initiatives

**Rationale:**

1. The City has embarked on the “Financially Fit” initiative for the purposes of decreasing City expenses and increasing revenue, with the goal of reducing reliance upon City energy dividends
2. These initiatives will affect a multitude of City departments and operations

3. These initiatives may require new or amended bylaws, divestitures of assets, various types of agreements and other legal services

**Indicator of Success:**

1. Reduction of the City's reliance upon energy dividends
2. Successful implementation of Financially Fit initiatives
3. Satisfaction of Council's strategic priority of fiscal responsibility

**Action Plan:**

1. Work collaboratively with other City departments to provide legal services support for Financially Fit initiatives.
2. Prioritize Financially Fit projects in accordance with Council's strategic priorities and in conjunction with other City departments
3. Prudently manage City Solicitor Department resources

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Legislative Action Plan	6. City Government	KR 6.3	Updating old bylaws in accordance with Legislative Action Plan	Various City departments	December 2022
			Update utility bylaws	Utility departments	December 2022
Compliance with MGA Amendments and Regulations	4. Community Safety and Vibrancy	KR 4.5	Cannabis Legalization	Planning and Development Services	April 2019
			Inter-municipal Framework Agreement Bylaw	Various City Departments	April 2020
Management of Major Litigation Matters	3. Infrastructure Renewal	KR 3.1	River Ridge litigation	Environmental Utilities	April 2019
			Manyberries EPO – Judicial Review Application and Compensation Claim	NGPR	December 2021
			Abdul Khan litigation	Human Resources	December 2021
Legal Services Support for Major Economic Development Initiatives	2. Economic Vitality	KR 2.1	Provide legal support for major economic development projects	Land and Business Support	December 2020
			Prioritize projects in conjunction with other City departments	Various City departments	December 2022
Legal Services Support for Financially Fit Initiatives	1. Fiscal Responsibility	KR 1.1	Work collaboratively with other City departments to provided legal services support for Financially Fit initiatives	Various City departments	December 2022
			Prioritize projects in conjunction with other City departments	Various City departments	December 2022



## Financial Plan Summary & Highlights

*Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Other Operating Revenue	0	0	0	0	0	0	-	
Internal Recovery	684	698	712	726	740	755	58	
<b>Total Revenues</b>	<b>684</b>	<b>698</b>	<b>712</b>	<b>726</b>	<b>740</b>	<b>755</b>	<b>58</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	867	912	919	937	955	974	62	1
Contracted Services	51	89	89	89	89	89	-	
Materials, Goods & Supplies	8	15	15	15	15	15	-	
Transfers to MOE, TCA, Reserves	120	0	0	0	0	0	-	
Internal Charges & Transfers	53	51	43	44	44	45	(6)	
<b>Total Expenses</b>	<b>1,098</b>	<b>1,067</b>	<b>1,066</b>	<b>1,085</b>	<b>1,104</b>	<b>1,123</b>	<b>57</b>	
<b>Cash Requirements</b>	<b>\$ 414</b>	<b>\$ 369</b>	<b>\$ 355</b>	<b>\$ 359</b>	<b>\$ 364</b>	<b>\$ 368</b>	<b>\$ (1)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Salaries, Wages & Benefits have increased by an inflationary 2% each year from 2019 to 2022.	\$7	\$18	\$18	\$19
	<b>Total Annual Change (Year over Year)</b>	(\$14)	\$4	\$5	\$4
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		(\$1)			

# 2019 – 2022 Business Plan

## City Clerk

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## City Clerk

Department Head: Angela Cruickshank

Title: City Clerk

Phone: 403.529.8234

E-mail: [clerk@medicinehat.ca](mailto:clerk@medicinehat.ca)

### DEPARTMENT OVERVIEW

The core function of the City Clerk Department is to provide all required legislative and procedural support to City Council and the City's various quasi-judicial tribunals, boards, commissions and advisory committees. This includes scheduling and logistics of meetings and hearings, preparing and distributing agendas, minutes, legal advertising and notices, writing draft decisions, creation and guardianship of the permanent record of Council, and recruiting for board, commission and advisory committee vacancies. The Department acts as FOIPP Head and advises on FOIPP matters for the organization, performs statutory duties as Clerk of the Assessment Appeal Board, Secretary to the Administrative Committee and oversees the Records Management Policy.



### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Conducts municipal elections and census;
- Serves as head of local public body under the Freedom of Information and Protection of Privacy ("FOIPP") Act and handles all external requests for information and internal requests for advice arising from the provisions of that statute;
- Maintains and preserves a wide range of vital City records, including bylaws, minutes, reports, resolutions, statutory plans, policies and procedures, contracts and duties in relation to the City's Records Management Policy;
- Processes applications for, and issues, Event Permits;
- Provides administrative support and voting membership on the Administrative Committee;
- Manages statutory functions and duties of City Clerk, quasi-judicial appeal boards, and municipal secretary under various City by-laws and provincial enactments;
- Receipt and ruling on petitions according to the Municipal Government Act.

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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	3	3	3	3	3
PEPs	3	3	3	3	3

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Provide high quality administrative, procedural and legislative support to Council & Committees, quasi-judicial tribunals, act as Secretary to Administrative Committee and Administrative and Legislative Review Committee in order to facilitate the process of democratic governance	Council/Residents	Information is disseminated according to the Procedure Bylaw. Decisions are not challenged on a procedural/administrative law basis. Bylaws are passed correctly.
Provide high quality advice, input and decision making, at a senior level as a voting	Administrative Committee	Agenda and records management is provided in accordance with policy and best practice, attendance and input is provided.

member of Administrative Committee		
Provide guardianship of official records, contracts and agreements, update consolidated bylaws, maintain updated policy documents, ownership of Municipality's Records Management policy	Municipality/residents	Pre and post- meeting information is publically available within two weeks; agreement and contract sign off completed within two days; records are managed according to the City's Retention Schedule.
As FOIPP Head of Local Body, provide guidance and support to staff on FOIPP and privacy matters; respond within legislated timelines and in a comprehensive manner to requests for information under FOIPP	Municipality/applicants	FOIPP applications are processed within legislated timeframe; FOIPP advice is given to corporation on an as –needed basis.
Ensure that Municipal elections and census are carried out efficiently and in accordance with applicable legislation	Residents	Municipal elections and census are carried out in accordance with applicable legislation and are not challenged on a procedural basis.
Provide a central point of contact for residents wishing to organize a special event involving sidewalk/road closure	Applicants	Applications are processed within 30 days.
Ensure that staff have access to relevant training and education opportunities so that they can fulfil their roles to the best of their ability and maintain required qualifications	Staff	Professional certifications are maintained, staff is equipped with knowledge to manage new technology.
Provide legislative support to Board members, act as Clerk, and provide process guidance to appellants in quasi-judicial tribunals: Assessment appeals, Subdivision and Development Appeal Board	Board members/appellants	Appeals are conducted according to legislation and the Principles of Administrative Law.
Coordinate annual recruitment for Boards /Committees/Commissions	Council/applicants	Board recruitment occurs annually.

## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
6. City Government	KR 6.1	Council and Committee agendas are prepared and conducted in accordance with new MGA requirements- completed.
5. Fiscal Management	KR 5.1	Monitor and review costs and best practice for SDAB appeals, develop, recommend and obtain Council approval for appropriate fee schedule – completed
6. City Government	KR 6.3	Conduct a Municipal and School Board election in accordance with applicable legislation- completed and enhanced with greater voter accessibility (mail-in ballots/Expressvote for impaired voters)
6. City Government	KR 6.3	All pre-1950's bylaws are accessible in electronic format online- completed
5. Fiscal Management	KR 5.1	Develop a business unit to track fee revenue and costs/time for FOIPP related activities – completed and ongoing
6. City Government	KR 6.3	Assessment Appeals are processed in accordance with relevant legislation- completed

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Finding more efficient and cost-effective means of: conducting election, conducting census, and meeting administration	Voting station locations need to be reviewed with city growth patterns. School board election contributions have not kept pace with increasing costs and formula needs to be updated. Worker remuneration has not kept pace with minimum wage increases. New software developments may further streamline meeting and agenda management	Review best practices for election delivery. Re-negotiate School Board election contributions. Hire temp Census Coordinator to ensure workload capacity. Where possible, offset minimum wage increase with savings/efficiencies. Utilize technological advances to reduce manual inputs.
Dealing with increasing numbers and complexity of FOIPP requests, growing practice of lawyers and insurance companies using FOIPP	Municipality is non-compliant with some of FOIPP legislation and best practices/Provincial standards	As FOIPP services and compliance cannot be contracted out, continue to track time/cost and obtain approval in a future budget cycle for a FOIPP Coordinator to set up formal FOIPP

requests as part of their routine information gathering process.		program in accordance with Provincial recommendations and legislation, develop and implement Policy and FOIPP awareness to municipality. Cost can be offset by reducing the annual budget for temporary employees.
<p>Keeping apprised of changing legislation e.g. Local Authorities Election Act, MGA, MRAC, Census regulation, SDAB Regulation, FOIPP and implementing unexpected change quickly and accurately.</p> <p>Records management of the Corporate Policies has never been undertaken. There are no standards or guidelines or advice given to staff on policy writing and the process formally documented has not been updated since the 1980's. Policies are not being reviewed as required or cross referenced when new policies come into effect.</p>	<p>Municipality is non-compliant with some of FOIPP legislation and best practices/Provincial standards</p> <p>Municipality is at risk of becoming non-compliant in other legislation if policy does not keep pace with legislative changes.</p>	<p>Share information pro-actively and try to cross-train staff as time allows, subscribing to online newsletters etc., and prioritizing staff training opportunities. Policy records management requires a formal program/project charter, review of policies and best practices, and creation of management plan and ongoing implementation of said plan. This can be resourced by adding to the proposed FOIPP Coordinator role in a future budget cycle.</p>
Administering appeal hearings from quasi-judicial tribunals (Subdivision and Development Appeal Board & Assessment Review Board) that require evidence management and specialized training/qualifications.	More specialized training and qualifications required to administer appeals (ARB and now SDAB) means staff in an under-resourced department are at risk of losing accreditation due to competing priorities, putting the municipality at risk.	Prioritize training, qualification and staff development over other priorities such as internal/external assistance with records management and (non-FOIPP related) requests for information.
Responding to the ever-increasing demand for detailed information supplied quickly and in digital form, from both internal and external stakeholders, and finding more efficient means to proactively disclose information to the public while balancing privacy concerns.	Record portals need to be updated and maintained.	Make use of technological tools.
Department remains under-resourced to deal with the issues/trends outlined above, after budget and FTE cuts in 2012. The City Clerk Department has been reduced from seven FTE's in 2010 down to three in 2012.	Department is at capacity dealing with day-to-day business which is statutory and timeline driven. Any projects over and above daily duties put pressure on already strained resources and it is difficult to recruit temps for the specialized business we are in.	Add a future PEP to address capacity risk and added records management policy review workload. This position would also take on the role of Assessment Review Board Clerk, and Election and Census coordinator.

	Department is lagging behind on best practice and industry knowledge due to lack of capacity and inability to attend training.	Offset with some savings from temporary staff budget.
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## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

#### **Format to be followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

### **Strategic Objective A:** Conduct 2019 or 2020 Census

#### **Rationale:**

1. Census is typically carried out every two years. Last census data came from Federal Government in February 2017.
2. Census data is used by city department and external resources to aid in planning/demographic trends.
3. Census data provides basis for per-capita funding for grant programs from other levels of government.

#### **Indicators of Success:**

1. Census is carried out according to legislation.
2. Required audit is passed.
3. Data is released in a timely fashion and made available in the Open Data portal for public consumption.

#### **Action Plan:**

1. Create project charter



2. Hire and train enumerators and coordinator
3. Procure, deliver and gather census data through online portal, pass required audit

### **Strategic Objective B:** Conduct 2021 Municipal and School Board Election

#### **Rationale:**

1. Elections must be conducted in accordance with the MGA and Local Authorities Election Act.

#### **Indicator of Success:**

1. Election is conducted with no procedural challenge.

#### **Action Plan:**

1. Create project charter and review best practice
2. Book venues, hire and train workers, complete required advertising
3. Procure and deploy technological aides

### **Strategic Objective C:** Review remuneration for assessment appeal board members

#### **Rationale:**

1. Remuneration of appeal board members has not been reviewed since 2010

#### **Indicator of Success:**

1. Remuneration is in line with best practice and adopted by Council

#### **Action Plan:**

1. Review best practice across province
2. Recommend any changes to Council

### **Strategic Objective D:** Onbase 17 Upgrade

#### **Rationale:**

1. Agenda and records management software needs to be maintained and kept up to date in order to function
2. Internal staff and the public utilize the software daily
3. New developments and modules will enhance the user experience and create efficiencies

**Indicator of Success:**

1. Upgrade is successfully deployed
2. Staff are trained and public is made aware of any end user enhancements
3. Efficiencies are achieved

**Action Plan:**

1. In collaboration with records management staff in ICS, create project charter
2. Prepare technological platform and any end user requirements
3. Successfully deploy

**Strategic Objective E: Policies Review and Management****Rationale:**

1. Policies are written by subject matter experts, but no best practice advice has been formalized
2. Policies are not cross referenced when changes are made
3. Policies dating back 40 years are still in force

**Indicator of Success:**

1. New policies are written to a consistent format and standard
2. Old policies are reviewed and/or updated or rescinded by appropriate City departments
3. Existing policies are reviewed according to best practice or legislative requirements

**Action Plan:**

1. Create project charter
2. Research best practice and create guidelines and deliver in-house training. Track and coordinate policy updates, review old policies and make recommendations for action.
3. Integrate into Records Management Policy

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Conduct 2019 Census	6. City Government	N/A	1. Create project charter	N/A	April 2019
			2. Hire and train enumerators	N/A	April 2019
			3. Procure, deliver and gather census data through online portal, pass audit	N/A	April 2019
Conduct 2021 Municipal Election	6. City Government	N/A	1. Create project charter and review best practice	N/A	April 2021
			2. Book venues, hire and train workers, complete required advertising	N/A	April 2021
			3. Procure and deploy technological aides	N/A	August 2021
Review remuneration for assessment appeal board members	6. City Government	N/A	1. Review best practice across province	N/A	April 2020
			2. Recommend any changes to Council	N/A	April 2020
Policies Review and Management	6. City Government	N/A	1. Create project charter	N/A	April 2020
			2. Research best practice and create guidelines and deliver in-house training. Track and coordinate policy updates, review old policies and make recommendations for action.	N/A	August 2020
			3. Integrate into Records Management Policy	N/A	December 2020
Onbase 17 Upgrade	6. City Government	N/A	1. In collaboration with records management staff in ICS, create project charter	N/A	April 2022

			2. Prepare technological platform and any end user requirements	N/A	August 2022
			3. Successfully deploy	N/A	December 2022

## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Other Operating Revenue	1	0	0	0	0	0	(0)	
Internal Recovery	188	194	204	236	241	246	52	
<b>Total Revenues</b>	<b>189</b>	<b>194</b>	<b>203</b>	<b>236</b>	<b>241</b>	<b>245</b>	51	
<b>Expenses</b>								
Salaries, Wages & Benefits	332	342	344	380	388	364	22	
Contracted Services	22	24	16	17	17	16	(8)	
Materials, Goods & Supplies	4	12	3	8	4	3	(9)	
Internal Loan Payments	22	22	26	27	27	26	4	
Interest Expense	4	4	3	3	2	2	(2)	
Transfers to MOE, TCA, Reserves	205	0	0	215	250	0	465	
Internal Charges & Transfers	68	66	49	50	51	51	(15)	
<b>Total Expenses</b>	<b>657</b>	<b>471</b>	<b>442</b>	<b>701</b>	<b>739</b>	<b>463</b>	<b>(8)</b>	
<b>Cash Requirements</b>	<b>\$ 468</b>	<b>\$ 277</b>	<b>\$ 238</b>	<b>\$ 465</b>	<b>\$ 499</b>	<b>\$ 217</b>	<b>\$ (60)</b>	

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.



## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	CLK 2021 Election	-	-	250	-	-	-	270	-	-	-	520
	CLK 2019 CENSUS	-	215	-	-	235	-	250	-	-	-	700
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ -</b>	<b>\$ 215</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ 235</b>	<b>\$ -</b>	<b>\$ 520</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,220</b>
	<b>FUNDING SOURCES</b>											
	Operating	-	215	250	-	235	-	520	-	-	-	1,220
	Grants	-	-	-	-	-	-	-	-	-	-	-
	Third Party	-	-	-	-	-	-	-	-	-	-	-
	<b>FINANCING TOTAL</b>	<b>\$ -</b>	<b>\$ 215</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ 235</b>	<b>\$ -</b>	<b>\$ 520</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,220</b>
	<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>											
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	<b>TOTAL NET OPERATING EFFECT: \$ (000's)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>FTEs</b>	<b>0</b>										



# 2019–2022 Business Plan

## Corporate Communications

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## Corporate Communications

Department Head: Colleen Graham  
Title: Manager  
Phone: 403-502-8071  
E-mail: [colgra@medicinehat.ca](mailto:colgra@medicinehat.ca)

### DEPARTMENT OVERVIEW

To provide strategic communications advice and tactical services to all City Departments and Senior Leadership to create open, transparent and proactive communication within the City of Medicine Hat and between the City and the people it serves.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Public/Media Relations  
Community Engagement  
Issues and Crisis Management  
Employee Communications  
Creative Services  
Civic and Corporate Functions



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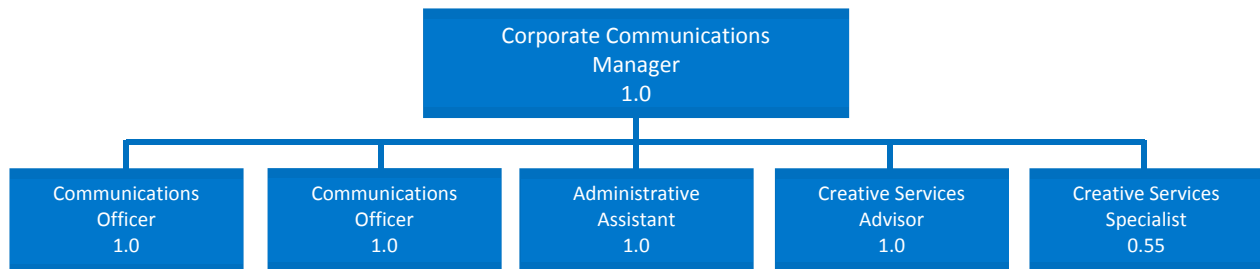
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	5.1	5.55	5.55	5.55	5.55
PEPs	6	6	6	6	6

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Public/Media Relations: Provide strategic advice and tactical support to the corporation to maintain open, transparent and timely communications between City and the public and media, including advertising, website, social media, trade shows, media interviews and information/educational materials.	City Council, executive, senior leadership, work group leaders and City staff, including media spokespeople and web content editors	# website hits per day, # new Facebook followers, # new Twitter followers, # media interviews, level of satisfaction from stakeholders receiving communications support
Community Engagement: Provide a consistent framework for public engagement on City	City Council, executive, senior leadership, work group leaders and City staff	% attendees satisfied with community engagement training (training to be developed)



projects, programs and initiatives. Provide strategic advice and support in the development and implementation of public engagement plans, including open houses, surveys, focus groups.	who plan and conduct public engagement	
Issues and Crisis Management: Provide strategic advice and support to help identify/mitigate potential issues and develop strategies to respond to complex issues. Provide strategic advice and tactical support to ensure accurate information is communicated to the public during an emergency. Act as the Public Information Officer when the Emergency Operations Centre is activated.	City Council, executive, senior leadership, work group leaders at all levels, all City staff and the public	Level of satisfaction (from both community and City of Medicine Hat Emergency Management team) with communications support and PIO activity during emergency/crisis situations
Employee Communications: Provide strategic advice and tactical services to support information sharing, two-way communication and engagement, and culture building.	Executive, senior leadership, work group leaders and City staff	Average unique Jostle logins per week
Creative Services: Provide strategic advice and tactical services to produce innovative and effective visual communications in a wide variety of contexts, including print, online, video and multi-media.	City Council, executive, senior leadership, work group leaders at all levels, all City staff and the public	Number of web training attendees, satisfaction level with web training sessions
Civic and Corporate Functions: Organize and manage public events for Civic Functions, including Mayor's Summer Event and staff winter party	City Council (Councillor Responsible for Civic Functions), executive, senior leadership, work group leaders at all levels, all City staff and the public	Attendance at events, % attendees satisfied with events



## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
6. City Government	KR 6.1	Provided professional advice and guidance to administration and Council on issues, opportunities, capital projects, community relations and initiatives.
4. Image and Profile	KR 4.4	Coordinated/supported various events, including Veiner Centre Grand Opening, Afternoon in the Park with Mayor Clugston, Fire Station 1 opening, and City presence at spring and fall trade shows.
4. Image and Profile	KR 4.4	Completed Public Engagement Policy.
6. City Government	KR 6.1	Updated website Content Management System and offered related training
6. City Government	KR 6.1	Updated media training and offered multiple sessions.
6. City Government	KR 6.1	Lead project to develop new signage standards
6. City Government	KR 6.4	Introduced Council At A Glance to give all staff and community timely information on Council decisions.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Increasing public expectations	The public has an increased expectation for access to information, on their terms, including method and timing of their choice. Our audiences have varied needs, interests and preferred mechanisms. Similarly, the public has an increased expectation for community engagement and opportunity to influence decision making.	Work to share information broadly and to target as appropriate. Maintain website as source of truth. Adhere to Public Participation Policy to manage expectations around public engagement through consistent approach. Continue to emphasize media responsibilities and training across organization to ensure responsive media approach and effective media coverage.
Technological changes	Technology has allowed Corporate Communications to reach audiences in new ways, often in a more targeted and timelier fashion. However, technology changes quickly and can be “fad” driven.	Cautious and strategic investment of resources before adopting new tools and tactics.

Online and social media	While online and social media offer tremendous opportunities for the City to communicate information, it is challenging to slow/stop the spread of misinformation.	Continue to proactively communicate information using a variety of tools and tactics, including social media.
Organizational activity	The organization is experiencing prolonged and sustained high levels of activity. Departments are focused on the task at hand and may not always see the value in proactive communications.	Maintain positive relationships with client groups and continue to demonstrate value. Celebrate successes and lessons learned.
Frequent turnover in media personnel	Local media outlets are often a training ground for larger centres. Frequent turnover exists.	Build positive relationships, invest time to educate new journalists to promote accurate reporting and smooth processes.
Limited resources	Increased demand for service from internal clients. Communications can be reactive by nature, an incident of any scale pulls resources away from day-to-day activities, including efforts to be proactive and engage with stakeholders.	Prioritize based on risk and opportunity. Work with departments to embed communications in their project planning to avoid surprises. Support departments to find quality contractors when necessary.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

#### **Format to be Followed:**

Refer to Appendix 'A' for Legend detailing Council's Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Provide timely and accurate information to residents and taxpayers.

#### **Rationale:**

1. Communicating in a proactive manner helps build trust and confidence in the City of Medicine Hat.
2. Informed residents are better able to provide input and feedback as part of public participation opportunities.

#### **Indicators of Success:**

1. Adherence to City's Public Participation Policy
2. Positive relationships with local media
3. City decisions are better informed and supported

**Action Plan:**

1. Provide public engagement tools and training
2. Provide spokesperson tools and training
3. Provide standards and coordinate and/or support communication strategies

**Strategic Objective B:** Promote City services, programs and amenities**Rationale:**

1. An awareness of City offerings improves accessibility and can lead to an improved quality of life for residents.
2. An awareness of City offerings can raise the profile of the corporation and community.
3. An awareness of City offerings helps taxpayers understand where their tax dollars are being spent.

**Indicator of Success:**

1. Increased web hits/visits
2. Increased social media following
3. % user general satisfaction with City website

**Action Plan:**

1. Provide website author tools and training
2. Coordinate opportunities for corporate attendance at trade shows and other events
3. Provide standards and coordinate and/or support communication strategies

**Strategic Objective C:** Create an Ambassador Program for the community of Medicine Hat**Rationale:**

1. The best way to lend credibility to a destination is with a recommendation or success story from someone who lives there/has visited there.
2. Local residents are proud of their community and are a largely untapped marketing resource.
3. Residents who wish to promote Medicine Hat will find benefit in having a consistent, readily accessible, easy-to-use set of tools to use.

**Indicator of Success:**

1. Increased local knowledge of community history, culture, events and attractions
2. # of active participants in Ambassador Program

3. An increase in visible civic pride, including self-generated social media posts, presence of community promotional materials, attendance at activities, etc.

**Action Plan:**

1. Research programs for other jurisdictions.
2. Engage with external stakeholders, including Tourism Industry Group.
3. Develop and implement program.

**Strategic Objective D:** Promote a positive organizational culture through employee communications

**Rationale:**

1. An informed workplace supports an engaged culture.
2. Awareness and understanding of the organizational vision and Council's strategic priorities helps employees focus their efforts.
3. Employees need information about policies, standards, expectations, etc. to be able to fulfill their duties.

**Indicator of Success:**

1. % employees report feeling well informed
2. % employees report feeling engaged in the workplace
3. % employees conduct themselves in a safe manner

**Action Plan:**

1. Evaluate need to use both Jostle and Intranet.
2. Support workplace engagement survey rollouts.
3. Deliver Corporate Communications training through Management Growth Program.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Provide timely and accurate information to residents and taxpayers.	City Government	KR 6.1	1. Provide public engagement tools and training	Corporate Communications Manager	August 2019
			2. Provide spokesperson tools and training	Communications Officers	April 2019
			3. Standards and processes developed for various Corporate Communications functions	Corporate Communications Manager and team	December 2020
Promote City services, programs and amenities	4. Community Safety and Vibrancy	KR 5.2 and KR 4.5	1. Provide website author tools and training	Creative Services	April 2019
			2. Coordinate opportunities for corporate attendance at trade shows and other events	Corporate Communications Manager and team	December 2020
			3. Standards and processes developed for various Corporate Communications functions	Corporate Communications Manager and team	December 2020
Create an Ambassador Program for the community of Medicine Hat	5. Sunshine Hospitality	KR 5.4	1. Research programs within other jurisdictions.	Corporate Communications Manager	August 2019
			2. Engage with external stakeholders, including Tourism Industry Group.	Corporate Communications Manager	December 2019
			3. Develop and implement program.	Corporate Communications Manager	April 2020

Promote a positive organizational culture through employee communications	City Government	KR 6.2	1. Evaluate need to use both Jostle and Intranet.	Corporate Communications Manager	December 2020
			2. Support workplace engagement survey rollouts.	Corporate Communications Officers	December 2019
			3. Deliver Corporate Communications training through Management Growth Program.	Corporate Communications Manager	April 2019



## Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Other Operating Revenue	1	0	0	0	0	0	-	
Internal Recovery	352	358	365	373	380	388	30	
<b>Total Revenues</b>	<b>353</b>	<b>358</b>	<b>365</b>	<b>373</b>	<b>380</b>	<b>388</b>	<b>30</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	492	505	499	509	519	529	24	
Contracted Services	62	76	77	75	77	75	(1)	
Materials, Goods & Supplies	11	8	8	8	8	8	0	
Internal Charges & Transfers	50	45	44	44	45	45	0	
<b>Total Expenses</b>	<b>614</b>	<b>634</b>	<b>628</b>	<b>636</b>	<b>649</b>	<b>657</b>	<b>23</b>	
<b>Cash Requirements</b>	<b>\$ 261</b>	<b>\$ 276</b>	<b>\$ 262</b>	<b>\$ 263</b>	<b>\$ 269</b>	<b>\$ 270</b>	<b>\$ (6)</b>	

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or by projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019–2022 Business Plan

## Corporate Asset Management

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## CAM

Department Head: Joe Cartwright  
Title: General Manager  
Phone: 403-525-8663  
E-mail: joecar@medicinehat.ca

Facilities Management | Facility Project Management Office | Fleet Services

### DEPARTMENT OVERVIEW

Corporate Asset Management Department provides leadership and direction in the maintenance of the Corporation's facilities and fleet assets, and provision of expert project management services for facilities capital projects.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Provide professional, technical, and non-technical support and services to City staff and the public to create and maintain comfortable, safe, and functional building environments.

Project initiation, planning, and project management of construction and renovation projects.

Allocation and management of the City space resource.

Manage and maintains the City's fleet of vehicles and equipment.

Lead the annual capital MTCA program.



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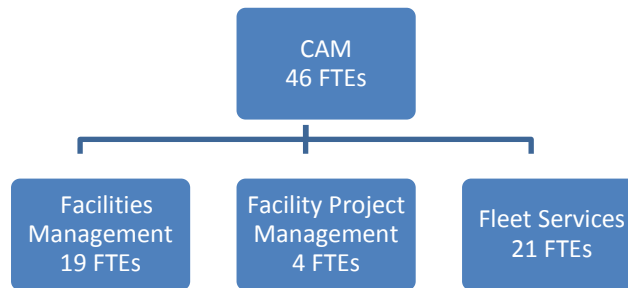


## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	50	50	50	50	50
PEPs	43	49	49	49	49

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Facilities Management provides comprehensive facilities asset management services, as well as trusted advisory services.	All departments within the City of Medicine Hat	Operating and Capital Budgets, % of regulatory inspections completed, Cost per square foot for representative facilities, percentage of completed work that is reactive.
FPMO manages the planning, design, and implementation for City of Medicine Hat funded capital facilities projects.	All departments within the City of Medicine Hat	Project specific budgets and timeframes, customer satisfaction surveys upon project completion (after warranty period).
Fleet Services provides strategic mobile tangible capital asset (MTCA) management services through the integration of fleet systems and resources,	All departments within the City of Medicine Hat	Operating and Capital Budgets

incorporating fleet business and financial industry best practices.		
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## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
2. Infrastructure and Amenities	KR 2.1	Incorporated change from Building Services to Facilities Management and currently phasing in additional components of grounds maintenance.
2. Infrastructure and Amenities	KR 2.1	Implemented a Computerized Maintenance Management System in Fleet and Facilities Management.
6. City Government	KR 6.3	Completed review and update of Facilities Management Service Level Agreement.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Corporate Strategy	CAM has difficulties gaining strategic organizational perspective and awareness of shifts in priorities or direction that are required to ensure that City assets are being planned for and implemented within the desired timeframe.	Clear capital planning process and guidelines. Strategic planning reviews of all City departments.
Succession Planning	Currently have a number of key roles that have no backup or formal knowledge transfer completed.	Increased procedures within our Management Systems.
Long Term Asset Planning	Current Realty Asset Management Plan is out of date.	Update Realty Asset Management Plan. Creation of a Space Management Plan that details options for lower operating costs based on a reduction of high cost square footage.
Equipment Inventory	Interruption of service (fleet and facilities) due to a lack of equipment inventory.	Increased use of service contracts and review of parts inventory for critical equipment.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Develop, implement and maintain an Asset Management System.

#### **Rationale:**

1. Asset Management Programs encourage maximizing the benefit of a given asset, by striking a balance between the resources required for procurement, maintenance, and disposal of an asset over its lifetime.
2. Asset Management Programs ensure that resources are put towards assets with the highest degree of criticality and considers the impacts of deferring resource allocation to each asset.
3. Asset Management Programs are proactive management systems that strive to balance the needs and desires of concerned stakeholders with the limits of available resources.

#### **Indicators of Success:**

1. Proactively maintaining City assets, thus reducing the number of service interruptions due to equipment failure.
2. Ability to foresee a facility’s end of useful life and have a replacement plan in place.
3. Understanding of the risks and potential outcomes of deferring reinvestment in a facility by having a capital plan that incorporates a number of risk factors.

#### **Action Plan:**

1. Prepare an update to the current Aging Infrastructure Policy, that includes other classes of assets within the City of Medicine Hat.
2. Complete condition assessments of all City facilities.

3. Update the capital planning worksheets for all City facilities.

**Strategic Objective B:** Provide effective and efficient delivery of shared services with a business facing operational focus.

**Rationale:**

1. CAM is primarily an internal service provider to every other department within the City of Medicine Hat. CAM services must be delivered at the agreed upon level at the lowest possible cost to be efficient.
2. CAM objective is to support the operations of internal customers, by providing shared services that are valued and timely.

**Indicator of Success:**

1. Increased satisfaction from user departments.
2. Services delivered meet the levels agreed upon in the Service Level Agreements.

**Action Plan:**

1. Review organizational structure within Fleet and Facilities Management groups to ensure that the structure best supports the effective and efficient delivery of services by Q4 2019.
2. Continue to implement the chosen recommendations from the Value for Money Audits conducted within Fleet and Facilities Management.
3. Begin to use the service management tools and data analytics capabilities within CityWorks to augment our services to user departments.

**Strategic Objective C:** Maintain a comprehensive space management plan for the different classes of space within the City of Medicine Hat inventory.

**Rationale:**

1. A space management plan is required to ensure that departments have space to perform their core functions.
2. An appropriately designed and constructed space can add value to departments by enhancing efficiencies and creating environmental conditions most conducive to that department's specific requirements.
3. A regularly reviewed and updated space plan allows for effective budgeting and staging of construction and refurbishment projects if required.

**Indicator of Success:**

1. A documented space plan including the functional requirements from the different departments.
2. An indicator of success is having a proper budget in place for any additions or subtractions of space in the next four year budget cycle.
3. Biannual reviews of the space management plan will be conducted with the senior leadership team.

**Action Plan:**

1. Complete the functional needs assessment for office space.
2. Complete the needs assessment for storage and shop space.
3. Create a comprehensive space management plan.

**Strategic Objective D:** Continue to develop and augment our internal service capacity and capability by investing in the professional development and engagement level of our staff.

**Rationale:**

1. All of our other goals and objectives require personnel resources to be successful.
2. A highly engaged work force is more effective, efficient, and innovative.
3. Professional development allows for increased skill development and the development and application of best practices.

**Indicator of Success:**

1. Overall increase of engagement survey scores.
2. Development and initiation of training and development plans within the Annual Performance Summary process for all CAM employees.

**Action Plan:**

1. Provide department wide training in the '5 Behaviours of a Cohesive Team' course.
2. Provide department wide training in the Everything DiSC course.
3. Conduct Annual Performance Summary discussions with each CAM employee and develop personalized training and development plans.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Develop, implement and maintain an Asset Management System.	3. Infrastructure Renewal	KR 3.1	Prepare an update to the current Aging Infrastructure Policy, that includes other classes of assets within the City of Medicine Hat by Q4 2019.	GM	December 2019
			Complete condition assessment of all City facilities by Q4 2020.	Facilities Management	December 2020
			Update the capital planning worksheets for all City facilities by Q2 2021.	Facilities Management	August 2021
Provide effective and efficient delivery of shared services with a business facing operational focus.	1. Fiscal Responsibility	KR 1.2	Review organizational structure within Fleet and Facilities Management to ensure that the structure best supports the effective and efficient delivery of services by Q4 2019.	Facilities Management, Fleet Services	December 2019
			Continue to implement the supported recommendations from the Value for Money Audits conducted within Fleet and Facilities Management.	Facilities Management, Fleet Services	December 2022
Maintain a comprehensive space management plan for the different classes of space within the City of Medicine Hat	1. Fiscal Responsibility	KR 1.5	Complete the functional needs assessment for office space by Q1 2019.	Facilities Management	April 2019
			Complete the needs assessment for storage and shop space by Q4 2019.	Facilities Management	December 2019
			Create a comprehensive space management plan by Q3 2020.	Facilities Management	December 2020

inventory.					
Continue to develop and augment our internal service capacity and capability by investing in the professional development and engagement of staff.	6. City Government	KR 6.2	Provide department wide training in the '5 Behaviours of a Cohesive Team' course.	GM	December 2019
			Provide department wide training in the Everything DiSC course.	GM	December 2020
			Conduct Annual Performance Summary discussions with each CAM employee and develop personalized training and development plans.	GM	April 2019



## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Insurance Recovery	87	-	-	-	-	-	-	
Sale of Goods & Services	223	213	140	143	146	149	64	1
Other Operating Revenue	12	-	-	-	-	-	-	
Gain/Loss on Disposal	392	-	-	-	-	-	-	
Internal Recovery	15,126	18,080	18,351	18,469	18,719	18,889	(809)	2
<b>Total Revenues</b>	<b>15,841</b>	<b>18,292</b>	<b>18,491</b>	<b>18,612</b>	<b>18,865</b>	<b>19,038</b>	<b>(746)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	4,576	5,259	5,522	5,562	5,671	5,782	523	3
Contracted Services	4,580	3,426	4,062	4,052	4,052	4,052	626	4
Materials, Goods & Supplies	1,285	4,759	4,059	4,154	4,242	4,241	(517)	5
Other Operating Expenses	139	-	-	-	-	-	-	
External Loan Payments	914	884	1,833	1,877	1,865	1,964	1,081	6
Internal Loan Payments	174	139	469	606	725	833	695	7
Interest Expense	291	210	307	274	276	254	44	
Transfers to MOE, TCA, Reserves	6,177	7,171	6,205	6,923	6,342	6,376	(796)	8
Internal Charges & Transfers	1,549	2,199	2,727	2,850	2,931	2,990	791	9
<b>Total Expenses</b>	<b>19,686</b>	<b>24,046</b>	<b>25,185</b>	<b>26,299</b>	<b>26,104</b>	<b>26,492</b>	<b>2,446</b>	
<b>Cash Requirements</b>	<b>3,845</b>	<b>5,754</b>	<b>6,694</b>	<b>7,686</b>	<b>7,239</b>	<b>7,454</b>	<b>1,700</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Decrease because Facilities is no longer billing for 3rd party electric requests, and is instead directly charging to electric	\$73	(\$3)	(\$3)	(\$3)
2	Increased fleet recoveries so that amounts intended for the fleet reserve are no longer subsidizing fleet operations	(\$271)	(\$118)	(\$250)	(\$170)
3	Increase is due to reorganization of ET group joining CAM, as well as 2 new HVAC technicians, and inflation	\$263	\$40	\$109	\$111
4	Increase is primarily related to increased fuel prices in Fleet, and partly due to expenses reallocated from materials and supplies	\$636	(\$10)	\$0	\$0
5	Decrease is the result of Facilities expense decreases and partly due to expenses reallocated to contracted services	(\$700)	\$95	\$88	(\$1)
6	Change in loan payments is the result of ET reorganization, and projected payments of past and current approved TCA's	\$949	\$44	(\$12)	\$99
7	Change in loan payments in the result of ET reorganization, and projected payments of past and current approved TCA's	\$330	\$137	\$118	\$108
8	Increase primarily related to an increased transfer to the fleet reserve, so that the reserve does not subsidize fleet operations	(\$966)	\$718	(\$581)	\$34
9	Increased charges received from other departments, out of CAM's control	\$528	\$123	\$81	\$59
	<b>Total Annual Change (Year over Year)</b>	\$940	\$992	(\$447)	\$215
	<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>	\$1,700			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET Summary of Capital (TCA) Budget Requests *In thousands of dollars*

#### Corporate Asset Management

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST					10 YEAR	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
43410565	CAM FM Heald Pool Demolition	-	-	-	-	-	-	-	-	-	-	-
43410562	CAM FM Infrastructure Repair	1,900	1,900	1,900	1,900	-	-	-	-	-	-	7,600
43410574	CAM FM City Hall Parkade Ventilation	-	775	-	-	-	-	-	-	-	-	775
43410568	CAM FM Strathcona Centre Modernization	1,000	-	-	-	-	-	-	-	-	-	1,000
43410567	CAM FM Kinplex #1 Ice Slab and Board System	1,500	-	-	-	-	-	-	-	-	-	1,500
43410566	CAM FM Library Major Components Lifecycle	1,000	-	-	-	-	-	-	-	-	-	1,000
43810962	CAM FLT19 - Transit Mechanical Bay Improvement	-	350	-	-	-	-	-	-	-	-	350
43410590	CAM FM Marshall Avenue Storage Replacement	-	250	-	-	-	-	-	-	-	-	250
43410596	CAM FM FLC Storage Building	-	150	-	-	-	-	-	-	-	-	150
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 5,400</b>	<b>\$ 3,425</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,625</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	3,500	-	-	-	-	-	-	-	-	-	3,500
DEB)	Debenture	-	1,400	900	-	-	-	-	-	-	-	2,300
OP)	Operating / Working Capital	-	750	-	-	-	-	-	-	-	-	750
INT)	Internal Loans	1,900	1,275	1,000	1,900	-	-	-	-	-	-	6,075
<b>FINANCING TOTAL</b>		<b>\$ 5,400</b>	<b>\$ 3,425</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,625</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
Loan Interest		-	46	114	160	137	122	108	94	78	64	
Operating / Maintenance		-	-	-	-	-	-	-	-	-	-	
Amortization		146	378	524	653	717	717	717	717	717	712	
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ 146</b>	<b>\$ 378</b>	<b>\$ 524</b>	<b>\$ 653</b>	<b>\$ 717</b>	<b>\$ 717</b>	<b>\$ 717</b>	<b>\$ 717</b>	<b>\$ 717</b>	<b>\$ 712</b>	
Loan Principal		0.0	141.0	378.0	556.0	585.0	599.0	613.0	627.0	643.0	659.0	
FTEs		0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 OPERATING BUDGET

#### Summary of Major Operating Expense Budget Requests

*In thousands of dollars*

#### Corporate Asset Management

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST					BUDGET FORECAST					10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
	CAM FM City Hall Functional Planning	-	-	75	-	-	-	-	-	-	-	75
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75</b>
<b>FUNDING SOURCES</b>												
	Operating	-	-	75	-	-	-	-	-	-	-	75
	Grants	-	-	-	-	-	-	-	-	-	-	-
	Third Party	-	-	-	-	-	-	-	-	-	-	-
	<b>FINANCING TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>	<b>\$ (000's)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>FTEs</b>	<b>0</b>										

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.





# 2019–2022 Business Plan

## Finance

Submitted: 10/31/2018

Updated: 1/23/2019

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## Finance

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Title: General Manager Finance  
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Accounting | Assessment | Customer Service and Collections | Supply Chain | System Billing and  
Meter Reading | Treasury, Planning and Analysis

### DEPARTMENT OVERVIEW

Corporate Vision: to be a community of choice. Corporate Mission: to deliver value through exceptional public service. Corporate Service Mission: to enable operations to achieve their goals.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Process Owner – defining centre led CMH related policy and procedures including: procurement & payments, travel expenses & allowances, investment of treasury funds, debt management, accounting practice and estimates, distributable cash & reserves, customer billing & collection, fraud investigation and internal auditing.

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

Trusted Advisor – providing business support to operations including: financial & risk modelling, loss control inspections, capital/MOE ranking and funding, briefing notes for standing committees, business planning, supporting implementation of new programs or systems (including ERP system), management reporting & analysis, relationships with external stakeholders.



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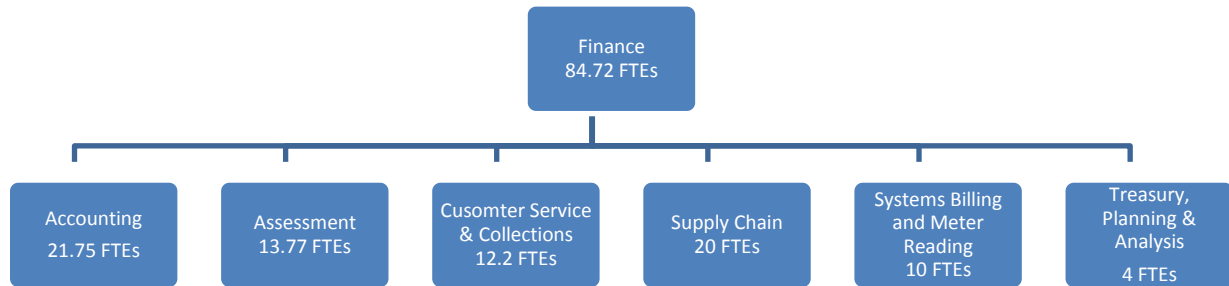
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	78.4	84.1	84.1	84.1	84.1
PEPs	81	80	80	80	80

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Assessment – establish and defend fair and equitable property valuations.	MH property owners (external)	Parcels per Assessor (target = 3500); Annual property re-inspection for selected neighborhoods (target = 6,000)
Systems Billing & Meter Reading – develop, implement and maintain corporate billing and customer payment systems. Prepare billing for all property tax (28k notices = \$91 million p.a.), utilities (400k bills = \$150 million p.a.), and general accounts (27k bills = \$17 million p.a.).	CMH departments (internal); MH residents (external)	Customer Satisfaction Score (target > 95% as defined by AUC); Major billing event (target = nil as defined by AUC)



Customer Service & Collections - provide superior customer call centre and City Hall counter service (73k customer contacts per year) for inquiries, data maintenance, payments and collection, centralized cashier (75k transactions p.a.) related to tax, utilities and general accounts.	CMH departments (internal); MH residents (external)	Overall Customer Satisfaction Score (target > 95% as defined by AUC); Grade of Service for Utility Call Centres (target 70% as defined by AUC)②
Accounting - provide accurate and timely financial information and reports. Provide financial services including safeguarding of assets, assistance with business plans, preparation of financial statements and other statutory requirements.	Senior Leadership (internal); Municipal Affairs and CMH residents (external)	Unqualified audit report (target = yes); Number of internal audits completed (target = 44; GFOA reporting award (target = yes); On-time management reporting (target = on time)
Treasury, Planning & Analysis – establish Business Plans, corporate planning & analysis as well as management of treasury, debt, insurance and risk management.	Senior Leadership (internal); Municipal Affairs (external)	Investment returns (target > benchmark); debt limit and debt service (target < MGA limits); GFOA Award for Budgeting (target = first time application)
Supply Chain – efficient and effective procurement of goods & services and related vendor payment process including inventory management for Central/Fleet Stores.	CMH departments (internal); Vendors/Suppliers (external)	To be further developed (time to issue PO, payment within terms, inventory turnover, stocked items available, cost competitiveness, vendor approved list)

## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
6. City Government	KR 6.4	Promoting a positive work culture <ul style="list-style-type: none"> <li>included health &amp; safety as agenda topic</li> <li>increased engagement score from prior year</li> <li>conducted semi-annual Finance Connect sessions</li> <li>achieved safety audit score</li> </ul>
6. City Government	KR 6.4	Succession planning <ul style="list-style-type: none"> <li>new Managers in place (City Assessor, Treasury, Supply Chain)</li> <li>retirement arrangement/transition for key positions</li> </ul>
6. City Government	KR 6.3	Assessment <ul style="list-style-type: none"> <li>Assessor Correction procedure</li> <li>new Amended MGA – including transfer of DI Properties to Municipal Affairs</li> <li>recalibration of NR retail lease rates (taking into account locations, effective age and size)</li> </ul>
5. Fiscal Management	KR 5.1	Financially Fit for the Future <ul style="list-style-type: none"> <li>closed funding gap by \$7.0 million in 2017/18 budget</li> <li>will utilize framework to guide 2019-2022 budget – target to reduce funding gap by a further \$10.5 million</li> </ul>
5. Fiscal Management	KR 5.1	Accounting <ul style="list-style-type: none"> <li>GFOA Financial Reporting award – 15<sup>th</sup> year in a row</li> <li>changed reporting frequency to tri-annual</li> <li>implemented PSAB standards and achieved clean audit report for 2017</li> </ul>
6. City Government	KR 6.3	Agresso implementation – October 2017 go-live <ul style="list-style-type: none"> <li>tremendous support by each business lead, process lead and employees in Finance</li> <li>Enterprise System Governance Committee (ESGC) and Enterprise System Management Committee (ESMC) established</li> </ul>
6. City Government	KR 6.1	Investment strategy <ul style="list-style-type: none"> <li>introduced Investment Review Panel which includes CMH staff and 3 independent members</li> <li>AIMCo. engaged as equity investment manager - \$132 million invested</li> </ul>

		<ul style="list-style-type: none"> <li>Heritage Savings Reserve endowment created and funded (\$1 million seed and \$2.3 million dividend from Genco)</li> <li>preparing for recruitment of active bond manager = target \$100 million</li> </ul>
6. City Government	KR 6.3	<p>Systems &amp; Billing -</p> <p>Implemented: 1) MCAF line item on utility statement 2) Electric Capacity Fee on utility statement 3) Annual service fee increases for utilities, tax and AR on the notices 4) monthly rate charges 5) Consumption Billing 6) CSM upgrade CSM V12.32 to V16.39 7) At least seven system improvements 8) 92% Customer Satisfaction Response to Billing 9) Carbon Levy added to utility statement 10) curbside recycling, 11) heat map included on utility statement - billed and collected utilities (400,000 bills/\$125 million revenue); property/business taxes (29,000 bills/\$96 million revenue) and accounts receivable (27,000 bills/\$15 million revenue)</p>
6. City Government	KR 6.3	<p>Customer Service &amp; Collections 1) 89% Annual Call Centre Grade of Service with a 4% Call Abandoned Rate assisting 73,000 customers 2) 100% compliance rate with 2X14 guidelines responding to 1,433 customers.3) 98% customer satisfaction rate.4) All staff completed City mandatory Health &amp; Safety training, Agresso training, Intellex training, Onbase training, and 5 other external training development opportunities were utilized. 5) at least 7 customer service improvements. 6) completed remote load limiting disconnections 7) Increased eBilling enrolment to 20.3% of customer base 8) Revenue collection for \$125 million in utilities, \$96 million in taxation and \$15 million in AR</p>
3. Social Wellness, and 5. Fiscal Management	N/A	<p>- CS &amp; Collections administered 308 Hat Smart Scratch &amp; Win Tickets resulting in \$18,510 in customer rebates at the counter.</p> <p>- CS &amp; Collections participated in community outreach and education on utility charges, disconnections, payment arrangements, deposits and conservation. Attended Project Connect, Spring &amp; Fall Trade Shows &amp; Social Agency meetings.</p> <p>- Community Warmth contributions were</p>



		\$28,998 in 2017 to assist customers faced with utility disconnection.
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## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Funds not available to meet future obligations	Insufficient organizational working capital to fund obligations including asset retirements and abandonment, landfill, contaminated sites, intercompany accounts, CORVUS Model for Offsite Levies.	Establish a formal abandonment & reclamation reserve (currently there is not enough capital available to fully fund this reserve) as well consider strategic disposal of net oil & gas assets. Annual update of CORVUS Model (Finance and Planning and MW)
Employee turnover	Results in loss of knowledge and continuity, more pressure and workload on remaining employees, quality control.	Promote a positive culture - promote a safe working environment - improve employee engagement. Cross Train employees allow backup (bench strength of two deep) to ensure more than one person knows the job.
Succession Planning	Upcoming retirements pose a risk. Vital experience and knowledge may be lost due to sudden or fatal illness prior to transferring over knowledge of some specialized areas- work process - not necessarily documented - no cross training/pool of skills.	More flexibility to allow for overlap of succession planning - developing key employees. Define the key positions and prepare succession planning. Document process and procedures.
Training of New Staff	When training a large number of new staff: - no set program such as larger centers have - no dedicated staff for training. - greater chance for errors while multi-tasking between job duties and training.	It is important to review documented policy and procedural manuals for each key position – should be principle based (list of considerations). Agresso provides work process for each module.
Security at City Hall	Injury, loss of assets including cash.	Implementation of security audit - e.g. more cameras and layout - restricted access.
Financial Market Risk - volatility causes investment loss - AIMCo - Interest Rate risk - Inflation risk - Portfolio risk - Asset allocation	- Investments with AIMCo. - Borrowing costs & bond investments - Maximizing return on investment (inappropriate - portfolio investment asset allocation)	Investment policies exist to mitigate and control risk. Portfolio is well diversified. Externally managed funds are professionally managed. Monthly review of investment results exists. Assets allocation is a risk - determine if it is appropriate.

Reliance on Major Systems (including core billing system and Flexsuite)	Few key individuals that know Flex-Suite, Cogsdale, Qbyte, Cash Register. No dedicated resources focused, timely - coverage? System Support is limited to one external individual the majority of the time. Complicated systems with few internal super users.	Obtain organizational prioritization of goals through ESGC - we rely on ICS for our success. Third party support may be required. Coordination of 2 System Support Technicians with ICS. Also ESGC planning environment and prioritization to ensure alignment of resources.
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## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

### **Strategic Objective A:** Positive work culture – engaged employees

#### **Rationale:**

1. Results in job satisfaction, productivity and lower turnover
2. Promotes a safe workplace, both physical and psychological
3. Ensures alignment to corporate objectives, goals and values

#### **Indicators of Success:**

1. Annual Employee Engagement score > Finance (prior year); > CMH (current year); top quartile performance compared to benchmark municipalities
2. Ability to execute Finance goals including HSE: TRIR = 0; LTIR = 0
3. Employee attendance at semiannual Finance Connect > 80%; topics are relevant measured by survey

**Action Plan:**

1. Annual Engagement Survey – employee participation
2. Talent Management - workforce planning and development plans for key individuals (develop the next generation of leaders) as well as promotion of internal candidates, succession planning and projects
3. Five Behaviours of a Cohesive Team – rollout framework to work groups

**Strategic Objective B:** Efficient and effective business processes and practices that determine how work is performed – define, document and review

**Rationale:**

1. Creates employee capacity – allows for growth in business through efficiencies
2. Strengthens internal controls
3. Stewardship of resources to residents
4. Improve methodologies for corporate business planning, prioritization, resource alignment, and communication – strengthen integrated planning approach

**Indicator of Success:**

1. Achieve business outcomes for CMH and customers (the desired outcomes should guide the process) – easy to understand, streamlined and advanced knowledge transfers – utilization of surveys
2. Reduce expenses, manage growth through efficiencies
3. Fraud opportunities limited, cross-trained key areas

**Action Plan:**

1. Utilize a tiered principle-based framework for policy development (big picture, guidelines) – provides flexibility to do the right thing. Complete two in-depth reviews of a service area (e.g. Value for Money (VFM), Special Areas of Focus, Core Service Review, Business Process Review, Procurement / Investment / Dividend / Abandonment / Aging Infrastructure policies).
2. Create catalogue of work process/practice – establish criteria to examine – annually review one core work process/practice per work group (cross functional focus and consider the impact to other groups)
3. Utilize technology to create employee knowledge library (On Base, Intranet)
4. Lead Municipal Budget Advisory Committee (MBAC) initiative to identify service level savings/revenue options including impact and risks. Support development and execution of required public engagement plans. Provide recommendations to respective Standing Committees and Council.

**Strategic Objective C:** Leverage technologies – provide improved/alternative methods to deliver services

**Rationale:**

1. Meeting customer expectations – embracing smart technologies to provide increased service levels
2. Provides flexibility for customers – provide alternatives to brick and mortar model of delivering services
3. Creates employee capacity – simplify tasks

**Indicator of Success:**

1. Reduced number of in-person customer contacts at the counter service desk (20% over 4 years)
2. Increased computer accessibility of services for residents
3. Online and smart technologies utilized for customer use

**Action Plan:**

1. Enhance use of external CMH website as self-service customer service education and knowledge centre
2. Prepare a plan to optimize current systems (Agresso/Business World, Flexsuite, CAMALot, Cogsdale, Customer Web) for new functionality
3. Create destination places for customers (Virtual City Hall 24/7 access and leverage other City facilities and staff) - prepare strategic plan for Enterprise System Governance Committee (ESGC) approval

**Strategic Objective D:** Financial responsibility of balance sheet – investments, debt, reserves, infrastructure assets – in support of short and long-term sustainability of the City

**Rationale:**

1. Stewardship of resources to residents
2. Capital preservation
3. Long-term sustainability

**Indicator of Success:**

1. Investment returns > industry benchmark
2. Debt and debt service < MGA limits
3. Obligations fully funded by formal reserves

4. Support corporate goals: reduction of \$1.6M in Service Level Adjustments, revenue increase of \$1.0M from fees and charges, balanced budget with general inflation offset by cost containment of \$1.9M within 2019-2022 Budget.

**Action Plan:**

1. Prepare an inventory of Finance related infrastructure assets and develop a 10 year capital improvement program
2. Develop and maintain a 10 year consolidated cash flow forecast (capital, operating, distributable cash)
3. Establish a sustainable consolidated dividend policy
4. Use Risk Management Framework and Risk Register to foster a supportive environment that will encourage risk-informed decision making to be incorporated into key business and operational processes and spending allocation.
5. Build upon the Risk Management Plan, complete Risk Register: trigger for review, assignment of risk assessment team, identification of potential risks, application of matrix, reach consensus, apply final risk scores, determine intervention, and communicate changes.

**Strategic Objective E:** Financial reporting – complete, accurate, timely, relevant and easy to read

**Rationale:**

1. Compliance with MGA and accounting standards (PSAB and IFRS)
2. Valuable information to Senior Leadership to facilitate making good business decisions
3. Transparency to public

**Indicator of Success:**

1. GFOA award
2. On-time and relevant reporting
3. Clean audit report

**Action Plan:**

1. Enhance UBW reporting functionality including interim consolidated financial reports
2. Reinforce proper general ledger account coding – to the correct “cost collection bucket”
3. Management training for financial and variance analysis
4. Evaluate cost recovery internal allocations methodology before next budget cycle to balance efficiency, logic, transparency, and equitable distribution.

**Strategic Objective F:** Property assessments fair and equitable – tax environment stable and predictable

**Rationale:**

1. MGA compliance and audit recommendations
2. Taxpayer expectations
3. Meet revenue budget (municipal) and other requisition requirements (Education, Cypress View Foundation, DI Properties)

**Indicator of Success:**

1. Annul declaration of Assessment Roll through meeting ASSET standards and requirements
2. Fair and equitable assessments prepared and declared by February 1
3. Number of complaints overturned by ARB – municipal tax impact < \$500k

**Action Plan:**

1. Enhance use of technology through use of CAMALot and handheld tablets, CMH internet, self-service options for tax payers
2. Create processes and mechanisms to establish stable tax environment for individual property owners
3. Establish strong relationships with stakeholders including: Chamber of Commerce and MH Real Estate Board
4. Anticipate, communicate and implement new legislation changes

**Strategic Objective G:** Effective and efficient delivery of Finance services – with a focus on operations

**Rationale:**

1. To enable operations to achieve their goals
2. City stands out as a well governed and efficient organization
3. To be able to supply our residents with a high service level

**Indicator of Success:**

1. Internal customers satisfied with delivery of Finance services – survey results favorable vs. prior year
2. Cost saving by reducing duplication of work and inefficiency
3. Provide an external Call Centre Grade of Service greater than 70% for residents

**Action Plan:**

1. Setting and communicating Service Level Standards and develop the customer satisfaction survey
2. Establish Key Performance Indicators and include in tri-annual management reports
3. Ensure internal call centre staff are trained and have information from other departments
4. Support Utilities and other departments in their 2019-2022 initiatives related to billing, invoicing and payment processing (including Financially Fit Objectives related to MCAF, Service Fee increases, etc.)



SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Positive work culture – engaged employees	6. City Government	KR 6.2, KR 6.3	Annual Engagement Survey – employee participation	All	December 2019
			Talent Management - workforce planning and development plans for key individuals (develop the next generation of leaders) as well as promotion of internal candidates, succession planning and projects	All	December 2020
			Five Behaviours of a Cohesive Team – rollout framework to work groups	All	December 2020
Efficient and effective business processes and practices – define, document and review	1. Fiscal Responsibility	KR 1.2, KR 1.3	Utilize a tiered principle-based framework for policy development (big picture, guidelines) – provides flexibility to do the right thing. Complete two in-depth reviews of a service area (e.g. Value for Money (VFM), Special Areas of Focus, Core Service Review, Business Process Review, Procurement / Investment / Dividend / Abandonment / Aging Infrastructure policies).	All	December 2019
			Create catalogue of work process/practice – establish criteria to examine – annually review one core work process/practice per work group (cross functional focus and consider the impact to other groups)	All	December 2021
			Utilize technology to create employee knowledge library (On Base, Intranet)	All	December 2021
			Lead Municipal Budget Advisory Committee (MBAC) initiative to identify service level savings/revenue options including impact and	Dennis	December 2019

			risks. Support development and execution of required public engagement plans. Provide recommendations to respective Standing Committees and Council.		
Leverage technologies – provide improved/alternative methods to deliver services	6. City Government	KR 6.1	Enhance use of external CMH website as self-service customer service education and knowledge centre	Customer Service, Supply Chain, Assessment	December 2020
			Prepare a plan to optimize current systems (Agresso/Business World, Flexsuite, CAMALot, Cogsdale, Customer Web) for new functionality	All	December 2019
			Create destination places for customers (Virtual City Hall 24/7 access and leverage other City facilities and staff) - prepare strategic plan for Enterprise System Governance Committee (ESGC) approval	Customer Service, Systems Billing, Assessment	December 2020
Fiscal responsibility of balance sheet in support of short and long-term sustainability of the City	1. Fiscal Responsibility	KR 1.1	Prepare an inventory of Finance related infrastructure assets and develop a 10 year capital improvement program	All	December 2019
			Develop and maintain a 10 year consolidated cash flow forecast (capital, operating, distributable cash)	Treasury	December 2019
			Establish a sustainable consolidated dividend policy	Treasury	December 2019
			Use Risk Management Framework and Risk Register to foster a supportive environment that will encourage risk-informed decision making to be incorporated into key business and operational processes and spending allocation.	All	December 2020
			Build upon the Risk Management Plan, complete Risk Register: trigger for review, assignment of risk assessment team, identification of potential risks, application of matrix, reach consensus, apply final risk scores, determine intervention, and communicate changes.	All	December 2020

Financial reporting – complete, accurate, timely, relevant and easy to read	1. Fiscal Responsibility	N/A	Enhance UBW reporting functionality including interim consolidated financial reports	Business Leads: P2P, S2C, R2R, Travel	December 2020
			Reinforce proper general ledger account coding – to the correct “cost collection bucket”	Accounting	December 2019
			Management training for financial and variance analysis	Accounting	December 2019
			Evaluate cost recovery internal allocations methodology before next budget cycle to balance efficiency, logic, transparency, and equitable distribution.	Accounting, Treasury	December 2020
Property assessments fair and equitable; tax environment stable and predictable	6. City Government	KR 6.1	Enhance use of technology through use of CAMALot and handheld tablets, CMH internet, self-service options for tax payers	Assessment	December 2020
			Create processes and mechanisms to establish stable tax environment for individual property owners	Assessment	December 2022
			Establish strong relationships with stakeholders including: Chamber of Commerce and MH Real Estate Board	Assessment	December 2019
			Anticipate, communicate and implement new legislation changes	Assessment	December 2019
Effective and efficient delivery of Finance related service – with a focus on operations	1. Fiscal Responsibility	KR 1.3	Setting and communicating Service Level Standards and develop the survey	All	December 2020
			Establish Key Performance Indicators and include in tri-annual management reports	All	December 2019
			Ensure internal call centre staff are trained and have information from other departments	All	December 2019

## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Investment Earnings	39	-	-	-	-	-	-	
Sale of Goods & Services	562	493	631	635	639	649	(156)	1
Other Operating Revenue	205	185	209	209	209	209	(24)	
Internal Recovery	7,866	8,198	7,561	7,807	8,036	8,277	(79)	2
<b>Total Revenues</b>	<b>8,672</b>	<b>8,876</b>	<b>8,401</b>	<b>8,651</b>	<b>8,884</b>	<b>9,135</b>	<b>(259)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	7,997	8,060	8,175	8,331	8,497	8,674	614	3
Contracted Services	464	3,599	3,133	3,291	3,408	3,581	(17)	
Materials, Goods & Supplies	756	256	244	251	249	245	(12)	
Other Operating Expenses	27	53	53	53	53	53	(0)	
Internal Loan Payments	28	20	38	39	40	41	21	
Interest Expense	-	61	72	74	76	78	16	
Transfers to MOE, TCA, Reserves	(63)	375	120	296	56	1,129	754	4
Internal Charges & Transfers	4,011	921	1,244	1,267	1,287	1,311	390	5
<b>Total Expenses</b>	<b>13,220</b>	<b>13,345</b>	<b>13,079</b>	<b>13,601</b>	<b>13,666</b>	<b>15,112</b>	<b>1,767</b>	
<b>Cash Requirements</b>	<b>4,548</b>	<b>4,469</b>	<b>4,678</b>	<b>4,950</b>	<b>4,782</b>	<b>5,977</b>	<b>1,508</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Increase because disconnect/reconnect fees were previously included with internal recoveries, and are now recorded as sale of services	(\$138)	(\$4)	(\$4)	(\$10)
2	Decrease primarily related to reduced insurance expense and therefore reduced recoveries, as well as disconnect/reconnect fees which have been reclassified to sale of services – offsetting increase reflects recoveries from energy/utilities for their share of operating expenses	\$637	(\$246)	(\$229)	(\$241)
3	Increase due to salary inflation	\$115	\$156	\$166	\$177
4	Increase is a result of approved TCA's and MOE's in the current budget period	(\$255)	\$176	(\$240)	\$1,073
5	Increase primarily related to previously unbudgeted postage interdepartmental expense from ICS mailroom	\$323	\$23	\$20	\$24
	<b>Total Annual Change (Year over Year)</b>	\$209	\$272	(\$168)	\$1,195
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		\$1,508			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET Summary of Capital (TCA) Budget Requests *In thousands of dollars*

#### Finance

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
		-	-	-	600	-	-	-	-	-	-	600
40210519	FIN Taxation Software System	-	-	-	600	-	-	-	-	-	-	600
40210518	FIN Assessment Software	50	-	-	350	-	-	-	-	-	-	400
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 950</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	50	-	-	950	-	-	-	-	-	-	1,000
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 950</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Loan Interest	-	-	-	-	-	-	-	-	-	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	3	23	40	70	100	100	100	100	100	98	
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ 3</b>	<b>\$ 23</b>	<b>\$ 40</b>	<b>\$ 70</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 98</b>	
	Loan Principal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	FTEs	0										



## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 OPERATING BUDGET

#### Summary of Major Operating Expense Budget Requests

In thousands of dollars

#### Finance

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
	<i>FIN Online Payment Gateway</i>	-	50	-	-	-	-	-	-	-	-	50
	<i>FIN Cogsdale Customer Service Management (CSM) System</i>	-	100	-	105	-	-	-	-	-	-	205
	<i>FIN Value for Money Audit</i>	-	120	-	-	-	-	-	-	-	-	120
	<i>FIN Flex-Suite Upgrades - Assessment &amp; Tax</i>	70	106	106	74	-	-	-	-	-	-	356
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 70</b>	<b>\$ 376</b>	<b>\$ 106</b>	<b>\$ 179</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 731</b>
<b>FUNDING SOURCES</b>												
	Operating	70	296	56	179	-	-	-	-	-	-	601
	Grants	-	80	50	-	-	-	-	-	-	-	130
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 70</b>	<b>\$ 376</b>	<b>\$ 106</b>	<b>\$ 179</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 731</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTEs	0										

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or by projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019–2022 Business Plan

## Human Resources

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City



# Human Resources

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Title: General Manager  
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HR Strategy | Labour Relations & Compensation | Employee Services | Organizational Design & Development | Recruitment

## DEPARTMENT OVERVIEW

The Human Resources Department provides professional advice and guidance and services to the organization in the areas of: HR strategy, labour relations; recruitment; organization design and development; occupational health, claims management and health promotion; pension, benefits and payroll administration; compensation administration; and general consulting on employee, HR policies or collective agreement issues.



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

## CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Organizational HR Strategies
- Labour Relations
- Classification, Compensation Administration and Pay
- Research
- Payroll, Benefits and Pension Administration
- Recruitment Organization Development
- Disability Management and Occupational Health Support

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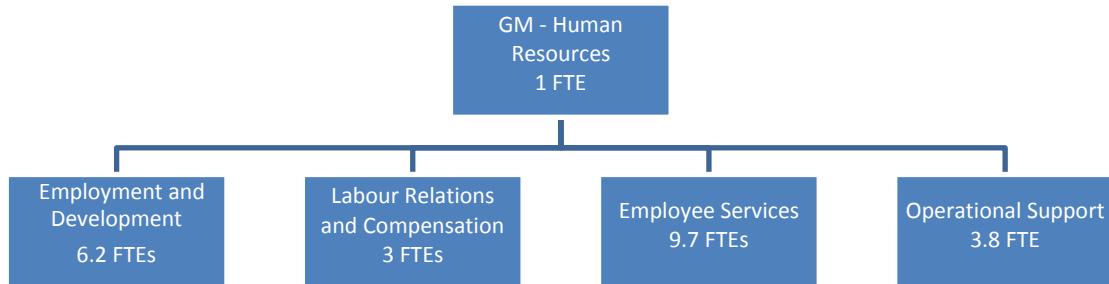
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	21.6	23.7	23.7	23.7	23.7
PEPs	20	21	21	21	21

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Corporate HR strategy(s) and Policies – To continuously improve, promote and contribute corporate-wide HR strategies in support of Council Priorities and evolving workplace/workforce trends, through: assessment, analysis and improvement recommendations based on workforce trends, employment standards and	City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, HR Team and the general public	N/A



compliance requirements, best-practices in organization culture and leadership.		
Labour Relations - To provide both strategic and practical labour relations and compensation services supportive of organizational priorities and objectives.	City Council, Executive Team, Leadership Team, Line Management Team, Employees, and Bargaining Agents. External relationships are maintained with the broader labour relations communities in Alberta/Western Canada.	Collective Agreements are negotiated within Council mandate. See attached metrics on grievances
Labour Relations - Areas of responsibility include negotiating and administering the City's six collective agreements; administering employment related Corporate HR policies and provincial legislation; providing support to the organization with day-to-day labour/employee relations issues; representing, or acting as a resource to external legal counsel in front of relevant administrative tribunals; and developing and maintaining "direct pay" compensation systems for all in-scope and out-of-scope employee groups.	City Council, Executive Team, Leadership Team, Line Management Team, Employees, and Bargaining Agents. External relationships are maintained with the broader labour relations communities in Alberta/Western Canada.	N/A
Employee Services - Provide leadership and support as well as effective and efficient service delivery to departments and employees within the City of Medicine Hat balancing the needs of individual customers/employees with the organization as a whole while complying with legislative regulations,	City Council, Senior Management, Organizational leaders at all levels, Active and Retired Employees and their families, Unions and the HR Team. External relationships with Benefit Carriers, Consultants, Medical Professionals, Health Practitioners, WCB, and Government Agencies	Employer cost of sick, family sick, and short term disability. Includes lost time as percentage of total T4 earnings.

human rights, collective agreements and City policies.	including the CRA and HRSDC	
Employee Services - Areas of responsibility include payroll, benefits, occupational health and wellness, disability management and claims administration	City Council, Senior Management, Organizational leaders at all levels, Active and Retired Employees and their families, Unions and the HR Team. External relationships with Benefit Carriers, Consultants, Medical Professionals, Health Practitioners, WCB, and Government Agencies including the CRA and HRSDC	10% reduction in average number of days from the employee's first day off to their return to full duties (compared to previous approach) 10% reduction in average number of days from the time an employee's medical is received from the doctor to when the employee starts their MRTW plan (compared to previous approach)
Employment and Development – Support hiring managers with efficient and effective staffing.	City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, HR Team, and the public. Maintain relationship with external organizations. (Search Firms, other Municipalities, and Community based organizations, Universities and Colleges, Apprentice Boards etc.)	Recruitment activity – includes employer competitions comparisons year to year, new hires, percentage of turnover rates.
Organization development: provides advice/coaching and guidance to organization leaders in support of evolving the organization and its culture. This includes organization design, assessments, training, succession planning, change leadership, staff development, Coaching and employee recognition. .	City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, and other HR work groups. Foster and maintain relationships with external organizations.	N/A

## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
5. Fiscal Management	KR 1.1	The City's collective agreements were negotiated with a 0% salary increase for 2017.
6. City Government	KR 6.3	Solicited leadership team input, finalized approval and began development of Management Growth Program.
6. City Government	KR 6.2	Provided support and implementation of the City's Enterprise Resource Planning system without any significant errors or issues related to accurately producing payroll.
6. City Government	KR 6.3	Initiated the formation of corporate wellness committee. Launched the organizational wellness brand and hosted an employee wellness fair focused on engaging staff in living a healthy lifestyle.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Respectful Workplace Complaints are increasing	Increase in number and complexity of respectful workplace investigations or lack of reporting puts the City at risk for litigation or intervention from outside agencies	Support leaders to create a culture that embodies a respectful workplace. Continue to train and/or coach supervisors, management and leadership on recognizing and intervening in situations that may lead to respectful workplace complaints. Continue to conduct thorough investigations into complaints and provide supports to achieve any recommended improvements. Continue employee engagement surveys and capitalizing on corporate-wide strategies to improve identifiable challenges and/or risks.
Recruitment Challenges / Succession Planning	Failure to recruit or provide support to departments in developing succession plans results in lack of qualified talent	Finalize the development and implementation of the Organization Design & Development Framework
Increasing Benefit Costs	Increased benefit costs result in the need for the organization to decrease costs elsewhere or pass along the benefit costs to employees.	Focus on reviewing existing benefit plans and income replacement and look for opportunities to reduce costs and provide flexibility for employees.

Collective Agreements	Failure to negotiate agreement results in strike/lockout. Failure to negotiate agreements within financial constraints results in unsustainable cost escalation	Continue to work with unions to develop an understanding on financial constraints and pursue collaborative solutions
Reporting to WCB	Failure to report in 72 hour window results in increases to premiums	Continue to educate departments, in conjunction with HSE, on the importance of timely reporting
Lack of overall clear and consistent Organization Development and People Leadership Strategy	Without an overarching and fulsome strategy at a corporate level, the organization experiences and risks inefficiencies, unnecessary turnover, increased internal complaints, disengaged employees, difficult labour/management climate.	Champion, recommend and support the implementation of a clear and consistent corporate-wide strategy.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

### **Strategic Objective A:** Leading Corporate-Wide HR Strategies

#### **Rationale:**

1. There is an imbalance between the expectation that HR will lead corporate-wide HR strategy(s) and the current reactive, task-oriented HR services delivery.
2. The organization faces unprecedented financial challenges, corresponding pressures for significant changes, increased complexity of HR-related issues and the demographic realities of

workforce recruitment and retention. Wise investment in HR strategies (particularly Org. Design & Development) will be cornerstone in supporting the organization to meet these challenges.

3. The 'function and form' of the HR Department requires adjustment to enable leading of strategies, shifting to a broader internal 'consultant/facilitator' service model and still effectively and efficiently providing numerous traditional HR services.

**Indicator of Success:**

1. HR is well-connected to the organizations senior-level strategic discussions and processes and provides valued organizational 'surveillance' information, inquiry, advocacy, strategic recommendations and/or facilitation to such forums.
2. HR consulting/facilitation services, at the pre-concept stage of changes, enables Departments, and the organization as a whole, to be better-positioned to deal with significant change initiatives.
3. HR's structural form leverages a revised and sustainable balance of functions - leading corporate-wide HR strategies, pre-concept consultant/facilitation services and traditional HR services.

**Action Plan:**

1. Promote and establish ideal 'forum' for HR connectivity to senior organizational strategy discussions and processes – and provide valued contributions to corporate-wide HR strategies and solutions.
2. Promote and establish a model and processes that enable pre-concept consultation/facilitation services for leading org. design & development, recruitment & retention, change leadership, management growth, labor relations, etc.
3. Develop and implement HR Department adjustments to sustainably address a revised balance of HR strategies, consultation/facilitation and traditional services.

**Strategic Objective B:** Evolve strategic organization development for the corporation to sustain and/or better enable the efficient and effective delivery of services to citizens and internal clients.

**Rationale:**

1. Staff are being asked to find innovative ways to conduct work and reduce costs. Organizational Design and Development processes require consistent structure, longer-term lens and fulsome approach at a Corporate level – to properly support staff to achieve challenges.
2. An aging workforce means that a turnover of key staff will continue to occur and the City must invest strategically in organization development to ensure staff are supported at existing roles, prepared for new roles and new staff are well oriented/prepared.
3. The City must compete with other organizations in an effort to attract and retain qualified staff. Having an organized, methodical approach to organization development (including talent-

management) is key to ensure organizational efforts are being directed at the areas with highest return.

**Indicator of Success:**

1. The organization resiliency is enhanced and is able to seamlessly promote internal candidates (as applicable) into senior positions as they become vacant.
2. A robust organization development plan is established, promoting and supporting organization design, knowledge transfer, succession plans, staff development, talent management activities, etc
3. The organization is able to adapt to changes in leadership and staffing, with sustained or improved employee engagement outcomes.

**Action Plan:**

1. Use current data and organization assessment information to finalize an organization development framework and action plan -2019.
2. Implement organization development framework actions with a specific focus on highest risk areas. Includes the development of a wellness strategy and a review of our annual engagement survey to determine if best practices are being utilized. 2020 onwards
3. Continuous review of actions-to-outcomes, adjusting the framework and actions where applicable.

**Strategic Objective C:** Cost Containment – HR Influenced

**Rationale:**

1. Aligned to the Financially Fit Initiative, the City must contain costs and find efficiencies, where available
2. Increasing costs of sick leave benefits and medical/dental benefit costs requires a closer examination for efficiencies.
3. There is an imbalance between the expectation that HR will lead corporate-wide HR strategy(s) and the current reactive, task-oriented HR services delivery

**Indicators of Success:**

1. Corporate approach and practice of disability case management is updated, reflective of leading standards and practices and is reducing overall employee time away from work.
2. Collective Agreements negotiated within approved mandate and the City's ability to pay
3. Workforce related costs are contained or reduced through a corporate-side strategic approach for labor relations, including collaboration with unions, careful review of current practices and long-term planning around negotiations

**Action Plan:**

1. Review, update and revise corporate approach and practice of disability case management.
2. Through an established 'forum' for HR connectivity to senior organizational strategy discussions and processes – recommend corporate-wide labor relations-related strategies and opportunities toward achieving a Council mandate (including external market comparators, clarity of Financially Fit initiatives/challenges to reduce costs while not negatively impacting ability to attract and retain key staff). Manage collective bargaining within approved mandate.
3. Implementation of workforce-related Financially Fit initiatives – 2020

**Strategic Objective D:** Using Workforce Data to Enable Improved Analysis and KPI's**Rationale:**

1. The implementation of the Enterprise Resource Planning system provides a greater opportunity to access and report on workforce data
2. The ability to develop forward-looking (leading) indicators requires a greater need to access workforce data for scenario planning
3. Departmental operating strategies, costs and potential changes would be enhanced with greater access to workforce data

**Indicator of Success:**

1. Departments are able to draw on reports and manipulate data that assists in scenario planning
2. Human Resources develops HR-specific KPI's and is positioned as a business partner to assist other departments with KPI's and in scenario planning utilizing real-time workforce data
3. General Managers have an increased accountability for workforce-related costs in their operations and have ability to access data

**Action Plan:**

1. Continue to work with the Continuous Improvement Team and engage outside contractors, where needed, to develop workforce-related reporting through the Agresso ERP system. Support implementation of additional modules that were not scoped-in during the implementation.
2. Develop an educational strategy so operating departments are fully able to access information for planning purposes and to support change management.
3. Human Resources staff develop a plan to prioritize and reduce lower priority work so they are able to fully-engage in operating department planning activities.

**Strategic Objective E:** Organizational Value and Succession Proposition for Employment



**Rationale:**

1. City of Medicine Hat competes for talent with other organizations locally, provincially and inter-provincially. The organization needs to strategically examine its employment succession requirements (needs-to-availability - internal and external), compensation challenges and its ability to attract employees to live in/return to Medicine Hat.
2. Recruitment for mid-management positions is proving to be increasingly difficult. These positions are critical as they represent development positions for future Senior Leadership Team members.
3. Improved internal development opportunities and pathways could provide greater intrinsic organizational value while also creating greater balance of internal/external recruitment requirements.

**Indicator of Success:**

1. Organizational clarity of employment needs, gaps, compensation variables, marketability, etc.
2. Organizational strategy that articulates community, organization and employment 'value' while balancing internal employee development and succession with external recruitment.
3. Organization is able to internally promote, externally attract and overall retain a talented workforce positions. The time to fill middle management time is reduced and there is a 10-year future approach to developing a target audience for recruitment advertising

**Action Plan:**

1. Develop a succession strategy for the organization, with immediate-term focus on mid-management and difficult-to-fill positions.
2. Collaborate with Corporate Communications, and Corporate Services team generally, to develop a value proposition that reflects current and relevant community and organization information and branding – towards a multi-year plan for targeted recruitment that reflects organizational employment challenges.
3. Capitalize on Organizational Development - Strategic Objective 'B', to develop and accelerate internal succession planning and employee development opportunities.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Cost Containment	1. Fiscal Responsibility	KR 1.1	Update and revision of disability claims management processes	Employee Services	April 2019
			Recommend corporate-wide labor relations-related strategies and opportunities toward achieving a Council mandate Bargaining – manage collective agreement negotiations within Council mandate and review jurisdiction of unionized positions to ensure alignment with correct bargaining unit	GM and Labor Relations	April 2022
			Workforce-related Financially Fit initiatives fully implemented	GM	April 2020
Leading Corporate-Wide HR Strategies	6. City Government	KR 6.3	Establish HR connection to senior strategic discussions/planning	GM	April 2019
			Develop and implement an internal consultant/facilitation model, supporting change initiatives from the pre-concept stage and forward	GM and HR Team	August 2019
			Develop and implement adjustments to HR Department structure and competencies to sustainably support a balance of strategy, development and traditional HR functions.	GM and HR team	April 2019
Evolve strategic organization development for the corporation to	6. City Government	KR 6.3	Complete organization design & development framework and prioritize areas of focus	GM and Employment and Development	April 2019
			Implement organization design & development framework aligned to identified priorities. Includes the development of a wellness strategy and a review of our annual	Employment and Development	August 2019

sustain and/or better enable the efficient and effective delivery of services to citizens and internal clients			engagement survey to determine if best practices are being utilized	Employment and Development	August 2020
			Implement annualized review of organization design & development framework to adjust priorities, as required.		
Using Workforce Data to Enable Improved Analysis and KPI's	1. Fiscal Responsibility	KR 1.3	Continue to work with the Continuous Improvement Team and engage outside contractors, where needed, to develop workforce-related reporting through the Agresso ERP system. Support implementation of additional modules that were not scoped-in during the implementation	Employee Services	August 2019
			Develop an educational strategy so operating departments are fully able to access information for planning purposes and to support change management	Employment and Development	August 2020
			Human Resources staff develop internal KPI's and implement plans to prioritize and reduce lower priority work	GM and HR team	December 2020
Organizational Value Proposition for Employment	6. City Government	KR 6.3	Develop an employee value proposition specifically focused on mid-management and difficult-to-fill positions in the short term	Employment and Development	December 2019
			Refresh the recruitment branding campaign focusing on developing a 10-year plan for identifying audience for targeted advertising that will be reflective of organizational recruitment challenges	Employment and Development	April 2020
			Develop strategy to strengthen relationships with external search firms to assist in marketing the City as an employer of choice	Employment and Development	December 2020

## Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sale of Goods & Services	92	-	-	-	-	-	-	
Other Operating Revenue	149	175	195	200	205	210	(35)	
Internal Recovery	1,734	1,675	2,051	2,087	2,120	2,155	(480)	1
<b>Total Revenues</b>	<b>1,975</b>	<b>1,850</b>	<b>2,246</b>	<b>2,287</b>	<b>2,325</b>	<b>2,365</b>	(515)	
<b>Expenses</b>								
Salaries, Wages & Benefits	2,348	2,593	2,908	2,964	3,017	3,080	487	2
Contracted Services	525	802	1,126	1,129	1,132	1,133	331	3
Materials, Goods & Supplies	60	90	94	94	94	94	4	
Internal Loan Payments	73	76	-	-	-	-	(76)	4
Transfers to MOE, TCA, Reserves	193	-	(257)	(243)	(229)	(215)	(215)	5
Internal Charges & Transfers	366	357	231	236	240	243	(114)	6
<b>Total Expenses</b>	<b>3,563</b>	<b>3,919</b>	<b>4,101</b>	<b>4,181</b>	<b>4,254</b>	<b>4,336</b>	<b>417</b>	
<b>Cash Requirements</b>	<b>1,589</b>	<b>2,068</b>	<b>1,855</b>	<b>1,894</b>	<b>1,930</b>	<b>1,971</b>	<b>(98)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Increase to HR training recoveries, based on 1% of salaries	(\$376)	(\$36)	(\$33)	(\$35)
2	Increases due to inflation, top rate bumps, and temp additions to Labour Relations and org Development, which are intended to, in part, draw on the Employee Development reserve	\$315	\$57	\$53	\$63
3	Increase due to required employee testing services and additional organizational development costs budgeted. This is being compensated by a draw on the Employee Development reserve	\$324	\$4	\$3	\$1
4	Decrease to internal loan payments is a result of past debts being repaid and no planned internal loan borrowings	(\$76)	\$0	\$0	\$0
5	Transfer from reserve has increased as a result of budgeted training and wages that are to be funded by the Employee Development reserve	(\$257)	\$14	\$14	\$14
6	Decrease in internal charges in primarily related to lower ICS recoveries, which is based on the number of computers	(\$127)	\$5	\$4	\$4
	<b>Total Annual Change (Year over Year)</b>	(\$213)	\$38	\$36	\$41
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		<b>(\$98)</b>			

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.





# 2019–2022 Business Plan

## HSE & EM

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## HSE & EM

Department Head: Merrick Brown

Title: Director

Phone: 403-525-8686

E-mail: merbro@medicinehat.ca

HSE Operations | Health & Safety Development | Environmental Management | Emergency Management

### DEPARTMENT OVERVIEW

To provide departments with assistance in the development, implementation, and monitoring of their health, safety, environment and emergency management systems.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

HSE Operations  
Health and Safety Development  
Environmental Management  
Emergency Management



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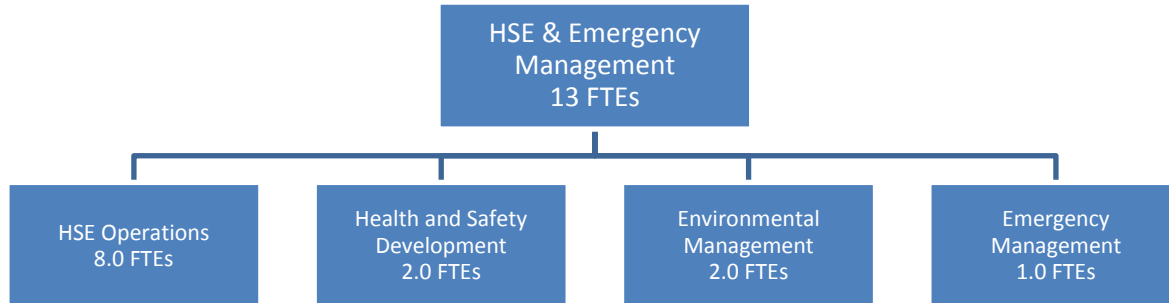
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	12	13	13	13	13
PEPs	12	13	13	13	13

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
HSE Operations	All City departments excluding Police Services	Meet or exceed all minimum service levels as indicated in the HSE Operating Guidelines.
Health and Safety Development	All City departments excluding Police Services	Achieve 90% positive department feedback for each health and safety initiative during the post-mortem review (i.e. department survey).
Environmental Management	All City departments excluding Police Services	Achieve 90% positive department feedback for each environmental initiative during the post-mortem review (i.e. department survey) and meet or exceed all minimum environmental service levels as indicated in the HSE Operating Guidelines.
Emergency Management	All City departments and external stakeholders (e.g.	Conduct annually, at a minimum, one regional emergency exercise and one City

	Cypress County, Town of Redcliff)	emergency exercise.
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## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
6. City Government	KR 6.1	Workplace Inspection Program: The workplace inspection program was reviewed for effectiveness and as a result, the process is being integrated into Intalex.
6. City Government	KR 6.1	Hazard Assessment and Control Training: All departments received training on the City's Hazard Assessment and Control Process and the City's uptake on generic hazard assessment training has increased by over 50%.
6. City Government	KR 6.1	Contractor HSE Management: Contractor management engagement sessions have been completed and an effective process has been developed to include all critical contractor management components including: pre-qualification; communication of responsibilities; and auditing.
6. City Government	KR 6.1	Environmental Management System: The Integrated HSE Management System Roadmap conforming to ISO 14001 and ISO 45001 has been developed. 50% of the underlying Standards have since been developed and are awaiting department consultation/review.



## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Increased environmental compliance obligations.	Industry and the City are experiencing an increase in environmental regulatory pressures and obligations related to: air emission management; contaminated sites management; and environmental monitoring and reporting.	Specific to environmental compliance obligations, the City will develop and implement an integrated Corporate HSE Management System which conforms to the international standard for environmental management (i.e. ISO 14001).
Increased occupational health and safety compliance obligations.	Provincial occupational health and safety legislation continues to become more stringent and is expected to continue in the future. Increased requirements include: contractor management; psychological health and safety; incident management; energy isolation; and training and competency.	Specific to occupational health and safety compliance obligations, the City will develop and implement an integrated Corporate HSE Management System which conforms to the international standard for occupational health and safety management (i.e. ISO 45001).
High frequency of motor vehicle incidents.	Motor vehicle incidents involving City vehicles has been identified as one of the City's highest frequency loss events.	An enhanced Transportation Safety Program has since been developed and will be implemented throughout the City departments which will include: consistent approaches to transportation safety compliance across the organization; training; and on-going monitoring.
Increased frequency and severity of regional emergency events across the Province.	The Province has experienced an increase in the frequency and severity of regional emergency events where regions require greater collaboration amongst themselves and the requirement for regions to be more self-sufficient during these events.	A provincially funded initiative will be undertaken in each region of the Province to increase the depth and competency of emergency operations centre (EOC) personnel. The City will lead the initiative throughout Southern Alberta.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Maintain a positive work environment and culture.

#### **Rationale:**

1. Increase job satisfaction, increase productivity and lower turnover.
2. Increase attraction to the City during the recruitment process.
3. Promote alignment to the corporate values.

#### **Indicator of Success:**

1. Increased favorable responses by 10% in future employee engagement surveys.

#### **Action Plan:**

1. Conduct a minimum of one department team building session on an annual basis. Identify leadership development opportunities for personal growth and department succession planning on an annual basis.
2. Conduct quarterly professional development sessions, developed in-house.

## **Strategic Objective B:** Develop and implement an integrated Corporate HSE Management System.

### **Rationale:**

1. Demonstrate compliance with current and emerging HSE regulatory requirements.
2. Integrated HSE Management System including all components of an Environmental Management System.
3. Promote continual improvement of processes, systems throughout the City.
4. Increase involvement and engagement of employees with respect to HSE programs.
5. Promote a positive image with employees, customers and stakeholders.
6. Promote improved HSE performance for all City activities.
7. Improve cost control by providing streamlined, consistent approaches to managing HSE requirements.

### **Indicators of Success:**

1. Decreased Total Recordable Incident Rate (TRIR) by 5% each year.
2. Decreased Lost Time Incident Rate (LTIR) by 10% each year.
3. Zero Level 3 or higher environmental spills/releases from City operations/activities as identified on the City's risk matrix.

### **Action Plan:**

1. Complete Phase 1 & 2 (HSE Management System Tier 1 Roadmap, Tier 2 Standards & Tier 3 Codes of Practice) by August 2019.
2. Complete Phase 3 & 4 (HSE Management System Tier 4 Department Gap Analysis & Communication/Overview of HSE Management to all City personnel by December 2020.
3. Complete Phase 5 Internal Audit & Management Review by April 2021.
4. Complete Phase 6 Gap Analysis of HSE Management System and investigate feasibility of ISO 14001/45001 certification by December 2021.

## **Strategic Objective C:** Implement an enhanced Transportation Safety Program.

### **Rationale:**

1. Enhance compliance with provincial commercial vehicle safety legislation.
2. Increase organizational awareness of commercial vehicle safety legislation obligations and responsibilities.
3. Promote consistency in the application of transportation safety requirements throughout the City.

### **Indicator of Success:**



1. Reduction in the CMH's risk factor by 10% each year as identified on the City's Carrier Profile.

**Action Plan:**

1. Conduct training for impacted personnel and implement the Transportation Safety Program by April 2019.
2. Complete City department audits of the Transportation Safety Program by December 2019 (ongoing action).

**Strategic Objective D:** Organize and lead the provincially funded Regional EOC Support Team training and exercises for municipalities throughout Southern Alberta.

**Rationale:**

1. Increase public and responder safety by increasing the number and competency of available CMH EOC personnel.
2. Promote regional collaboration between municipalities during emergency events.
3. Promote consistency in the application of EOC processes across the region, allowing for efficient transition between EOCs when sharing personnel resources.

**Indicator of Success:**

1. Increased number of trained EOC personnel as listed on the City's EOC organizational chart by 50%.

**Action Plan:**

1. Complete initial block 1 training (introductory EOC training), block 2 training (position specific EOC training), and block 3 training (emergency exercise) by April 2019.
2. Complete follow-up and refresher training by April of each year up to 2022 (dependent on provincial grant funding).

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Positive Work Environment and Culture	6. City Government	KR 6.3	Conduct a minimum of one department team building session.	All	December 2019
			Identify leadership development opportunities for personal growth and department succession planning.	All	December 2019
Corporate HSE Management System	6. City Government	KR 6.4	Complete Phase 1 & 2 (HSE Management System Tier 1 Roadmap, Tier 2 Standards & Tier 3 Codes of Practice).	Environmental Management / Health and Safety Development	August 2019
			Complete Phase 3 & 4 (HSE Management System Tier 4 Department Gap Analysis & Communication/Overview of HSE Management to all City personnel).	Environmental Management / Health and Safety Development	December 2020
			Complete Phase 5 Internal Audit & Management Review.	Environmental Management / Health and Safety Development	April 2021
			Complete Phase 6 Gap Analysis of HSE Management System and investigate feasibility of ISO 14001/45001 certification.	Environmental Management / Health and Safety Development	December 2021
Transportation Safety Program	6. City Government	KR 6.2	Conduct training for impacted personnel and implement the Transportation Safety Program.	Health and Safety Development	April 2019
			Complete City department audits of the Transportation Safety Program.	Health and Safety Development	December 2019
Regional EOC Support Team	4. Community Safety and	KR 4.6	Complete initial block 1 training (introductory EOC training), block 2 training (position specific	Emergency Management / Health	April 2019

Training	Vibrancy		EOC training), and block 3 training (emergency exercise).	and Safety Development	
			Complete follow-up and refresher training each year (dependent on provincial grant funding).	Emergency Management / Health and Safety Development	April 2022

## Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Grants and Other Transfers	2	5	3	3	3	3	2	
Sale of Goods & Services	31	31	31	31	31	31	-	
Other Operating Revenue	1	-	-	-	-	-	-	
Internal Recovery	1,072	1,094	1,339	1,359	1,380	1,401	(307)	1
<b>Total Revenues</b>	<b>1,106</b>	<b>1,130</b>	<b>1,372</b>	<b>1,393</b>	<b>1,413</b>	<b>1,434</b>	<b>(305)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	1,403	1,502	1,710	1,744	1,778	1,812	310	2
Contracted Services	202	256	213	213	213	213	(43)	
Materials, Goods & Supplies	33	30	26	26	26	26	(4)	
Internal Charges & Transfers	132	125	143	147	149	152	27	
<b>Total Expenses</b>	<b>1,769</b>	<b>1,913</b>	<b>2,093</b>	<b>2,130</b>	<b>2,166</b>	<b>2,203</b>	<b>290</b>	
<b>Cash Requirements</b>	<b>663</b>	<b>784</b>	<b>721</b>	<b>737</b>	<b>753</b>	<b>769</b>	<b>(15)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Internal recoveries are based off 56.1% of the budgeted expenses. Recoveries primarily increased because wages increased.	(\$245)	(\$20)	(\$21)	(\$21)
2	2 additional positions in 2019, that were not budgeted in 2018	\$208	\$34	\$34	\$34
	<b>Total Annual Change (Year over Year)</b>	(\$63)	\$16	\$16	\$16
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		(\$15)			

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
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KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019–2022 Business Plan

## ICS

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

## ICS

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Technical Services | Application Services

### DEPARTMENT OVERVIEW

Information and Computer Services (ICS) is focused on providing professional and prompt service and strategic advice to its customers and business partners, strengthening the City's network infrastructure, and delivering innovative and creative solutions that meet customer needs and City goals. Our commitment is to provide excellent customer service through responsive, value adding, main-stream technology solutions to support the business of the City of Medicine Hat by managing and securing technology, developing skills and planning for the future. "A Valued Partner in your Success"



### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Technical Services: Technical support and strategic services for technical infrastructure. Service Desk to support computer technology and mobile devices as well as Mailroom/Print Shop.

Application Services: Enterprise systems support and continuous improvement. Applications, database and records management.

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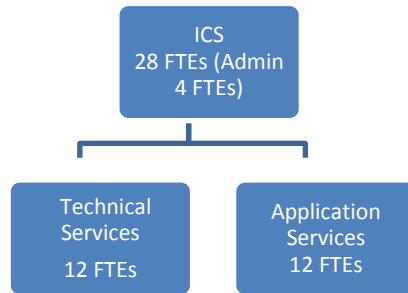
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	33.5	28	28	28	28
PEPs	33	28	28	28	28

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Technical Services: To provide a Service Desk for our Customers as a single point of contact for communication and technical issue resolution. CS provides technical support to customers to resolve technology incidents, to minimize interruptions and downtime of systems, software and smart devices such as tablets and smartphones. CS also includes mailroom and print shop operations. To	Mayor, City Council, City Staff and 3rd Party Contacts.	ICS Customer Satisfaction Rating and Surveys Completed. ICS Service Desk Calls Closed. See attachment "ICS KPI Graphs".



provide and maintain an effective and efficient network and database environment for the City's production systems, network backup and disaster recovery services while ensuring the security and integrity of the City's computing infrastructure and data platforms. TS is often the lead team investigating and analyzing new technologies.		
Application Services: To provide guidance and expertise with searches for appropriate third party solutions to address business requirements, selection and support of online self-service tools for residents and businesses and online and mobile systems for City employees. AS provides support and leadership with respect to the Enterprise Systems within CMH in addition to coordinating all Corporate GIS software, applications, databases and training.	Mayor, City Council, City Staff. Residents of City and 3rd Party Contacts.	ICS Customer Satisfaction Rating and Surveys Completed. ICS Service Desk Calls Closed. See attachment "ICS KPI Graphs".

### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
2. Infrastructure and Amenities	KR 2.1	Cybersecurity was a major focus for 2017-18. ICS implemented a program aligned with the National Institute of Standards and Technology focused on protecting CMH assets from cyber attacks.
5. Fiscal Management	KR 5.1	The implementation of an Enterprise Resource Planning system was a major accomplishment in 2017-18.
2. Infrastructure and	KR 2.1	The completion of a major data and voice network

Amenities		upgrades provides a platform to deliver IT and voice services now and in the future for CMH. The implementation of the AFFRCS Radio Network is an important update for first responders primarily. The main data center located in City Hall has had the air supply and controls updated.
6. City Government	KR 6.3	Planning and implementation of a governance framework for Enterprise Systems (ERP, etc.) in order to effectively and efficiently prioritize continuous improvement projects and maintain integrity of the systems.
2. Infrastructure and Amenities	KR 2.1	Supporting the implementation of an Asset Management system (CityWorks) which will provide a tool for business units to manage critical assets as well as developing a 10 year ICS Asset Plan.
6. City Government	KR 6.3	A new workflow and supporting organizational structure was implemented in ICS in order to reallocate resources to higher priority service delivery areas due to financially fit initiative.
5. Fiscal Management	KR 5.1	Changed the mailing of Utility Invoices to letter mail, saving the City of Medicine Hat, over \$20,000 a year on postage

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Cybersecurity	In the City's high value Information and Technology landscape, sophisticated and significant Cybersecurity risks are present.	The City has a need for a Cybersecurity Program and a coordinated City-wide approach to Cybersecurity incident response. This work is currently well underway.
Asset Renewal	Timely and planned renewal is important for reason such as financial planning and maintaining uptime on critical assets.	The City has a need for a technology asset management plan. The work is currently well underway.
Technology Resiliency	Availability and access to tools for business units to perform their roles is important.	Consistently building in resiliency to technology platforms and deployments based on the level of criticality of the systems.
Enterprise Systems Integrity	Enterprise systems at CMH need to be available and accurate.	We are building an enterprise systems governance structure including a filtered intake process to ensure our systems are reliable and accurate.
Internet of Things (IOT)	The ever growing network of devices	All network/technical infrastructure

	and systems that are connected to the internet or to an IP network is called the Internet of Things.	design must consider the growth in the Internet of Things. We must design and implement an agile network that can securely and efficiently handle evolving needs of our business units.
Shift from Capex to Opex	The technology industry trend toward service offerings being only available through cloud based or hosted solutions puts significant pressure to increase opex spending rather than invest using capital funds.	All investments in services or applications must be vetted through the cloud decision making framework and thorough understanding and considerations documented in a business case.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

### **Strategic Objective A:** Cybersecurity Program

#### **Rationale:**

1. A cybersecurity program ensures CMH information assets are protected to the best of our ability.
2. Cybersecurity related crimes and attacks are continually rising in volume and sophistication resulting in a potential risk to public safety.
3. Cybersecurity attacks can cause severe/lengthy and costly service outages.

#### **Indicators of Success:**

1. A cybersecurity program will educate users to use safe practices with respect to technology.
2. The number of cyber incidents will decrease through continued education and testing.

3. Regular audits and assessments through the cybersecurity program will show continued network cybersecurity resilience.

**Action Plan:**

1. Continually test and educate CMH network users on safe cyber practices creating a culture of awareness.
2. Create and maintain a completed cybersecurity manual by end of 2019.
3. Annual audits/assessments and applied penetration tests for CMH network with all possible and reasonable hardening recommendations implemented.

**Strategic Objective B:** Asset Management Plan for ICS

**Rationale:**

1. Asset management plans are best practice in maximizing asset value and life.
2. Ability to allocate available resources against highest risk assets.
3. A 10 year asset management plan enables and supports long term planning and strategic thinking resulting in best practice asset management.

**Indicator of Success:**

1. Proactively maintaining our information technology assets will reduce the number of service interruptions due to failure resulting in longer useable asset life and higher stakeholder satisfaction.
2. Forecasting replacement/renewal costs will enable better financial and workload planning resulting in less budget variances and costly emergency fixes.
3. Risk mitigation plans can be effectively structured to ensure the best possible use of tax payers dollars resulting stable funding requirements.

**Action Plan:**

1. Continuously classify and age major information technology assets in a 10 year plan.
2. Ensure alignment on an annual basis to the Information and Computer Services Core Technology Roadmap (rolling 5 year plan) and other significant industry trends and risks.
3. Quarterly reviews and adjustment of risk register to ensure asset plan is aligned accordingly mitigating the highest risks.



## **Strategic Objective C:** Technology Resiliency

### **Rationale:**

1. Ensure technology based services are available and appropriate.
2. Ensure there is an effective support plan for all technology.
3. Ensure technology planning considers IT related risk register items.

### **Indicator of Success:**

1. Service availability meets 99.9% uptime.
2. Users of technology services report them to be reliable and effective resulting in high customer satisfaction.
3. Core information technology service recovery plans are validated and reliable resulting in high service availability.

### **Action Plan:**

1. Continually build strategic and operational plans with a focus on technology resiliency.
2. Plan and operate the CMH secondary data center as effectively as possible to provide a highly available technology service by end of 2019.
3. Improve maturity on key technology change management processes by 2020.

## **Strategic Objective D:** Enterprise Systems Integrity

### **Rationale:**

1. Enterprise systems are critical components in the delivery of service within CMH.
2. Information contained in the enterprise systems (hosted or cloud) must be valid, available and protected.
3. Enterprise systems enable the continuous improvement of services provided by CMH.

### **Indicator of Success:**

1. Enterprise systems projects are well planned and completed effectively.
2. Decisions makers in CMH are satisfied with the effectiveness of the enterprise systems.
3. Enterprise systems are available meeting our service uptime goal of 99.9%.

### **Action Plan:**

1. Complete and continuously improve the 5 year ESSR (Enterprise Systems Strategic Roadmap) by end of 2019.
2. Complete and continually improve an intake, validation and change management process for new system related projects by end of 2019.

3. Complete resiliency plan and technology implementation for key enterprise systems by end of 2020.

### **Strategic Objective E:** Continuous Improvement of ICS Operations

#### **Rationale:**

1. ICS resources are in high demand and are scarce; therefore there is a need to reallocate resources to the highest priority service areas, redesign workload/project intake processes and implement a revised organizational structure to support it.
2. ICS has a high service level of expectation from CMH users.
3. Balancing resources across net new projects and operational requirements is very difficult.

#### **Indicator of Success:**

1. Operational requirements are met and documented while net new projects that are approved and prioritized are implemented on time and on budget.
2. ICS staff work within priority guidelines to deliver highly effective customer service.
3. Mid to long term strategic planning for ICS becomes more effective in ensuring that the volume of operational requirements is minimized and continuous improvement with existing assets are maximized.

#### **Action Plan:**

1. Implement new workload intake process, reallocate resources to services areas of the highest need and implement a revised operational structure by early 2019.
2. Shift to more focus of resources to technical support, IT asset management, more preventative maintenance and technical operational requirements by mid-2020.
3. Implement a project coordination framework to increase on time on budget completion of approved projects by early 2021.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Sub-department)	Timeline
Cybersecurity Program	1. Fiscal Responsibility	KR 1.3	1. Continually test and educate CMH network users on safe cyber practices.	Technical Services	December 2022
			2. Create and maintain a completed cybersecurity manual by end of 2019.	Technical Services	December 2019
			3. Annual audits/assessments and applied penetration tests for CMH network with all possible and reasonable hardening recommendations implemented.	Technical Services	December 2022
Asset Management Plan for ICS	3. Infrastructure Renewal	KR 3.1	1. Continuously classify and age major information technology assets in a 10 year plan.	ICS Management	August 2019
			2. Ensure alignment on an annual basis to the Information and Computer Services Core Technology Roadmap (rolling 5 year plan).	ICS Management	December 2022
			3. Quarterly reviews and adjustment of risk register to ensure asset plan is aligned accordingly mitigating the highest risks.	ICS Management	December 2022
Technology Resiliency	3. Infrastructure Renewal	KR 3.1	1. Continually build strategic and operational plans with a focus on technology resiliency.	ICS Management	December 2022
			2. Plan and operate the CMH secondary data center as effectively as possible to provide a highly available technology service by end of 2019.	Technical Services	April 2020
			3. Improve maturity on key technology change management processes by 2020.	Technical Services	December 2020
Enterprise Systems	1. Fiscal Responsibility	KR 1.3	1. Complete and continuously improve the 5 year ESSR (Enterprise Systems Strategic	Application Services	December 2019

Integrity			Roadmap) by end of 2019.		
			2. Complete and continually improve an intake, validation and change management process for new system related projects by end of 2019.	Application Services	December 2019
			3. Complete resiliency plan and technology implementation for key enterprise systems by end of 2020.	Technical Services	December 2020
Strategic Operations Review for ICS	6. City Government	KR 6.3	1. Implement new workload intake process, reallocate resources to services areas of the highest need and implement a revised operational structure by early 2019.	ICS Management	December 2019
			2. Shift to more focus of resources to technical support, IT asset management, more preventative maintenance and technical operational requirements by mid-2020.	ICS Management	August 2020
			3. Implement a project coordination framework to increase on time on budget completion of approved projects by early 2021.	ICS Management	April 2021

## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Other Operating Revenue	2	-	-	-	-	-	-	
Internal Recovery	7,029	6,949	5,901	6,053	6,172	6,284	664	1
<b>Total Revenues</b>	<b>7,031</b>	<b>6,949</b>	<b>5,901</b>	<b>6,053</b>	<b>6,172</b>	<b>6,284</b>	664	
<b>Expenses</b>								
Salaries, Wages & Benefits	3,549	3,507	3,243	3,370	3,486	3,585	78	2
Contracted Services	1,948	2,066	2,080	2,105	2,130	2,155	90	3
Materials, Goods & Supplies	272	59	63	63	63	63	4	
Other Operating Expenses	22	-	-	-	-	-	-	
External Loan Payments	684	795	634	642	237	241	(554)	4
Internal Loan Payments	666	569	958	1,229	1,272	1,355	787	5
Interest Expense	79	104	22	14	7	3	(101)	6
Transfers to MOE, TCA, Reserves	75	200	697	200	628	438	238	7
Internal Charges & Transfers	202	197	176	228	211	192	(5)	8
<b>Total Expenses</b>	<b>7,497</b>	<b>7,496</b>	<b>7,873</b>	<b>7,851</b>	<b>8,034</b>	<b>8,033</b>	<b>537</b>	
<b>Cash Requirements</b>	<b>466</b>	<b>548</b>	<b>1,973</b>	<b>1,798</b>	<b>1,862</b>	<b>1,748</b>	<b>1,201</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	The decrease is due to the net reduction in ICS allocations due to the transfer of ET to CAM and GIS to UBDS	\$1,048	(\$152)	(\$119)	(\$112)
2	This reduction is due to the transfer of staff from ET to CAM and the transfer of GIS to UBDS	(\$264)	\$127	\$116	\$99
3	Increase is due to postage mail rate hikes	\$14	\$25	\$25	\$25
4	Changes are due to the reorganization of ET to CAM, as well as past and current approved TCA's and MOE's	(\$161)	\$8	(\$405)	\$4
5	Changes are due to past and current approved TCA's and MOE's	\$389	\$271	\$43	\$83
6	Changes are due to the reorganization of ET to CAM, as well as past and current approved TCA's and MOE's	(\$82)	(\$8)	(\$7)	(\$4)
7	Changes are the result of approved TCA's and MOE's in the current budget	\$497	(\$497)	\$428	(\$190)
8	Increases are a result of other interdepartmental changes to ICS, that are out of ICS' control	\$60	\$53	(\$1)	(\$15)
	<b>Total Annual Change (Year over Year)</b>	\$1,425	(\$175)	\$64	(\$114)
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		\$1,201			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.



## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET Summary of Capital (TCA) Budget Requests *In thousands of dollars*

#### Information & Computer Services

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
45210536	ICS TCA 10 Year Capital Improvement Program (CIP) 2019-2022	705	510	943	1,238	-	-	-	-	-	-	3,396
45210537	ICS TCA Core IT Infrastructure Capacity Increases 2019	250	-	-	-	-	-	-	-	-	-	250
45210541	ICS TCA Data Center Advanced Network Services 2019	250	-	-	-	-	-	-	-	-	-	250
45210547	ICS TCA Cityworks Phase 3 2019	878	-	-	-	-	-	-	-	-	-	878
45210535	ICS TCA Secondary Data Center 2019	452	-	-	-	-	-	-	-	-	-	452
45210542	ICS TCA Data Management Strategy 2019 2020	180	160	-	-	-	-	-	-	-	-	340
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 2,715</b>	<b>\$ 670</b>	<b>\$ 943</b>	<b>\$ 1,238</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,566</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	617	-	568	238	-	-	-	-	-	-	1,423
INT)	Internal Loans	2,098	670	375	1,000	-	-	-	-	-	-	4,143
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 2,715</b>	<b>\$ 670</b>	<b>\$ 943</b>	<b>\$ 1,238</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,566</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Loan Interest	-	39	42	40	48	34	20	10	4	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	175	383	482	591	652	557	462	462	462	462	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ 175</b>	<b>\$ 383</b>	<b>\$ 482</b>	<b>\$ 591</b>	<b>\$ 652</b>	<b>\$ 557</b>	<b>\$ 462</b>	<b>\$ 462</b>	<b>\$ 462</b>	<b>\$ 462</b>	<b>\$ 462</b>
Loan Principal		0.0	425.0	540.0	624.0	655.0	669.0	454.0	282.0	208.0	0.0	-
FTEs		0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.



### 2019 - 2028 OPERATING BUDGET

#### Summary of Major Operating Expense Budget Requests

*In thousands of dollars*

#### Information & Computer Services


PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
	ICS MOE Cybersecurity 2019	80	-	-	-	-	-	-	-	-	-	80
	ICS MOE Agresso Update 2020	-	200	-	-	-	-	-	-	-	-	200
	ICS MOE Cybersecurity 2021	-	-	60	-	-	-	-	-	-	-	60
	ICS MOE Agresso Update 2022	-	-	-	200	-	-	-	-	-	-	200
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 80</b>	<b>\$ 200</b>	<b>\$ 60</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 540</b>
<b>FUNDING SOURCES</b>												
	Operating	80	200	60	200	-	-	-	-	-	-	540
	Grants	-	-	-	-	-	-	-	-	-	-	-
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 80</b>	<b>\$ 200</b>	<b>\$ 60</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 540</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTEs	0										

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or by projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.





# 2019 – 2022 Business Plan

## Land & Business Support

Submitted: 12/7/2018

Updated:

Updated:

Updated:



Medicine Hat  
The Gas City

## Land & Business Support

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### DEPARTMENT OVERVIEW

The aim of Land & Business Support (L&BS) is to serve the public interests of the community as an effective land developer generating economic and public benefits for the City; responsibly managing and maintaining all City-owned land not assigned to departmental portfolios while producing revenue and protecting a healthy ecology; providing timely internal real estate consulting services; and, facilitating ongoing improvements to the community economic action system through provision of effective business support services. Historically, the department has been guided by values including balanced economic growth, affordable housing, flexible development standards, a fair marketplace, innovation, a sustainable environment and self-sufficiency.



### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Land Development: identify / plan / design / develop raw land into subdivided and serviced parcels (residential, commercial & industrial)

Marketing & Sales: market & sell lots within City subdivisions, unserviced parcels and various 'one-of' properties surplus to civic needs

Property Management & Real Estate Services: property management of City-owned lands not assigned to other departmental portfolios or allocated to subdivision development plus land lease administration and internal real estate consulting to other departments

Business Support Office: facilitate the economic action system (including investment attraction and tourism services) by working in association with contract partners, local/regional stakeholder agencies and internal departments plus administering assigned programs.

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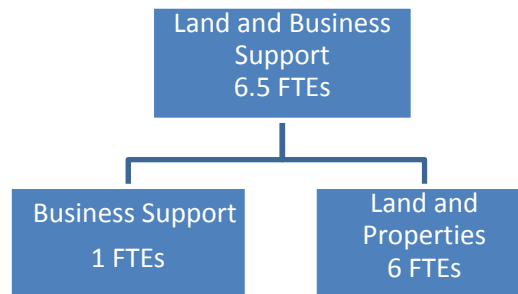
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	6.5	7.9	7.9	6.9	6.9
PEPs	6	6	6	6	6

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Land Development	Development Industry / Home Builders	Residential lot inventory at 2x annual sales forecasts; Development costs enable undiscounted ROI of at least 15% when subdivided and serviced land sold at market value; Milestones such as ASP, FSR, CCC & FAC met; developments include a mix of land uses in support of market demands and Council Priorities
Marketing & Sales	Home Builders / Private Developers / Individual Buyers	High level of awareness within private sector of City land holdings being marketed; feedback indicates L&BS is viewed by private sector as 'open for business'; +/- 50% market share of single family residential market; approved Council approved policies followed in all sales agreements; MGA requirement for land sales at market value met.



Property Management & Real Estate Consulting	Operating Departments; Lessees & Licensees; Downtown Parking	Lessee's and Parking Permit Holders' feedback indicate satisfaction with relationship with L&BS; approved Council approved policies followed in all lease agreements and real estate transactions; target annual lease rate of 7.5% of land market value for commercial leases; winter and summer maintenance activities successfully conducted with few public complaints.
Business Support Office	Local Industry / business; Regional / international developers	Ongoing measureable progress to Council's Key Results within Economic Development Strategic Priority; Observable / measurable results from Investment Attraction and Tourism contractors; Full uptake of annual DDIP funds.

### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
1. Economic Development	KR 1.1	Implemented DIRT and worked with contract investment attraction provider to facilitate discussions with over 20 industry developers in 2017. At least one large scale success (Atlantis Research Labs / Formtech) and several minor successes.
1. Economic Development	KR 1.2	Previous strategy developed in 2014 continued to be executed with Invest Medicine Hat. Over initial contract 63 local businesses assisted, 30 lead opportunities, 2 leads captured, 30 estimated jobs created.
1. Economic Development	KR 1.3	\$284K in DDIP funding administered in 2017. Since 2011, 189 total grants approved and 123 properties assisted.
1. Economic Development	KR 1.4	Implemented DIRT and worked with contract investment attraction provider to facilitate discussions with over 20 industry developers. At least one large scale success (Atlantis Research Labs / Formtech) and several minor successes.
4. Image and Profile	KR 4.1	DMO efforts around tourism promotion well aligned with Medicine Hat Brand and experiences the City is able to offer.
4. Image and Profile	KR 4.2	DMO efforts have contributed to increased visitation to Medicine Hat and positive feedback by travelers.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Market Forces	L&BS is subject to same market forces as private developers – trends in market values and demand for lot inventory	Monitor inventory levels against sales forecasts and plan next phases of subdivision development accordingly; strive to limit inventory that is +/- two years' worth of projected sales
Time to Market	Time to move from development identification -> planning -> design -> build can be 2 to 4 years. Additionally, depending upon market absorption, a subdivision can take 5-10 years to fully sell out	Plan ahead – get Concept Schemes / ASP / FSR stages completed in advance of next subdivision needing to be built; ensure lot pricing is updated periodically to track along with market forces
Environmental and Legal Issues	Growing due diligence requirements when buying or selling property; Resource capacity constraints in supporting depts.: e.g. Legal & HSE	Build allowances into selling and acquisition schedules; work closely with Legal and HSE to address issues in all sales and purchase agreements
Policy requirements	Current policy requirements for transacting land business require significant staff resources to seek necessary approvals from Council	Recommend policy amendments to delegate additional transactional authority to Executive and L&BS
Misaligned Economic Development Strategy	To maximize our economic potential as a community and promote best possible business attraction, expansion and retention results it is important to periodically check-in with existing business / industry / stakeholders to ensure the ED strategy is well aligned	Update Economic Dev't Strategy over near to medium term horizon
Staff Turnover	Two thirds of existing staff are likely to retire within current business planning horizon -> huge pending loss of historical knowledge and professionalism	Succession planning. Consider additional FTE to inject resource capacity to meet business plan objectives and aid with succession / transition planning steps within a very small dep't.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.
- Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.

- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Cost effectively develop land in a manner that supports Council objectives including following the MDP, providing a mix of land uses, being socially and environmentally responsible and creating value.

### **Rationale:**

1. Support Council’s priorities for Fiscal Responsibility and Economic Vitality
2. Provide mix of developed land uses to support residential, commercial and industrial growth while encouraging energy conservation, renewable energy, construction waste recycling and water conservation
3. Target maintaining approximately 50% of single family residential market inventory supply

### **Indicators of Success:**

1. Measurable progress towards KR 2.5: develop portions of Airport Commercial, Brier Run Commercial/Industrial and Northwest Industrial.
2. Maintain a minimum 2 year inventory of single family residential lots consistent with sales projections.
3. Land development costs are managed to enable a minimum undiscounted 15% ROI when lots are sold at fair market value.

### **Action Plan:**

1. As dictated by residential inventory levels, commence construction of Ranchlands 3C1 in 2019 and phases 3C2 and 3C3 in 2021-22
2. Develop Airport North Node phase 1 commercial in 2018 and initial phases of Brier Run commercial in 2021
3. Develop initial phase of NW Industrial in 2019-20 and Brier Run Industrial 2021.

**Strategic Objective B:** (1) Continue to market and sell serviced lots within developed subdivisions and (2) increase efforts to market unserviced infill parcels and properties deemed surplus to civic needs.

**Rationale:**

1. Support Council's priorities for Fiscal Responsibility and Economic Vitality.
2. Be "open for business" and support private sector investment / land development within the City including providing opportunities for builders.
3. Convert surplus land inventory not required for land development strategy or civic purposes into cash.

**Indicator of Success:**

1. Measurable progress towards KR 1.5: Successful disposition of real property assets when deemed surplus to civic needs.
2. Measureable progress towards KR 2.4: Sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
3. Target maintaining +/- 50% of single family residential market share.

**Action Plan:**

1. Complete dispositions of Arena site and Fire Hall #1 in 2018/19; address on a timely basis the disposition of other surplus civic buildings as required by the organization.
2. Prioritize 3-6 infill sites per year, carry out necessary due diligence to prepare for marketing and complete sales processes as market will bear.
3. Continue branding and marketing efforts on all active subdivisions, including a more active online / social media presence, plus administer all sales agreements.

**Strategic Objective C:** Property Management of inventoried lands to protect a healthy ecology, support community needs and maximize annual revenue.

**Rationale:**

1. As a responsible land owner the City must properly maintain and protect lands under its control.
2. Many not-for-profit clubs lease City lands to host their varied activities, facilitate community participation and provide an economic multiplier benefit.
3. Fiscal Responsibility dictates that the City maximize lease and license revenue from real estate holdings wherever possible while remaining a good steward of the lands under control.

**Indicator of Success:**

1. Proper winter (primarily snow clearance) and summer (primarily grass cutting and weed/pest control) maintenance procedures are followed on a timely basis with few complaints.

2. Target lease rate of 7.5% of land market value is achieved for commercial leases.
3. Land maintenance costs are transferred to third parties wherever possible through leasing and licensing practices.

**Action Plan:**

1. Manage downtown Cottonwood, Linden and Chokecherry Parking Lots.
2. Manage +/- 170 active land leases/licenses.
3. Manage summer and winter maintenance contracts.

**Strategic Objective D:** Internal real estate consulting to support stakeholder department needs and protect the City's interests.

**Rationale:**

1. Channeling all City real estate related transactions through L&BS ensures consistent approaches and necessary due diligence in coordination with City Solicitor, HS&E, CAM, other depts. as appropriate.
2. Operating Departments from time to time require property acquisition or disposal services in support of the operating and capital activities.
3. Support Council's priorities for Fiscal Responsibility and Economic Vitality.

**Indicator of Success:**

1. Measureable progress towards KR 2.3: land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
2. Council approved policies and MGA requirements for real estate transactions are followed every instance.
3. Real estate acquisitions required for civic purposes are conducted at fair market value and on a timely basis.

**Action Plan:**

1. Complete remaining Industrial Avenue Berm Land Acquisitions in 2018 and support Municipal Works as required for any future berm developments.
2. Complete updates to the Sales & Acquisition Policy #0151 and Lease & Licensing Policy #0152 in 2018/19.
3. Support land negotiations/transactions as required through opportunities arising from Development Investment Readiness Team (DIRT) functions.

**Strategic Objective E:** Foster an improved economic action system in conjunction with external contract providers, economic development stakeholders and internal City departments.

**Rationale:**

1. Support Council's priorities for Economic Vitality, Community Safety & Vibrancy and Sunshine Hospitality.
2. Opportunity exists in consultation and collaboration with other departments, external contractors and economic development stakeholders to update a long term, coordinated, industry-led, overarching economic development strategy to follow best practices and maximize economic development potential.
3. City Council desires Medicine Hat to be seen as 'open for business' and 'investment-ready'.

**Indicator of Success:**

1. Measureable progress towards KR 2.1: update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders and KR 2.2: implement systematic approaches to be more 'investment ready' and 'open for business' including more effective internal processes and practices.
2. Measureable progress towards KR 4.3: ... including continued focus on the Downtown by supporting renewed investment, infill development and a variety of housing and commercial options.
3. Measureable progress towards KR 5.5: working collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10-20% from 2017 levels by the end of 2022.

**Action Plan:**

1. Initiate / Facilitate collaborative efforts towards an updated economic development strategy.
2. Continue to enhance DIRT and related internal processes in support of investment readiness while aligning external contract providers and continuing to build effective relations with all economic development stakeholders.
3. Continue to administer DDIP, liaise with the CCDA and explore other potential incentives in alignment with Council Strategic Priorities for the Downtown (and the MDP).

**Strategic Objective F:** Foster continued effective L&BS operations through a focus on staff engagement, safety and succession planning

**Rationale:**

1. Support Council's priority for City Government; excellent public service is provided by engaged, informed staff operating within a positive corporate culture that supports health & safety and skill development.
2. Corporate HS&E systems require departmental cooperation and implementation.
3. L&BS is presently made up of very senior staff most of whom are eligible to retire within this business planning period.

**Indicator of Success:**

1. Measureable progress towards KR 6.2: maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, and employee training.
2. Measureable progress towards KR 6.3 ensure L&BS is positioned to carry out Council's direction through succession planning, leadership training and staff development.
3. Continuity of service is provided as retirements occur and new staff are recruited.

**Action Plan:**

1. Update all position descriptions.
2. Build transition / succession plans for each position.
3. Increase staff FTE complement by 1.4 (2 temp positions) to ensure sufficient resources are available to satisfactorily meet Council's 2019-2022 Strategic Priorities and to serve the succession plan for retiring staff members.



SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Cost Effective Land Development	2. Economic Vitality & 1. Fiscal Responsibility	KR 2.5	Ranchlands 3C1 construction	Land Development	August 2019
			Airport North Node Commercial ph 1 construction (2018) / Brier Run Commercial	Land Development	August 2021
			Develop Initial Phase of NW Industrial and/or Brier Run Industrial	Land Development	August 2021
Marketing & Sales of both developed subdivisions and infill parcels/surplus properties	1. Fiscal Responsibility & 2. Economic Vitality	KR 1.5 & KR 2.4	Complete dispositions of Arena (2018) and Fire Hall #1	Marketing & Sales	April 2019
			Prioritize 3-6 infill sites per year conducting requisite due diligence and associated marketing and sales functions	Marketing & Sales	December 2022
			Continue branding and marketing in all subdivisions with increased emphasis online & through social media	Marketing & Sales	December 2022
Effective Property Management	N/A	N/A	Manage Downtown Parking Lots	Land Sales Administration	December 2022
			Manage Active leases (+/- 170)	Property Administration	December 2022
			Manage Summer & Winter Maintenance Contracts	Marketing & Sales	December 2022
Effective Real Estate Consulting in support of Organizational Priorities	2. Economic Vitality	KR 2.3	Complete Industrial Avenue Berm land acquisitions (2018) and support future flood protection initiatives	Property Administration	December 2019
			Update Sales & Acquisition Policy #0151 & Lease & Licensing Policy #0152	Marketing & Sales	April 2019
			Address any land transactions arising from DIRT functions	Property Admin / Marketing & Sales	December 2022

Foster improved Economic Action System	2. Economic Vitality & 4. Community Safety & Vibrancy & 5. Sunshine Hospitality	KR 2.1 & KR 2.2. & KR 4.3 & KR 5.5	Initiate / facilitate collaborative efforts towards an updated economic development strategy	Business Support Office	December 2020
			Enhance DIRT (internal practices); manage external contract providers; continue to build productive relations with all economic dev't stakeholders	Business Support Office	December 2022
			Administer DDIP program and explore other potential incentives in alignment with Council Strategic Priorities and the MDP	Business Support Office	December 2022
Effective L&BS Operations through staff engagement, safety and succession planning	6. City Government	KR 6.2 & KR 6.3	Follow corporate lead on all HS&E and engagement priorities	Manager's Office	December 2022
			Build succession plans for each staff position	Manager's Office	April 2019
			Increase FTE complement by 1.4 to meet Council's Strategic Priorities and to serve the succession plan for retiring staff members.	Manager's Office	April 2019

## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sale of Services	8,637	6,540	7,470	9,341	13,676	13,924	(7,384)	1
Licenses, Fines and Penalties	13	1	3	3	3	3	(2)	
Other Operating Revenue	623	605	700	705	710	715	(110)	2
Internal Recovery	2,213	1,497	1,746	1,757	1,762	1,766	(269)	
<b>Total Revenues</b>	<b>11,486</b>	<b>8,643</b>	<b>9,919</b>	<b>11,806</b>	<b>16,151</b>	<b>16,408</b>	<b>(7,765)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	717	736	864	887	817	834	98	3
Cost of Land Sold	6,400	4,333	4,760	7,011	10,786	10,993	6,660	1
Contracted Services	1,208	1,190	1,432	1,433	1,434	1,436	246	4
Materials, Goods & Supplies	88	105	49	49	49	49	(56)	5
Grants and Other Transfers	-	-	200	200	200	200	200	6
Other Operating Expenses	3	3	-	-	-	-	(3)	
Internal Charges & Transfers	894	806	876	977	1,225	1,255	449	
Debenture Principle	-	-	-	0			-	
Infrastructure Loan Principle	-	31	14	14	14	14	(17)	
Inventory Adjustments	88	-	-	-	-	-	-	
Transfers to MOE, TCA, Reserves	200	200	-	-	-	-	(200)	
<b>Total Expenses</b>	<b>9,598</b>	<b>7,404</b>	<b>8,195</b>	<b>10,571</b>	<b>14,525</b>	<b>14,781</b>	<b>7,377</b>	
<b>Cash Requirements</b>	<b>\$ (1,888)</b>	<b>\$ (1,239)</b>	<b>\$ (1,724)</b>	<b>\$ (1,235)</b>	<b>\$ (1,626)</b>	<b>\$ (1,627)</b>	<b>\$ (388)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Sale of Services / Cost of Lots Sold(COLS): Forecasted land sales revenue is based upon individual year-by-year projections for residential, commercial, industrial and infill lot sales considering anticipated market absorption of available inventory. The addition of several infill lot sales is the key change for 2019 while increasing budgeted residential lot sales from 40 to 50 is noteworthy in 2020. Industrial sales related to Brier Run and the North West Industrial Park, are projected to commence in 2021. COLS expenses are directed correlated to the forecasted land sales.	(503)	380	(560)	(41)
2	Other Operating Revenue: primarily relates to land rentals forecasted to occur over the period; increases relate mostly to marginally higher lease rates as renewals come due.	(95)	(5)	(5)	(5)
3	Salaries: increases relate to extra budgeted hours for the temp Land Sales Administrator position and a two-year term position intended to augment marketing resources and facilitate succession planning needs within the budget cycle.	128	23	(70)	17
4	Contracted Services: includes annual funding for Med Hat Sport and Event Council (\$75K) commencing in 2019. Also some building maintenance items including roof replacements are scheduled over the period 2019-2022.	242	1	1	2
5	Materials: one-time budget reduction in 2019 to reflect actual expenditures.	(56)	0	0	0

6	The Downtown Development Incentive Program will now be included as an expense in the Operating budget, rather than an MOE and funded via Transfer to MOE	200	0	0	0
	<b>Total Annual Change (Year over Year)</b>	(84)	399	(634)	(27)
	<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>	(346)			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

TCA Decision Packages (listed in priority order):\*  
(in thousands of dollars)



### 2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET Summary of Capital (TCA) Budget Requests In thousands of dollars

#### Land & Business Support

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR TOTAL
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
47210584	L&BS TCA 2020 Ranchlands 3C	-	3,600	-	-	-	-	-	-	-	-	3,600
47210585	L&BS TCA 2021 Airport North	-	-	2,000	-	-	3,000	-	-	-	-	5,000
47210586	L&BS TCA 2019 Brier Run	5,000	-	5,000	-	5,000	-	-	5,000	-	-	20,000
47210587	L&BS TCA 2025 RiverWalk	-	-	-	-	-	-	7,000	-	10,000	-	17,000
47210589	L&BS TCA 2020 Airport East Node	-	-	-	-	-	3,000	2,000	-	-	3,000	8,000
47210590	L&BS TCA 2026 Airport South Node	-	-	-	-	-	-	-	5,000	-	-	5,000
47210591	L&BS TCA 2019 North West Industrial Park	14,000	-	-	-	-	7,000	-	-	-	8,000	29,000
47210592	L&BS TCA 2019 Unspecified Planning & Engineering	150	-	150	-	150	-	150	-	150	-	750
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 19,150</b>	<b>\$ 3,600</b>	<b>\$ 7,150</b>	<b>\$ -</b>	<b>\$ 5,150</b>	<b>\$ 13,000</b>	<b>\$ 9,150</b>	<b>\$ 10,000</b>	<b>\$ 10,150</b>	<b>\$ 11,000</b>	<b>\$ 88,350</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	19,150	3,600	7,150	-	5,150	15,000	7,150	10,000	10,150	11,000	88,350
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 19,150</b>	<b>\$ 3,600</b>	<b>\$ 7,150</b>	<b>\$ -</b>	<b>\$ 5,150</b>	<b>\$ 15,000</b>	<b>\$ 7,150</b>	<b>\$ 10,000</b>	<b>\$ 10,150</b>	<b>\$ 11,000</b>	<b>\$ 88,350</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
Loan Interest		-	-	-	-	-	-	-	-	-	-	-
Operating / Maintenance		21,150	4,140	7,950	-	5,750	14,300	10,250	11,250	11,500	12,100	-
Amortization		-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Loan Principal		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FTEs		0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

MOE Decision Packages (listed in priority order):\*  
*(in thousands of dollars)*

\*\* Land and Business Support does not have any MOE projects in the upcoming budget cycle.

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.



KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.

# 2019 – 2022 Business Plan

## Municipal Works

Submitted: 11/8/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

# Municipal Works

Department Head: Dwight Brown  
Title: General Manager  
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Administration | Airport | Engineering | Operations

## DEPARTMENT OVERVIEW

Municipal Works is responsible for planning, developing, maintaining, and expanding our municipal transportation network, storm water management system, flood protection system, and regional air transportation services to meet the needs of our community.

### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Roads and storm water infrastructure operations and systems maintenance including approval authority.

Infrastructure network planning and asset management.

Engineering design and technical analysis.

Traffic Management

Regional Airport operation and development

Emergency response including overland flood protection.



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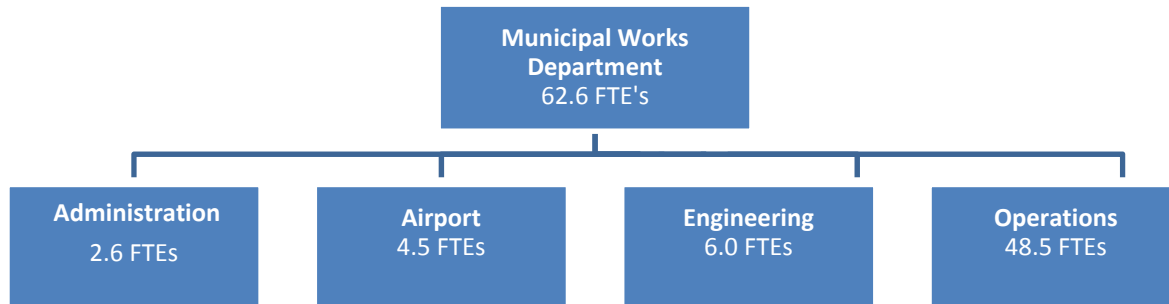


## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	62.6	62.6	62.6	62.6	62.6
PEPs	53	54	54	54	54

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Operation and maintenance of our transportation and storm water network.	All of City of Medicine Hat community.	Adherence to industry standards, practices, and various service levels such as Transportation Association of Canada (TAC) guidelines, Highway Traffic Act, and the Water and Environmental Protection Acts.
Traffic and pedestrian management.	Vehicle occupants, pedestrians, and cyclists.	Adherence to industry standards including the TAC guidelines, as well as the Council adopted Roads Bylaw.
Network planning, capital project delivery and asset lifecycle management.	City of Medicine Hat community.	Council approved Asset Management Policy.
Management and operation of a regional airport.	Air carriers, charter flight services, and airport tenants.	Meeting Transport Canada certification.
Overland flood protection.	City of Medicine Hat community.	Protection to a 1:100 Event.

Development planning review and approval for transportation, storm, and airport.	Development industry.	Municipal Servicing Standard, regulatory compliance, and industry standards and guidelines.
Disaster/emergency service response.	Community and support to Emergency Operations Centre and 911 Responders.	Regulatory compliance as the Roads and Storm Authority and EOC protocols.
Road-Right-of-Way Management	City of Medicine Hat community and internal departments.	Encompasses all aspects of traffic accommodation, vegetation control, and approvals in accordance with our Roads Bylaw, various Provincial Acts, and Industry Guidelines.
Own, operate, and maintain the City Rail Spur Line.	Air Liquide and CPR.	Adherence to our Alberta Transportation Operating Approval Certificate.
Customer service.	City of Medicine Hat community.	"2x14" practice.

### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
1. Economic Development	KR 1.2	WestJet air service to Calgary commenced June 2018. New leases and developments including the CanWest Air Ambulance Hangar and Front Porch Classics Café & Catering in the Airport Terminal and the implementation of the Airport Zoning Regulation Bylaw. The Airport also supported 20,000 take-off and landings, and 55,000 passenger movements in 2018.
2. Infrastructure and Amenities	KR 2.1	Completion of our various operational and maintenance programs including inspections and meeting our service level obligations (i.e. Snow and Ice Control; Street Sweeping; Lane Grading; Asphalt and Sidewalk Repairs; Bridge Maintenance; Streetlights, Signals, and Signs Maintenance; Storm Water System Management; and Berm Inspections and Maintenance). Over 1200m of new storm pipe installed in 2018 as part of the NW Trunk project. Continued implementation of the asset management strategy including Cityworks for all infrastructure classes (i.e. in 2018 approximately 10 kms of road was overlaid/rehabilitated; 1200m of defective sidewalk was addressed; 500m new sidewalk was installed; 500m of storm mains and leads were replaced; 250 catch basins were inspected; and 9000m storm lines were flushed and inspected).

2. Infrastructure and Amenities	KR 2.1	With federal funding of \$13M secured in 2017 for the Airport Main Runway Rehabilitation, construction was completed in 2018.
2. Infrastructure and Amenities	KR 2.1	South Railway Road Rehabilitation completed in 2018. Downtown South Railway street scape and storm water upgrades and improvements completed.
2. Infrastructure and Amenities	KR 2.2	Remainder of Riverside berm and Industrial Ave Ph. 1 and 2 berms completed in 2018.
5. Fiscal Management	KR 5.1	All city streetlights converted to LED.
6. City Government	KR 6.1	All regulatory, license, and compliance requirements were met.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Meeting regulatory and/or license requirements.	Regulatory and licensing requirements encompassing OH&S; Commercial Vehicles; Storm Water and Dam; Transportation; Airport; Rail Spur Line.	Codes of Practice; Operating Procedures; Inspections; Audits; Adherence to Industry Standards and Practice; Staff Competency and Use of Third Party (Consultant) Resources.
Aging infrastructure	Ensuring our transportation, storm, airport, and flood protections systems are maintained to appropriate service levels for public safety.	Asset Management Plan; Inspections and Adherence to Industry Guidelines and Standards; Staff Competency and Use of Third Party (Consultant) Resources.
Public safety regarding traffic and pedestrian movements.	Traffic control devices (signage and signals), and appropriate barriers are in place and transportation network is maintained to a functional level for safe movement of vehicles, pedestrians and cyclists.	Industry Standards and Guidelines; Traffic Accommodation Procedures and Review; Approvals Review and Sign-Off; Maintenance and Inspection Programs; Staff Competency and Accreditation including APEGA and ASET Compliance.
Airside infrastructure and critical systems for aircraft landings and take-offs.	Runway, landing systems and signage is operable and maintained IAW Transport Canada Airport Certification.	Airport Operations Manual; Certification Standards; Inspections and Audits; Staff Competency and Accreditation.
Public safety during emergency response situations.	Public safety on our transportation network is appropriately managed during events such as wind storms/tornados, flooding, vehicular/rail crashes and major snow events.	Emergency Preparedness Plans; 24/7 Staff Coverage; EOC; Practices and Standards; Staff Competency and Use of Third Party Resources including Specialized Equipment; Protocols with 911 and Emergency Responders (Police and Fire).
Hazardous road conditions.	Roads and Sidewalks are maintained to appropriate service levels including	911 Protocols with 24/7 On-Call and Supervisory Staff; Various

	addressing debris, potholes, sinkholes, and snow and ice issues.	Maintenance Programs; Snow and Ice Control and Street Sweeping Programs.
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## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

#### **Format to be followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Establish a Storm Water Utility model based on the principle of “user pay”.

#### **Rationale:**

1. The City is challenged with funding the operations and maintenance including renewal of its storm water infrastructure.
2. Currently, the storm water management requirements are funded through municipal property taxes and grants.
3. There is a need to identify potential revenue sources to fund a sustainable system.

#### **Indicators of Success:**

1. Identify a funding model that is sustainable and addresses the asset lifecycle requirements to operate, maintain, and grow the asset.
2. The model can be used to influence behaviors to reducing our storm water infrastructure requirements through water conservation practices.
3. We have the resources in place to address our infrastructure backlog to a service standard commensurate with our risk tolerance.

#### **Action Plan:**

1. Prepare a preliminary program assessment and needs analysis for Council consideration in 2019.
2. If approved by Council, prepare the utility rate model for implementation in 2020.
3. Commence using the rate model in 2021.



**Strategic Objective B:** Review our snow and ice control service levels.

**Rationale:**

1. The city is looking at reducing future operating costs where appropriate.
2. The snow and ice control program was last comprehensively assessed in 2011 and there is merit to continuing to evaluate the service levels that are appropriate for our community.
3. As part of the review there is opportunity to assess what is the appropriate balance of in-house and third party resources to deliver the service.

**Indicator of Success:**

1. Our current approach including the options, risks, and benefits are recognized and understood by the community.
2. The outcome is reflective of our community expectations and willingness to pay for the level of service.
3. We confirm the optimal service delivery model to meet the determined service levels in consideration of the various opportunities and risks.

**Action Plan:**

1. Undertake a service level review in 2019 including community engagement and benchmarking with other communities.
2. Prepare a report and recommendation for Council consideration in spring 2020.
3. Adjust and implement any changes in fall 2020.

**Strategic Objective C:** Continue to manage the road-right-of way for all traffic, cycling, and pedestrian movements while proactively optimizing traffic flow, and on-street parking for all users.

**Rationale:**

1. There are community expectations to ensuring that our traffic signals and timing are optimized while ensuring we allow for the safe movement of vehicles and pedestrians for all demographics.
2. We have areas within the city where there is a high demand for on-street parking which is creating community conflicts.
3. Our network should look to support all users including pedestrians and alternative modes of transportation.

**Indicator of Success:**

1. Our traffic management plans are supportive and match our community plan (MDP) and community expectations.
2. We are consistent with industry practice including the Transportation Association of Canada (TAC) Guidelines.
3. Our on-street parking management and practices balances the needs of all users of the roadway network.

**Action Plan:**

1. Continue to meet our service levels, provide for effective traffic management and where to appropriately assess and adjust specific intersections and road corridors to optimize traffic flow (2019 - 2022).
2. Assess the downtown area as well as other transportation corridors to determine where it is appropriate to change the speed, balancing community safety with the various stakeholder interests. This will also entail consideration of whether to move from one-way to two-way couplets in the downtown. This will likely be done in 2020 - 2022 after completion of the MDP in 2019.
3. Assess on-street parking in the hospital area in 2020 - 2022 following completion of the Hospital construction upgrades in 2020.

**Strategic Objective D:** Maximize our airport asset with development of the ground and airside lands while retaining and pursuing new air service and leasing opportunities and continuing to meet our operational, maintenance and regulatory requirements as a commercial certified (Transport Canada) Regional Airport.

**Rationale:**

1. The airport lands provide commercial opportunity to grow and diversify our economy.
2. Existing and enhanced air services supports economic development and community quality of life.
3. Airport commercial development has the potential to attract other cluster industries and tourism investment.

**Indicator of Success:**

1. We build on the strategies outlined in the Airport Strategic Plan, completed in 2018.
2. Recommendations on protection of lands for a potential (future) airport runway extension are embedded into the Municipal Development Plan.
3. We meet our regulatory requirements and continue to maintain and grow our air services including flights and passenger movements.

**Action Plan:**

1. Completion of the airside development plan in coordination with Land and Business Support (LaBS) in 2019, as well as through LaBS, prepare a marketing plan to advance commercial, industrial and airside development in the north node through this business plan cycle.
2. Maintain our airport airside infrastructure while meeting our operational and regulatory requirements and service levels.
3. Implement those approved recommendations arising from the 2018 Airport Strategic Plan to retain and grow the number of airside land leases, commercial and scheduled air service (2019-2022).

**Strategic Objective E:** Continue to operate and maintain our municipal infrastructure in accordance with industry standards and practices, service levels and our asset management plan within approved budgets.

**Rationale:**

1. We need to maintain our infrastructure and address our backlog to avoid creating future financial liability and degradation of our assets and compromising our community quality of life.
2. We currently have approximately \$2B in assets that requires sustained funding to meet our service levels and industry standards.
3. Our service levels and quality of infrastructure has a direct correlation to economic development and community vibrancy.

**Indicator of Success:**

1. We have appropriate levels of service, industry standards and condition assessment tools to effectively maintain, operate and lifecycle manage our assets through timely and effective maintenance and rehabilitation programs.
2. We meet our service levels, industry standards and guidelines, and maximize the asset life.
3. We can predict capital upgrades, allow for informed Corporate and Council decision-making and better coordinate construction with all departments.

**Action Plan:**

1. Continue to meet our operational maintenance, inspections and service level requirements for all of our municipal and airport infrastructure assets within the context and limitations of financial cost containment in accordance with the City of Medicine Hat Financially Fit Initiative.
2. Maintain our infrastructure through our operational, TCA Capital and MOE programs to our defined performance levels, industry standards and guidelines and various codes of practice within the context and limitations of financial cost containment in accordance with the City of Medicine Hat Financially Fit Initiative.

3. Ensure that we have the assessment tools, practices, and procedures including the supporting software systems in place for effective asset management and delivery of our operational programs.

### **Strategic Objective F:** Complete the Overland Flood Protection Plan.

#### **Rationale:**

1. The community has experienced several flood events over the past 20 years that has had significant financial and community impacts which have been devastating.
2. Impacts effect our financial situation, economic vitality, community safety and quality of life.
3. We have the ability to mitigate and protect our community through the provision of permanent and temporary measures.

#### **Indicator of Success:**

1. We protect our community for river and creek events up to the "1:100" event threshold.
2. Our ability to respond and protect matches our community and Council risk tolerance.
3. Our ability to respond to and execute our flood response plan is sustainable within our Emergency Operations Centre framework and less reliant on individual experience and competencies.

#### **Action Plan:**

1. The current \$33M funded Overland Flood Plan is completed by fall 2019.
2. We confirm whether we wish to complete any additional permanent flood measures and execute within approved budgets by fall 2019.
3. We have a Council endorsed flood protection plan with the appropriate balance of permanent and temporary measures fully implemented by fall 2020.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Sub department)	Timeline
Establish a Storm Water Utility model based on the principle of "user pay".	1. Fiscal Responsibility	KR 1.1	Prepare a preliminary program assessment and needs analysis for Council consideration in 2019.	Engineering	December 2019
			If approved by Council, prepare the utility model for implementation in 2020.	Engineering	December 2020
			Commence using the rate model in 2021.	Engineering	April 2021
Review our snow and ice control service levels.	1. Fiscal Responsibility	KR 1.2	Undertake a service level review in 2019 including community engagement and benchmarking with other communities.	Operations	December 2019
			Prepare a report and recommendation for Council consideration in spring 2020.	Operations	April 2020
			Adjust and implement any changes in fall 2020.	Operations	August 2020
Continue to manage the road-right-of way for all traffic cycling and pedestrian movements while proactively optimizing traffic flow and on-street parking for all users.	1. Fiscal Responsibility	KR 1.3	Continue to meet our service levels, provide for effective traffic management and where appropriate, assess and adjust specific intersections and road corridors to optimize traffic flow (2019 - 2022).	Engineering and Operations.	December 2022
			Assess the downtown area as well as other transportation corridors to determine where it is appropriate to change the speed balancing community safety with the various stakeholder interests. This will also entail consideration of whether to move from one-way to two-way couplets in the downtown. This will be likely be done in	Engineering.	December 2022

			2020 - 2022 after completion of the MDP in 2019.		
			Assess on-street parking in the hospital area in 2020 - 2022 following completion of the hospital construction upgrades in 2020.	Engineering.	December 2022
Maximize our airport asset with development of the ground and airside lands while retaining and pursuing new air service and leasing opportunities, and continuing to meet our operational, maintenance, and regulatory requirements as a commercial certified (Transport Canada) Regional Airport.	2. Economic Vitality	KR 2.5	Completion of the airside development plan in coordination with Land and Business Support (LaBS) in 2019, as well as through LaBS prepare a marketing plan to advance commercial, industrial and airside development in the north node through this business plan cycle.	Airport.	December 2019
			Maintain our airport airside infrastructure while meeting our operational and regulatory requirements and service levels.	Airport.	December 2022
			Implement those approved recommendations arising from the 2018 Airport Strategic Plan to retain and grow scheduled air services (2019-2022).	Airport.	December 2022
Continue to operate and		KR 3.1	Continue to meet our operational maintenance, inspections and service	Engineering/Operations/Airport	December 2022

maintain our municipal infrastructure in accordance with industry standards and practices, service levels, and our asset management plan within approved budgets.	3. Infrastructure Renewal		level requirements for all of our municipal and airport infrastructure assets within the context and limitations of financial cost containment in accordance with the City of Medicine Hat Financially Fit Initiative.		
			Maintain our infrastructure through our operational, TCA Capital and MOE programs to our defined performance levels, industry standards and guidelines and various codes of practice within the context and limitations of financial cost containment in accordance with the City of Medicine Hat Financially Fit Initiative.	Engineering/Operations/Airport	December 2022
			Ensure that we have the assessment tools, practices, and procedures including the supporting software systems in place for effective asset management and delivery of our operational programs.	Engineering/Operations/Airport	December 2022
Complete the Overland Flood Protection Plan	4. Community Safety and Vibrancy	KR 4.6	The current \$33M funded Overland Flood Plan is completed by fall 2019.	Engineering	December 2019
			We confirm whether we wish to complete any additional permanent flood measures and execute within approved budgets by fall 2019.	Engineering	December 2020
			We have a Council endorsed flood protection plan with the appropriate balance of permanent and temporary measures fully implemented by fall 2020.	Engineering/Operations	December 2020



## Financial Plan Summary & Highlights

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Municipal Taxes	129	136	122	7	4	3	133	1
Sale of Services	680	697	1,059	1,078	1,099	1,118	(421)	2
Insurance Recovery	1	-	-	-	-	-	-	
Other revenue	244	263	272	278	283	289	(26)	
Government Transfers for Operating	109	128	139	140	141	142	(14)	
Internal Recovery	3,167	43	-	-	-	-	43	
<b>Total Revenues</b>	<b>4,330</b>	<b>1,267</b>	<b>1,592</b>	<b>1,503</b>	<b>1,527</b>	<b>1,552</b>	<b>(285)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	5,699	5,494	5,659	5,770	5,883	5,998	504	3
Contracted Services	3,286	1,883	1,702	1,702	1,702	1,702	(181)	4
Materials, Goods & Supplies	1,769	218	398	394	389	384	166	5
Bank Charges & Short Term Interest	-	-	4	4	4	4	4	
Other Operating Expenses	1	-	-	-	-	-	-	
Internal Charges & Transfers	3,703	4,335	4,568	4,759	4,851	4,920	585	
Interest on Long Term Debt	537	527	481	420	360	302	(225)	6
Debenture Principle	1,312	1,512	1,521	1,377	1,382	1,335	(177)	7
Infrastructure Loan Principle	245	312	214	253	332	364	52	8
Transfers to MOE, TCA, Reserves	2,466	1,552	81	91	366	44	(1,508)	
<b>Total Expenses</b>	<b>19,018</b>	<b>15,833</b>	<b>14,628</b>	<b>14,770</b>	<b>15,269</b>	<b>15,053</b>	<b>(780)</b>	
<b>Cash Requirements</b>	<b>\$ 14,688</b>	<b>\$ 14,566</b>	<b>\$ 13,036</b>	<b>\$ 13,267</b>	<b>\$ 13,742</b>	<b>\$ 13,501</b>	<b>\$ (1,065)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Reduction of Tax revenue from Local Improvements in 2020 is the result of revenue from a large improvement project being fully recovered in 2019.	14	115	3	1
2	Sales of Services <ul style="list-style-type: none"> <li>• New revenue from WestJet service announced in 2018 = - \$350k</li> <li>• Increase in Hospital on-street parking revenue = -\$41k</li> <li>• Decrease in budgeted external third party work and spur line rental = +\$29k</li> </ul>	(362)	(19)	(21)	(19)
3	Salaries, Wages & Benefits <ul style="list-style-type: none"> <li>• 2% increase in Salaries and Wages = average +\$113k/yr.</li> <li>• Reduction in the salaries and wages allocation to other department work and the overlay program. Increasing tax funded component of Salaries and Wages = + \$120k (2018-2019)</li> <li>• Increase in temporary staff budget due to statutory pay and vacation pay requirements = +\$44k (2018-2019)</li> <li>• Increase in budgeted managed man power (Financial System conversion) = -\$39k (2018-2019)</li> <li>• 2018-2019 budget Non Union budget adjustment = -\$88k (2018-2019)</li> <li>• Other various payroll increases = + \$15k (2018-2019)</li> </ul>	165	111	113	115
4	Contracted Services FFI Initiative to reduce Sidewalk Maintenance budget by \$100K per year, and Storm Maintenance budget by \$50K per year.	(181)	-	-	-

5	Materials, Goods & Supplies <ul style="list-style-type: none"> <li>Reduction in equipment usage and recovery from other department work and the overlay program = -\$195k</li> <li>Reallocation of recovery from internal departments (offset in internal charges) = +\$15k</li> </ul>	180	(4)	(5)	(5)
6	Changes are due to the timing of past and current approved TCA's	(46)	(61)	(60)	(58)
7	Changes are due to the timing of past and current approved TCA's	9	(144)	5	(47)
8	Changes are due to the timing of past and current approved TCA's	(98)	505	120	60
	<b>Total Annual Change (Year over Year)</b>	(319)	503	155	47
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		386			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

TCA Decision Packages (listed in priority order):\* *in thousands of dollars*



**2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET**  
**Summary of Capital (TCA) Budget Requests**  
*In thousands of dollars*  
**Municipal Works**

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST					10 YEAR	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
23210612	MWD 2019-22 Bridge Repair/Rehabilitation Program	250	1,400	500	500	700	500	500	500	500	500	5,850
23210611	MWD 2019-22 Infrastructure Rehabilitation Program	5,750	6,000	6,500	6,750	6,500	7,500	7,750	8,000	8,250	9,000	72,000
23210613	MWD 2019-22 Storm Sewer Replacement/Renewal Program	3,500	3,750	4,500	4,750	4,000	5,250	5,500	5,750	6,000	6,500	49,500
23210628	MWD Rail Crossing Upgrades	-	400	-	-	-	-	-	-	-	-	400
23210616	MWD Downtown Surface Enhancements 3rd Street SE	-	1,000	-	500	-	-	-	-	-	-	1,500
23210615	MWD Spencer/Kipling Street Corridor Upgrade	-	-	-	-	4,200	-	-	-	-	-	4,200
23210614	MWD 2019-22 Lane Rehabilitation Program	-	-	400	-	-	200	200	200	200	200	1,400
23210617	MWD Fence Rehabilitation/Replacement	-	-	100	-	-	500	500	500	500	500	2,600
23210618	MWD Dunmore Road Bridge/Kingsway Intersection Upgrades	-	-	-	-	-	6,000	-	-	-	-	6,000
23210619	MWD South West Industrial Area Road Network Upgrades	-	-	-	-	1,000	-	-	-	-	-	1,000
23210620	MWD Industrial Avenue Rehabilitation	-	-	-	-	7,500	-	-	-	-	-	7,500
23210621	MWD Day Street Bridge Replacement	-	-	-	-	5,000	-	-	-	-	-	5,000
23210622	MWD Permanent Snow Disposal Facility	-	-	-	-	4,500	-	-	-	-	-	4,500
23210623	MWD College Avenue Bridge and Kipling Street Intersection Upgrades	-	-	-	-	-	-	14,000	-	-	-	14,000
23210624	MWD Arterial Road 2026	-	-	-	-	-	-	-	9,000	-	-	9,000
23210625	MWD Trans Canada Highway Service Road Construction	-	-	-	-	-	-	-	2,000	-	-	2,000
23210626	MWD Arterial Road 2028	-	-	-	-	-	-	-	-	-	9,000	9,000
23210627	MWD Industrial Avenue Bridge Replacement	-	-	-	-	-	-	-	-	-	5,000	5,000
24210508	MWD Airport Runway 09-27 Rehabilitation	-	-	-	-	-	-	4,000	-	-	-	4,000
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 9,500</b>	<b>\$ 12,550</b>	<b>\$ 12,000</b>	<b>\$ 12,500</b>	<b>\$ 33,400</b>	<b>\$ 19,950</b>	<b>\$ 32,450</b>	<b>\$ 25,950</b>	<b>\$ 15,450</b>	<b>\$ 30,700</b>	<b>\$ 204,450</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	8,300	10,965	11,000	11,500	-	-	-	-	-	-	41,765
DEB)	Debenture	-	-	-	500	-	-	-	-	-	-	500
OP)	Operating / Working Capital	-	-	359	-	-	-	-	-	-	-	359
INT)	Internal Loans	1,200	1,385	641	500	-	-	-	-	-	-	3,726
EXT)	Other External Sources (Third Party / Trade-in)	-	200	-	-	-	-	-	-	-	-	200
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 9,500</b>	<b>\$ 12,550</b>	<b>\$ 12,000</b>	<b>\$ 12,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,550</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
Loan Interest		-	-	-	-	16	15	15	14	13	13	
Operating / Maintenance		(4)	(178)	(596)	(1,043)	(1,315)	(1,928)	(2,299)	(2,732)	(3,441)	(3,716)	
Amortization		4	178	596	1,043	1,286	1,899	2,270	2,703	3,412	3,687	
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ 4</b>	<b>\$ 178</b>	<b>\$ 596</b>	<b>\$ 1,043</b>	<b>\$ 1,286</b>	<b>\$ 1,899</b>	<b>\$ 2,270</b>	<b>\$ 2,703</b>	<b>\$ 3,412</b>	<b>\$ 3,687</b>	
Loan Principal		0.0	0.0	0.0	0.0	13.0	14.0	14.0	15.0	16.0	16.0	
FTEs		0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

MOE Decision Packages (listed in priority order):\* (in thousands of dollars)



### 2019 - 2028 OPERATING BUDGET

### Summary of Major Operating Expense Budget Requests

In thousands of dollars

#### Municipal Works

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
23310504	MWD Connaught Dam Safety Review	-	-	50	-	-	-	-	50	-	-	100
23310500	MWD 2019-22 Infrastructure Inspections/Maintenance Program	350	300	300	425	450	500	450	500	600	700	4,575
24310506	MWD Air Service Attraction, Retention and Development	-	50	-	-	-	-	-	-	-	-	50
23310503	MWD Roadway System Master Plan Update	-	-	-	-	250	-	-	-	-	-	250
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 425</b>	<b>\$ 700</b>	<b>\$ 500</b>	<b>\$ 450</b>	<b>\$ 550</b>	<b>\$ 600</b>	<b>\$ 700</b>	<b>\$ 4,975</b>
<b>FUNDING SOURCES</b>												
	Operating	-	50	-	42	700	500	450	550	600	700	3,592
	Grants	350	300	350	383	-	-	-	-	-	-	1,383
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 350</b>	<b>\$ 425</b>	<b>\$ 700</b>	<b>\$ 500</b>	<b>\$ 450</b>	<b>\$ 550</b>	<b>\$ 600</b>	<b>\$ 700</b>	<b>\$ 4,975</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>FTEs</b>	<b>0</b>										

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy not required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019 – 2022 Business Plan

## Planning & Development Services

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)





## Planning & Development Services

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Administrative Support | Development Services | Safety Codes Services

### DEPARTMENT OVERVIEW

The aim of the Planning & Development Services department is to provide 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

Development Services - Development Engineering

Development Services – Planning & Business Licensing

Safety Codes Services – Construction Permits and

Inspection Services

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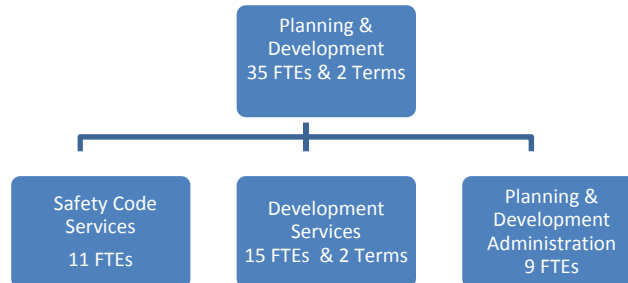
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	35 and 2 Terms	35 and 2 Terms	35 and 2 Terms	35 and 2 Terms	35 and 2 Terms
PEPs	35	35	35	35	35

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Development Review and Approvals	Applicants (land owners, contractors, builders, developers, realtors, community design professional and design consultants).	Development Permit decision in 40 days. Subdivision application decision in 60 days. Compliance Certificates issued in 5 days. Quarterly and Annual Development Statistical report issued 1 month after Quarter finish.
Safety Code Permit Reviews and Inspections	Applicants (building owners, contractors, builders, architects).	Review and inspection dates in accordance with the Uniform Quality Management Plan.
Policy Development	City Council and residents.	Projects completed on budget 80% of the time. Projects completed on schedule 75% of the time. 90% of all projects engage the community.

Community and Stakeholder Relations	Development, Construction and Business Stakeholders.	Quarterly meetings with industry representatives are held. Industry representatives are consulted on major plans, policies, and procedure changes 75% of the time.
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### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
1. Economic Development	KR 1.2	Review and approval times were once again well below the legislated decision timelines.
2. Infrastructure and Amenities	N/A	Taxi fare increase as per Taxi Bylaw No. 2648 was approved by City Council.
3. Social Wellness	N/A	Continued to lead a multi-department team in addressing chronic unsightly properties.
4. Image and Profile	KR 4.1	Department communication across all media platforms was consistent with City standards.
5. Fiscal Management	N/A	Completed annual review of the Off-Site Levy Rate.
6. City Government	KR 6.3	The City's Safety Codes Bylaws comply with the Safety Codes Act.

### Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
P&DS approval system capacity.	Failure to adequately serve customers (slower application turnaround times) due to resource and capacity restrictions.	Safety Codes Uniform Quality Management Plan plus Municipal Government Act regulations define review requirements. Re-assign staff from non-essential to core services and add resources supported with additional funding or increase in fees.
Worker error.	Adverse impact due to worker error from not following process or making unauthorized exceptions.	Supervisory review, resource management and training.
Disasters of scale such as a flood/tornado.	Impact on day-to-day operations as P&DS staff are seconded to the Emergency Operations Centre, plus recovery activities involving Safety Codes Officers authorizing the re-entry to residences and businesses.	Emergency Operations Centre & Incident Command System.

Change in corporate initiatives and priorities.	Loss of direction and/or efficiency.	Maintain robust communication with stakeholders so that they can be informed of any service changes that may impact them.
Inability to obtain and/or retain qualified workers.	Loss of knowledge, direction, and/or efficiency, increased errors and rework.	Reliance on Human Resources Department. Maintain staff professional and technical networks to assist with recruiting.
Records Management / Loss of Data.	Loss of key information/data required for day-to-day operations and historical data due to inadequate records management/protection/security of paper and electronic records.	Records management system, OnBase and ICS data backups.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Establish the foundation for future sustainable development.

#### **Rationale:**

1. Support City Council’s top priority of Fiscal Responsibility to support the long-term sustainability of the City.
2. The City sets the 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.
3. The servicing standards must follow and conform to the community’s long-term plan for the future (Municipal Development Plan (MDP). The MDP is currently undergoing a review and the servicing standards will be revised once the long-term vision is confirmed.

**Indicators of Success:**

1. The City's servicing standards, growth management plan, infrastructure replacement plans, and development incentive programs are in conformance with the MDP.
2. The City's servicing standards create the opportunity for long-term financially sustainable development.

**Action Plan:**

1. Complete a comprehensive review of the Municipal Servicing Standards Manual by December 31, 2022.
2. Departments will align their infrastructure replacement plans and development incentive programs with the MDP by December 31, 2020.
3. Conduct a review of potential opportunities to utilize municipal assessment and property tax structures to encourage development to align with the MDP.

**Strategic Objective B:** Debureaucratize development processes and support growth.**Rationale:**

1. Support City Council's priority of Economic Vitality.
2. Streamlining development processes and matching our services with investors' expectations is critical. This includes providing a modern development digital application process that allows customers to submit applications, communicate with the City, and pay fees digitally.
3. Business trends change and our existing Bylaws and new Bylaws must stay current to support new and emerging business trends.

**Indicator of Success:**

1. Positive feedback from our customers regarding the service we provide.
2. A fully functional E-Permitting system is in place that allows customers to digitally submit applications, communicate with City staff and pay fees digitally.
3. Outdated Bylaws are modernized and new Bylaws are developed to support new business trends.

**Action Plan:**

1. Fully implement E-Permitting by December 31, 2019.
2. Complete and implement a review of the Technical Coordinating Committee by June 30, 2019.
3. Comprehensively update the Business Licensing Bylaw by September 30, 2022 and prepare a Personal Ride Share Bylaw by December 31, 2019.

**Strategic Objective C:** Support sustainable infrastructure.**Rationale:**

1. Support City Council's priority of Infrastructure Renewal by focusing and managing aging assets to ensure quality and sustainable infrastructure.
2. Off-Site levies (OSL) provide the City with the opportunity to mitigate and fund the infrastructure required to support growth of the City. The OSL can be prepared to support City Council's development objectives (i.e. intensification).
3. The OSL Bylaw must conform to the MDP.

**Indicator of Success:**

1. The OSL Bylaw supports the implementation of the policies contained in the MDP.
2. The OSL Bylaw accommodates development and redevelopment while ensuring long-term financial sustainability.

**Action Plan:**

1. Complete the 2020 annual rate update to the OSL Bylaw by September 30, 2019.
2. Complete a comprehensive review of the OSL Bylaw by December 31, 2021.

**Strategic Objective D:** Prepare Bylaws and policies to support a safe community.**Rationale:**

1. Support City Council's priority of Community Safety and Vibrancy.
2. Bylaws and policies need to be in place to guide the City's response to emerging issues like Cannabis legalization and Abandoned Wells in urban areas.
3. Mandatory conformance to Provincial Safety Codes keeps property and residents safe.

**Indicator of Success:**

1. Local development and Business License regulations are established.
2. Urban Abandoned Well rules and processes are reviewed, refined, and formalized in the Land Use Bylaw (LUB).



3. The 2015 and the 2020 National Building Codes are successfully implemented.

**Action Plan:**

1. Complete the Cannabis LUB and Business Licensing Bylaw amendments by March 30, 2019.
2. Complete the Abandoned Well LUB amendment by June 30, 2019.
3. Implement the 2015 and the 2020 National Building Codes by March 30, 2019 and March 20, 2021 respectively (dates subject to provincial legislation).

**Strategic Objective E:** Prepare plans and policies to guide development.

**Rationale:**

1. Support City Council's priority of maintaining a safe community and building a vibrant City with a high quality of life.
2. The City's highest level plan which establishes the long-term vision for the community is the MDP. All other Bylaws, plans, policies, and budget are required to support and implement the plan.
3. The Modernized Municipal Government Act (MGA) requires the City to update the Intermunicipal Development Plan (IDP) and prepare an Intermunicipal Collaborative Framework (ICF) with adjacent municipalities.

**Indicator of Success:**

1. A MDP that has broad community support is adopted by City Council.
2. The City, Town of Redcliff, and Cypress County adopt an update to the IDP Bylaw and prepare an ICF.
3. MDP implementation tools (i.e. LUB, Area Redevelopment Plans (ARP), etc.) are completed and support the policies of the plan.

**Action Plan:**

1. Complete the MDP by December 31, 2019.
2. Complete the IDP and ICF by December 31, 2020.
3. Complete a comprehensive review of the LUB by December 31, 2021. Complete an ARP (i.e. Hospital) by December 31, 2022. Update applicable Bylaws, policies and practices to ensure conformance with the Modernized MGA by December 31, 2019.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Establish the foundation for future sustainable development.	1. Fiscal Responsibility	KR 1.6	1. Complete a comprehensive review of the Municipal Servicing Standards Manual by December 31, 2022.	Development Services	December 2022
Debureaucratize development processes and support growth.	2. Economic Vitality	KR 2.2	1. Fully implement E-Permitting by December 31, 2019.	All Sub-departments	December 2019
			2. Complete and implement a review of the Technical Coordinating Committee by June 30, 2019.	Development Services	August 2019
			3. Comprehensively update the Business Licensing Bylaw by September 30, 2022 and prepare a Personal Ride Share Bylaw by December 31, 2019.	Development Services	December 2022
Support sustainable infrastructure.	3. Infrastructure Renewal	KR 3.2	1. Complete the 2020 annual rate update to the Off-Site Levy Bylaw by September 30, 2019.	Development Services	December 2019
			1. Complete a comprehensive review of the OSL Bylaw by December 31, 2021.	Development Services	December 2021
Prepare Bylaws and policies to support a safe community.	4. Community Safety and Vibrancy	KR 4.5	1. Complete the Cannabis Land Use Bylaw and Business Licensing Bylaw amendments by March 30, 2019.	Development Services	April 2019
			2. Complete the Abandoned Well Land Use Bylaw amendment by June 30, 2019.	Development Services	August 2019

			3. Implement the 2015 and the 2018 National Building Codes by March 30, 2019 and March 20, 2021 respectively.	Safety Codes Services	April 2021
Prepare plans and policies to guide development.	4. Community Safety and Vibrancy	KR 4.1	1. Complete the Municipal Development Plan by December 31, 2019.	Development Services	December 2019
			2. Complete the Intermunicipal Development Plan and Intermunicipal Collaborative Framework by December 31, 2020.	Development Services	December 2020
			3. Complete a comprehensive review of the Land Use Bylaw by December 31, 2021. Complete an Area Redevelopment Plan (i.e. Hospital) by December 31, 2022. Update applicable Bylaws, policies and practices to ensure conformance with the Modernized Municipal Government Act by December 31, 2019.	Development Services	December 2022

## Financial Plan Summary & Highlights

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sales of Services	17	6	6	7	7	7	(1)	
Licenses, Fines and Penalties	2,409	2,512	2,563	2,614	2,866	2,919	(407)	1
Other Revenue	17	67	-	-	-	-	67	2
Internal Recovery	18	-	-	-	-	-	-	
<b>Total Revenues</b>	<b>2,461</b>	<b>2,585</b>	<b>2,569</b>	<b>2,621</b>	<b>2,873</b>	<b>2,926</b>	<b>(341)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	3,810	4,222	4,190	4,321	4,463	4,594	372	3
Contracted Services	157	216	228	228	228	228	12	
Materials, Goods & Supplies	52	108	109	109	109	109	1	
Bank Charges & Short Term Interest	1	-	1	1	1	1	1	
Infrastructure Loan Principle	24	-	54	55	56	32	32	
Transfers to MOE, TCA, Reserves	267	210	7	135	187	40	(170)	
Internal Charges & Transfers	389	396	450	457	466	472	76	
<b>Total Expenses</b>	<b>4,700</b>	<b>5,152</b>	<b>5,039</b>	<b>5,306</b>	<b>5,510</b>	<b>5,476</b>	<b>324</b>	
<b>Cash Requirements</b>	<b>\$ 2,239</b>	<b>\$ 2,567</b>	<b>\$ 2,470</b>	<b>\$ 2,685</b>	<b>\$ 2,637</b>	<b>\$ 2,550</b>	<b>\$ (17)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Permit revenue budget has increased by 2% each year, and an increase of \$200,000 in 2021 when the new rate schedule will come into effect.	(51)	(51)	(252)	(53)
2	5% E-permit revenue which was shown to offset E-permit software licensing in 2018, is now show in the transfer from Reserve account.	67	0	0	0
3	Increase in Salaries due to 2% projected increase and Step advances.	(32)	131	142	131
	<b>Total Annual Change (Year over Year)</b>	(16)	80	(110)	78
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		32			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

TCA Decision Packages (listed in priority order):\*  
(in thousands of dollars)



### 2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET Summary of Capital (TCA) Budget Requests *In thousands of dollars*

#### Planning & Development Services

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	<b>DEPARTMENTAL TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	-	-	-	-	-	-	-	-	-	-	-
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
	<b>FINANCING TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Loan Interest	-	-	-	-	-	-	-	-	-	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-	-
	<b>TOTAL NET OPERATING EFFECT:</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Loan Principal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	FTEs	0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

MOE Decision Packages (listed in priority order):\*  
(in thousands of dollars)



### 2019 - 2028 OPERATING BUDGET

### Summary of Major Operating Expense Budget Requests

In thousands of dollars

### Planning & Development Services

PROJECT #	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
26310505	PDS 2020 OFF-SITE LEVY BYLAW REVIEW	-	125	125	-	-	-	-	-	-	-	250
26310506	PDS 2020 MUNICIPAL SERVICING STANDARDS MANUAL REVIEW	-	-	50	-	-	-	-	-	-	-	50
26310508	PDS 2026 SLOPE STABILITY REVIEW	-	-	-	-	-	-	-	200	-	-	200
<b>DEPARTMENTAL TOTAL</b>		\$ -	\$ 125	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ 500
<b>FUNDING SOURCES</b>												
	Operating	-	125	175	-	-	-	-	200	-	-	500
	Grants	-	-	-	-	-	-	-	-	-	-	-
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		\$ -	\$ 125	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ -	\$ -	\$ 500
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
	FTEs	0										



## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019 – 2022 Business Plan

## Community Development

Submitted: 5/8/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City



# Community Development

Department Head: Leah Prestayko  
Title: General Manager  
Phone: 403.529.8310  
E-mail: leapre@medicinehat.ca

Community Access | Community Connections & Support | Operations Support |  
Administration and Leadership |

## DEPARTMENT OVERVIEW

Community Development – Our Purpose: We enhance liveability, quality of life and inclusivity of our community by developing, delivering and/or facilitating: access to critical-service providers; accessible public transportation; social & cultural connections, programming & supports; engagement of community values & expectations; and action toward addressing localized issues.



## CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Community Access: 9-1-1 Communications,  
Conventional and Specialized Public Transit  
Community Connections & Support: Social, Arts and  
Heritage, Inclusion, FCSS. Includes Esplanade, Seniors  
Centre, Cultural Centre, Saamis Tepee, Ewart Duggan  
House  
Operations Support: Grants, Sponsors, Contracts,  
Analysis, Marketing, Promotions, Administrative  
Support  
FCSS Administration  
Emergency Social Services  
City liaison to 3 Advisory Boards, 4 Advisory Committee  
and 1 Standing Committee  
City Liaison to Shortgrass Library System and Medicine  
Hat Public Library

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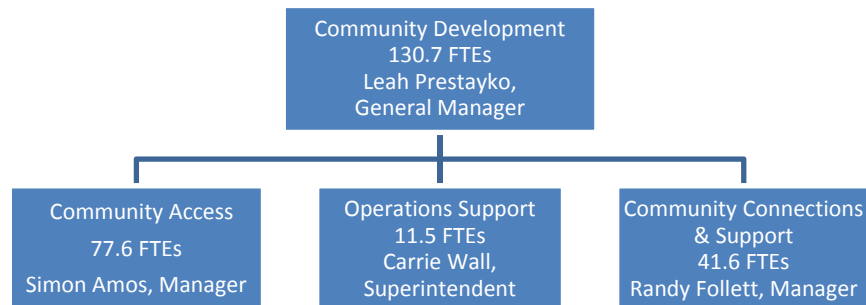
## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department

### Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	130.7	129.0	129.0	129.0	129.0
PEPs	115.0	113.0	113.0	113.0	113.0

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Providing complete and comprehensive call-answer and dispatch services, through a centralized/integrated 9-1-1 communications centre, for a broad range of first responders in the City of Medicine Hat and surrounding region. Includes 9-1-1 emergencies, utility emergencies (City),	Cypress County; Town of Redcliff; Residents of Medicine Hat; County of 40 Mile; Village of Foremost; Agencies of Police, Bylaw, Fire Services, Transit, Municipal Works, Natural Gas Production, Environmental Utilities, Electric Utilities, Alberta Health Services	Compliance (percent) of 9-1-1 calls answered within 15 seconds or less. Target = 95%

and non-emergent first response calls.		
Arts & Heritage programs and services to the residents and visitors enriching cultural life in the community. Programs and services include operation of the Esplanade Theatre, Art Gallery, Education, Museum and Archives. Cultural connections for the community; Saamis Tepee/site; Ewart Duggan House; Cultural Centre at Medicine Hat College; staff resource to Heritage Resources Committee, Arts and Heritage Advisory Board and Public Art Committee.	Residents of Medicine Hat and surrounding area, arts and heritage agencies, visitors/travelers, community groups, non-profit agencies, education, businesses, Advisory Boards and Committees	Number of attendees/users of City owned/operated Arts and Heritage amenities. Volunteerism opportunity, expressed by total number of hours invested to specific Community Development services/functions/events.
Promote and support the development of personal wellness, independence and sustainability of a healthy and caring community through: the identification of social needs/issues; FCSS administration; support for community accessibility and inclusion; facilitation of information, programs, services and resources; support and collaboration of service partners for children, youth, families and older adults; operation of the Seniors Centre; provide Meals on Wheels to housebound seniors and disabled persons of all ages; staff liaison to Social Development Advisory Board, Youth Advisory Board, Senior Citizens Advisory Committee, Advisory Committee on Disability Issues.	Residents of Medicine Hat across the age spectrum, social and support agencies, community groups, non-profit agencies, education systems, FCSS peer agencies/association, Advisory Boards and Committees	Number of social need and community engagement connections facilitated, across the age spectrum. Satisfaction (percent) of overall food services provided (seniors centre and meals on wheels).

Provide fully accessible conventional and specialized public transit services that support a vibrant, healthy, livable community for all residents and visitors. Includes an infrastructure of vehicles, bus stops, shelters and terminals that are accessible and environmentally friendly. Staff liaison to Transit Advisory Committee.	Residents of Medicine Hat and visitors/travelers of all levels of mobility; community groups, non-profit agencies, education, businesses, Advisory Boards and Committees	Number of riders on-boarding conventional transit service. Unit-hour utilization of specialized transit buses.
Coordinate and/or provide emergency social services (ESS) as required, aligned with the City's emergency management plan. Includes maintaining an updated ESS plan, identified staff for ESS roles and a consistent state of readiness.	Residents of Medicine Hat and surrounding area, social support agencies, schools/college, businesses, industry	Continued preparedness.
Administrative liaison for various allied service providers.	Medicine Hat Community Housing Society, Shortgrass Library System and Medicine Hat Public Library, Canadian Mental Health, Alberta Health Services, FCSS Association, Alberta Association of Seniors Centres.	Ongoing liaison support.

### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
3. Social Wellness	KR 3.3	Implementation of operational restructuring of the Community Development Department.
5. Fiscal Management	KR 5.1	Approval and implementation of the Subsidy Levels and User Fees for Public Services Policy and the Public Services Fair Entry Policy.
3. Social Wellness	KR 3.3	Distributed various FCSS, Cultural and Festival grants and contracts.
4. Image and Profile	KR 4.2	2017 Alberta Special Olympics Summer Games
4. Image and Profile	KR 4.4	Opening and operation of Veiner Centre
5. Fiscal Management	KR 5.1	Third-party review of conventional transit



6. City Government	KR 6.3	Implemented new systems and supports for emergency communications – trunked two-way radio, dispatch software, dispatch protocols
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## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Harm to staff working alone and/or late at night.	Threats or real danger from increased use/abuse of drugs/alcohol and various interactions with vulnerable sectors.	Informal de-escalation training; Alarm fitted to Regular Transit Buses to flash message on Illuminator (help, call 911); Mobile phones and Work Alone Application.
Future shifts/changes in industrial, residential, demographic and employment.	Development (residential, industrial, commercial) outside existing transit routes. Future demographic changes of citizens in Medicine Hat (aging population).	Involvement/contribution to the MDP and attendance at the TCC; Transit Standards for existing system and measurable impact of supporting new development. Awareness, education and training.
Reduced provincial funding for social, cultural and/or transportation.	City and many local NFP's rely on sustained provincial funding for FCSS, Arts, Museum, rural transportation pilot project.	Maintain situational awareness and constructive relationships with ministry contacts; service standards for all CDV areas; rationalize services and resources to minimize reliance and risk of external funding.
Recruitment, retention and succession of qualified personnel.	Risks associated with aging workforce, pending retirements, specialty roles and competitive job market.	Identify alternative recruitment strategies, enhance awareness and visibility of opportunities, develop succession plan.
Increasing public expectations.	The public has an increased expectation for a broad range of high quality public services delivered at minimal costs to the user.	Work to manage expectations through public engagement and information sharing. Continue to offer Fair Entry Policy. Regularly evaluate service uptake and efficiency of delivery.
Increasing regulatory compliance requirements and enforcement activities.	Provincial OHS Code changes require changes to existing processes. Increased enforcement activity from Provincial OHS requires a greater review of our processes to ensure reviews meet legislated requirements. The City could be subject to administrative orders and penalties for non-compliance. In areas of critical non-compliance, operations could be suspended until requirements are met.	Increase focus on ensuring documentation is meeting regulatory compliance by assigning resources. Confirm that new and existing supervisors and staff continue to be trained on their role in ensuring the health and safety of staff, contractors and members of the public.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

#### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Finalize determination of long term operational model for Seniors Centre / Services and implement decision.

#### **Rationale:**

1. Decision on long term operating model is pending (Fall 2018).
2. Any planning, preparations and/or implementations from the decision will occur during 2019-2022 timeframe.

#### **Indicators of Success:**

1. Decision broadly communicated through the user community and community in general.
2. Any subsequent plans are thoroughly conceived and seamlessly implemented.
3. Governance structure and operating model provide valued services for the user community(s).

#### **Action Plan:**

1. Determine impact of decision to governance, operations and user community.
2. Develop plans to implement decision, communicate/consult with user community and address impacts.
3. Implement plans in a seamless manner, minimizing service disruptions.

**Strategic Objective B:** Review, develop and implement Community Development Service Level Standards, particularly in the areas of Public Transit, Museums, Art Galleries, Seniors, Support Services, Libraries.

**Rationale:**

1. Variability of service expectations across the age spectrum between City operations, public and City Council – combined with FFI, changes in demographics, new industrial growth and pending MDP.
2. Determining service level standards will provide clarity for all parties, targets for service business planning, consistent foundations for performance measurement and a transparent lens for evaluation/planning service changes.
3. Minimizes evaluative subjectivity; enhances objectivity of continuous improvement and/or service level changes.

**Indicator of Success:**

1. User community(s) engaged regarding draft standards.
2. City Council endorses service level standards.
3. Standards implemented, measured, reported and foundational to business planning.

**Action Plan:**

1. Draft standards developed at Department/Division level.
2. User communities engaged regarding 'reasonableness' of draft standards.
3. Standards implemented, measured, reported and foundational to business planning.

**Strategic Objective C:** Pursue divestment of Community Development buildings where the City is in a landlord role that yields no net benefit to the corporation or community.

**Rationale:**

1. Several City owned buildings that Community Development acts solely as landlord to local agencies operating or subletting to various services/agencies.
2. Typically are long-standing lease agreements that serve as a net operating loss to the corporation; alternatively serve as a form of subsidization to the leasing agency.
3. The leasing agencies (or others) can own the building(s) to serve whatever purpose they desire, and the City will shed an annual net operating loss and avoid future capital improvement costs.

**Indicator of Success:**

1. Agencies currently leasing buildings are interested in purchase – or – understand the City's rationale for divestment.
2. Key community agencies (NFP's) are not displaced without reasonable alternatives.
3. Formal divestment of designated buildings.

**Action Plan:**

1. Confirm City/corporate desire to divest of designated buildings.

2. Confirm valuation and divestment process.
3. Engage current leasing agencies regarding divestment plan and potential purchase opportunities.

**Strategic Objective D:** Implement a coordinated and/or staged approach to recommendations from the internal reviews of FCSS and Community Resource Worker programs.

**Rationale:**

1. Internal reviews being finalized during 2018.
2. Various recommendations expected for implementation.
3. Potential linkage to the long-term operational model for the Seniors Centre.

**Indicator of Success:**

1. Review recommendations appropriately endorsed.
2. Implementation plan developed (and engagement plan as necessary).
3. Desired outcomes measured and reported.

**Action Plan:**

1. Finalize recommendations and any required approvals.
2. Develop implementation and any necessary engagement plans.
3. Implement plans; measure and report progress / outcomes.

**Strategic Objective E:** Liaison and participation with Destination Marketing Organization (DMO) in relation to non-traditional, Community Development opportunities including cultural tourism, seniors centre events, Highway #3 corridor transportation

**Rationale:**

1. Leverage key community / cultural assets and programming as part of tourism draw.
2. Leverage provincial pilot program on rural transportation (Hwy 3) as tourism draw.
3. Non-traditional tourism opportunities could enhance City profile and visitor experience.

**Indicator of Success:**

1. 'Seat at the table' for working with/contributing to DMO's efforts.
2. Consideration of creative, non-traditional tourism opportunities from Community Development.
3. Incorporation of several such opportunities within overall DMO plans/initiatives.

**Action Plan:**

1. Confirm connection representative from Community Development to/with DMO.

2. Provide creative, constructive input of potential non-traditional opportunities and methodologies.
3. Integrate agreed strategies within Community Development operational processes.

**Strategic Objective F:** Participate in the MDP planning process, contributing an overall Community Development lens to the process – including social and affordable housing.

**Rationale:**

1. MDP intent is to address a broad, overall City/community requirements, matters and perspectives.
2. The community access, connections and support services/perspectives of Community Development need to be reflected.
3. Such contributions will support a well-rounded, fulsome MDP.

**Indicator of Success:**

1. Community Development contributes to MDP development process, from the community access, connections and support perspectives.
2. Public Services Advisory Boards are engaged in process.
3. Completed MDP reflects various key considerations from community access, connections and support.

**Action Plan:**

1. Continued contributions by Community Development with MDP Steering Committee.
2. Engagement and contributions of MDP from Public Services Advisory Boards.
3. Support completion of MDP, as required, for an overall system and community perspective.

**Strategic Objective G:** Examine opportunities, alternatives and impacts for public transportation.

**Rationale:**

1. Shifts in demographics, 'aging in place' and new industrial growth.
2. Continued overall FFI focus.
3. City Council expectation to explore options (September, 2017).

**Indicator of Success:**

1. Evidence of transportation industry and community trends.
2. Local community engagement/feedback of needs and expectations.
3. Public transportation solution(s) to address 6 to 10 year horizon.

**Action Plan:**

1. Research trends in technology and transportation impacting urban and rural public transportation.
2. Engagement of community and corporate stakeholders.
3. Development of viable options and recommendation.

**Strategic Objective H:** As applicable, implement and provide support from recommendations of the Advisory Boards and Committees review.

**Rationale:**

1. 2018 scheduled review of Advisory Boards and Committees.
2. Anticipate changes from current structure, format and expectations.
3. Change management necessary for successful transition(s).

**Indicator of Success:**

1. Review is completed and recommendations are clear.
2. Change implemented.
3. Feedback of change is positive.

**Action Plan:**

1. Assess and clarify review recommendations.
2. Develop implementation/change management plan.
3. Implement and evaluate.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council’s Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Finalize determination of long term operational model for Seniors Centre / Services and implement decision.	1. Fiscal Responsibility	KR 1.3	Determine impact of decision to governance, operations and user community.	General Manager and Community Connections & Support	April 2019
			Develop plans to implement decision, communicate/consult with user community and address impacts.	General Manager and Community Connections & Support	August 2019
			Implement plans in a seamless manner, minimizing service disruptions.	Community Connections & Support	December 2019
Review, develop and implement Community Development Service Level Standards, particularly in the areas of Public Transit, Museums, Art Galleries, Seniors, Support Services, Libraries.	1. Fiscal Responsibility	KR 1.2	Draft standards developed at Department/Division level.	General Manager and Community Access / Community Connections & Support	2019 – Transit & Seniors Centre 2020 – Support Services & Libraries 2021 – Museums /Art Galleries
			User communities engaged regarding ‘reasonableness’ of draft standards.	Community Access / Community Connections & Support	2019 – Transit & Seniors Centre 2020 – Support Services & Libraries 2021 – Museums /Art Galleries
			Standards implemented, measured, reported and foundational to business planning.	Community Access / Community	2019 – Transit & Seniors Centre



				Connections & Support	2020 – Support Services & Libraries 2021 – Museums /Art Galleries
Pursue divestment of Community Development buildings where the City is in a landlord role that yields no net benefit to the corporation or community.	1. Fiscal Responsibility	KR 1.5	Confirm City/Corporate desire to divest of designated buildings.	Community Connections & Support	April 2019
			Confirm valuation and divestment process.	Community Connections & Support	December 2019
			Engage current leasing agencies regarding divestment plan and potential purchase opportunities.	Community Connections & Support	Q2-4 – 2019 Q1-2 - 2020
Implement a coordinated and/or staged approach to recommendations from the internal reviews of FCSS and Community Resource Worker programs.	4. Community Safety and Vibrancy	KR 4.4	Finalize recommendations and any required approvals.	General Manager and Community Connections & Support	April 2020
			Develop implementation and any necessary engagement plans.	Community Connections & Support	August 2020
			Implement plans, measure and report progress/outcomes.	Community Connections & Support	December 2020
Liaison and participation with Destination Marketing Organization (DMO) in relation to non-traditional,	2. Economic Vitality	KR 2.1	Confirm connection representative from Community Development to/with DMO.	General Manager and Community Connections & Support	December 2019
			Provide creative, constructive input of potential non-traditional opportunities and methodologies.	Community Connections & Support / Community Access	April 2020

Community Development opportunities including cultural tourism, seniors centre events, Highway #3 corridor transportation.			Integrate agreed strategies within Community Development operational processes.	Community Connections & Support / Community Access	December 2021
Participate in the MDP planning process, contributing an overall Community Development lens to the process – including social and affordable housing.	4. Community Safety and Vibrancy	KR 4.1	Continued contributions by Community Development with MDP Steering Committee.	General Manager	April 2019
			Engagement and contributions of MDP from Public Services Advisory Boards.	General Manager	April 2019
			Support completion of MDP, as required, for an overall system and community perspective.	General Manager and Operations Support	December 2022
Examine opportunities, alternatives and impacts for public transportation.	4. Community Safety and Vibrancy	KR 4.5	Research trends in technology and transportation impacting urban and rural public transportation.	Community Access	August 2020
			Engagement of community and corporate stakeholders.	Community Access	December 2020
			Development of viable options and recommendation.	Community Access	April 2021
As applicable, implement and provide support from recommendations of the Advisory Boards and	6. City Government	KR 6.1	Assess and clarify review recommendations.	General Manager and Operations Support	August 2019
			Develop implementation/change management plan.	General Manager and Operations Support	December 2019
			Implement and evaluate.	General Manager and Operations Support	December 2020

Committees review.					
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## Community Development Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sale of Goods & Services	3,646	4,350	3,761	3,820	3,879	3,938	412	1
Other Operating Revenue	332	378	447	492	493	495	(117)	2
Government Transfers for Operating	2,534	2,362	2,411	2,420	2,429	2,439	(77)	3
Internal Recovery	154	160	129	130	130	131	29	
<b>Total Revenues</b>	<b>6,666</b>	<b>7,250</b>	<b>6,747</b>	<b>6,861</b>	<b>6,932</b>	<b>7,002</b>	<b>248</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	10,095	10,641	10,494	10,088	10,322	10,542	(98)	4
Contracted Services	2,745	2,875	2,686	2,634	2,635	2,636	(239)	5
Materials, Goods & Supplies	1,428	625	657	660	662	664	39	
Grants and Other Transfers	693	443	474	474	474	474	30	
Other Operating Expenses	93	71	100	100	100	100	29	
Internal Loan Payments	19	113	38	61	96	98	(15)	
Interest Expense	17	21	19	20	22	20	(1)	
Transfers to MOE, TCA, Reserves	21	24	64	224	274	364	340	
Internal Charges & Transfers	3,622	5,163	5,459	5,514	5,581	5,625	461	
<b>Total Expenses</b>	<b>18,733</b>	<b>19,977</b>	<b>19,991</b>	<b>19,775</b>	<b>20,166</b>	<b>20,524</b>	<b>546</b>	
<b>Cash Requirements</b>	<b>\$ 12,067</b>	<b>\$ 12,727</b>	<b>\$ 13,244</b>	<b>\$ 12,914</b>	<b>\$ 13,234</b>	<b>\$ 13,521</b>	<b>\$ 794</b>	

## Medalta Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Expenses</b>								
Grants and Other Transfers	280	230	230	230	180	180	(50)	6
External Loan Payments	75	79	83	87	91	95	16	
Interest Expense	44	40	36	32	28	24	(16)	
<b>Total Expenses</b>	<b>399</b>	<b>348</b>	<b>348</b>	<b>348</b>	<b>298</b>	<b>298</b>	<b>(50)</b>	
<b>Cash Requirements</b>	<b>\$ 399</b>	<b>\$ 348</b>	<b>\$ 348</b>	<b>\$ 348</b>	<b>\$ 298</b>	<b>\$ 298</b>	<b>-</b>	

## Shortgrass Library Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022
<b>Expenses</b>							
Grants and Other Transfers	316	323	324	330	337	344	21
<b>Total Expenses</b>	<b>316</b>	<b>323</b>	<b>324</b>	<b>330</b>	<b>337</b>	<b>344</b>	<b>21</b>
<b>Cash Requirements</b>	<b>\$ 316</b>	<b>\$ 323</b>	<b>\$ 324</b>	<b>\$ 330</b>	<b>\$ 337</b>	<b>\$ 344</b>	<b>\$ 21</b>

## Medicine Hat Public Library Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Expenses</b>								
Grants and Other Transfers	2,126	2,145	2,058	2,025	2,059	2,093	(51)	7
Internal Charges & Transfers	177	204	219	224	229	233	30	
<b>Total Expenses</b>	<b>2,304</b>	<b>2,348</b>	<b>2,277</b>	<b>2,249</b>	<b>2,288</b>	<b>2,327</b>	<b>(22)</b>	
<b>Cash Requirements</b>	<b>\$ 2,304</b>	<b>\$ 2,348</b>	<b>\$ 2,277</b>	<b>\$ 2,249</b>	<b>\$ 2,288</b>	<b>\$ 2,327</b>	<b>\$ (22)</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Sale of services revenue for 2019-2011 is reflective of actual obtainable revenues based on prior year's results for Transit and Theatre.	\$443			
2	Increase in facility rentals as well as implementation of Fund Development Policy	\$-69	\$-45	\$-1	\$-2
3	Alberta Foundation for the Arts Provincial agreement for Travelling Exhibition Program	\$-49			
4	Decrease in salaries and wages related to funding model adjustments and operational changes. Increase in 2021 and 2022 is a result of 2% inflation and step increases	\$-146	-\$406	\$234	\$220
5	Contracted services have been reduced to reflect decrease in budgeted revenues	\$-239			
6	Reduction in funding to Medalta			-\$50	
7	Reduction in funding to Medicine Hat Public Library	\$-52			
	<b>Total Annual Change (Year over Year)</b>	\$151	-\$451	\$183	\$218
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		\$101			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.



## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE PROJECT DESCRIPTION	BUDGET REQUEST					BUDGET FORECAST					10 YEAR TOTAL
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
											-
CDV TCA 911 - Next Generation 911	-	100	-	-	-	-	-	-	-	-	100
CDV TCA 2019-2022 Accessible Bus Stop Program	-	-	200	200	-	200	-	200	-	200	1,000
CDV TCA FDH Console Replacement	-	-	50	-	-	-	-	-	-	-	50
CDV TCA Seniors Centre Equipment Replacement Program	40	-	-	40	50	-	-	-	50	-	180
CDV TCA Medicine Hat Museum Renewal	-	-	-	-	30	-	-	-	-	-	30
CDV TCA 911 - Dispatch Console	-	-	-	-	-	-	-	-	50	1,200	1,250
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 40</b>	<b>\$ 100</b>	<b>\$ 250</b>	<b>\$ 240</b>	<b>\$ 80</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ 200</b>	<b>\$ 100</b>	<b>\$ 1,400</b>	<b>\$2,610</b>
<b>FUNDING SOURCES</b>											
GG) Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB) Debenture	-	-	-	-	-	-	-	-	-	-	-
OP) Operating / Working Capital	40	100	250	240	-	-	-	-	-	-	630
INT) Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT) Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF) Offsites	-	-	-	-	-	-	-	-	-	-	-
RES) Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>	<b>\$ 40</b>	<b>\$ 100</b>	<b>\$ 250</b>	<b>\$ 240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 630</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>											
Loan Interest	-	-	-	-	-	-	-	-	-	-	-
Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
Amortization	2	4	12	21	26	33	36	36	36	36	36
<b>TOTAL NET OPERATING EFFECT \$ (000's)</b>	<b>\$ 2</b>	<b>\$ 4</b>	<b>\$ 12</b>	<b>\$ 21</b>	<b>\$ 26</b>	<b>\$ 33</b>	<b>\$ 36</b>	<b>\$ 36</b>	<b>\$ 36</b>	<b>\$ 36</b>	<b>\$ 36</b>
Loan Principal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FTEs	0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	CDV MOE Transit - System Review	-	100	-	-	-	-	-	-	-	-	100
	CDV MOE Transit - Electric Bus Study	-	-	-	100	-	-	-	-	-	-	100
<b>DEPARTMENTAL TOTAL</b>		<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200</b>
<b>FUNDING SOURCES</b>												
	Operating	-	100	-	100	-	-	-	-	-	-	200
	Grants	-	-	-	-	-	-	-	-	-	-	-
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTEs	0										

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.





# 2019 – 2022 Business Plan

## Parks and Recreation

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

# Parks and Recreation

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Title: General Manager, Parks and Recreation

Phone: 403.529.8333

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Recreation and Leisure Services | Parks Operations and Maintenance | Planning and Development

## DEPARTMENT OVERVIEW

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 our natural and built environments. The department also engages residents in meaningful, accessible recreation experiences to be physically active that foster individual and community well-being.

## CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

### Parks Planning & Development

Provides planning and detailed design/development of parks and infrastructure, including data base management and geographic information.

### Parks Maintenance

Provides operation and maintenance of approximately 730 acres of manicured green space and 2,700 acres of non-manicured areas (environmental reserve, etc.). Planting and maintenance of approximately 35 flower beds, 425 shrub beds and the management of approximately 28,000 trees in the city's urban forest.

### Parks Operations

Provides operation and maintenance of a broad range of facilities, including over 130 km of leisure trails, 20 ball diamonds, 10 soccer pitches, 10 sets of tennis courts, 85 playgrounds, 4 outdoor water parks, 11 outdoor rinks, the Gas City Campground, Hillside Cemetery and Echo Dale Regional Park. Liaising with user groups and community sports organizations is a key part of their mandate.

### Recreation Services

Provides accessible and affordable facilities/services that encourage active living opportunities for all residents. Facilities include 2 indoor and 4 outdoor swimming pools and the Family Leisure Centre. The Family Leisure Centre includes an Olympic sized ice surface, 50 meter pool (with waterslide and variable floor), field house with 2 boarded soccer fields, 2 full sized gyms that can accommodate 4 volleyball courts and 10 badminton/pickle ball courts, a fitness area and a 200 meter running/walking track. Liaising with user groups and community sports organization is a key part of their mandate.



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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	129.32	143.66	143.66	143.66	143.66
PEPs	76	78	78	78	78

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Recreation Services	Residents, visitors, recreational facility users; community groups and organizations; internal City Departments	Facility rental hours; swimming lesson success rate; target of 100% adaptive and inclusive programming; occupancy rates for recreation programs
Parks Operations and Maintenance	Residents, visitors, and outdoor parks and recreation facility users; community groups, special interest groups, major outdoor event organizers; internal City Departments	Playground inspection completion rate; net revenue per camper night at Gas City Campground; Gas City Campground occupancy rate; cost per acre of park maintenance
Planning and Development	Residents, visitors, parks and recreation facility users; Community groups and organizations; internal City Departments	Total ha of open space per 1,000 population; Total ha of manicured park per 1,000 population; Total km trails per 1,000 population



## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
4. Image and Profile	KR 4.4	Revised Joint Use Agreement
4. Image and Profile	KR 4.2	Facilitated the Development of a Sport and Event Council
5. Fiscal Management	N/A	Fund Development/ Sponsorship EOI for Parks and Recreation Facilities
6. City Government	N/A	Steady State FLC operation with surpassed revenue projections
5. Fiscal Management	N/A	Completion of Tigers Fit up project - on budget
4. Image and Profile	KR 4.4	Supported several Community Initiatives - Hometown Hockey, Special Olympics, World U17 Hockey Championships Bid
5. Fiscal Management	KR 5.1	Successfully implemented 3 FFI initiatives - Fees and Charges review; Closure of two facilities

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
<b>Natural Environmental Impacts</b>	Increase in environmental stressors impact the natural environment (drought, protection of riparian areas, emergency management – floods, pest infestations impact approximately 28,000 trees, preservation and protection of natural and historic resources).	Increased role in environmental stewardship along with development of drought management plans, integrated pest management plans, emergency response plans, natural areas management plans.
<b>Staff Development (succession planning)</b>	Department has 3 managerial positions that are within the five year retirement window along with 25% of the remaining staff within the retirement window as well.	Annual review of training strategy and continue to identify succession opportunities.
<b>Infrastructure Deficit</b>	Majority of assets are reaching the end of their lifecycle and there are competing priorities for funding for the replacement of aging infrastructure. Challenge is to increase the pace of funding for infrastructure deficit while in a financially fit environment.	Development of a long term strategic approach to plan and implement/finance the aging infrastructure replacement.
<b>Resource challenges</b>	Challenge to complete an increasing number of capital projects to deal with infrastructure deficit (with current staff levels) while in a financially fit environment. If proposed increased funding for infrastructure is approved, then additional resources will be required to complete projects according to expected timeframes.	Alternate project delivery methods vs additional staff resources. Use of asset management plan ensures that resources are put towards assets with the highest degree of criticality and considers the impacts of deferring resource allocations for each asset.
<b>Operating Budget Funding Pressures</b>	Finite Resources provide a challenge to meet an increase in growth of the parks	Development of sustainable staff resource plans to meet the growth pressures and

	and recreation system along with increased environmental stewardship expectation while in a financially fit environment	environmental stewardship expectations. Exploring Financially Fit options. Development of service levels will identify gaps and opportunities for reducing future operating costs
<b>Increasing regulatory compliance requirements and enforcement activities</b>	<p>Provincial OHS Code changes require changes to existing processes.</p> <p>Increased enforcement activity from Provincial OHS requires a greater review of our processes to ensure reviews meet legislated requirements.</p> <p>The City could be subject to administrative orders and penalties for non-compliance. In areas of critical non-compliance, operations could be suspended until requirements are met.</p>	<p>Increase focus on ensuring documentation is meeting regulatory compliance by assigning resources.</p> <p>Confirm that new and existing supervisors and staff continue to be trained on their role in ensuring the health and safety of staff, contractors and members of the public.</p>

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- *A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.*
- *Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.*
- *Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.*
- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Foster an effective work environment with a focus on staff engagement, and succession planning

**Rationale:**

1. Support City Council's strategic priorities for City Government; excellent public service is provided by engaged informed staff within a positive corporate culture.
2. 25% of all Parks and Recreation staff are within five year window for retirement with all three section managers in the retirement window, each with decades of departmental knowledge and experience.
3. It is critical to the success of the department that it plans for the transition to new leadership.

**Indicators of Success:**

1. There are strong internal applicants who are qualified for positions as they are posted.
2. Maintain continuity of service, filling of vacancies in a timely fashion, preferably with some overlap during a transition period.
3. Ensure job descriptions are updated regularly.

**Action Plan:**

1. Review and update departmental training strategy on annual basis; identify transition/succession planning opportunities.
2. Review job descriptions as vacancies arise, and identify those that are more than five years old.
3. Implement staff engagement action plans that support engaged informed staff within a positive corporate culture.

**Strategic Objective B: Development of a sustainable staff resources plan to meet a continually increasing growth in the parks and recreation system**

**Rationale:**

1. Support City Council's strategic priority for City Government by maintaining focus on environmental as well as financial stewardship.
2. With finite resources it is a challenge to meet an increase in growth of the parks and recreation system along with increased environmental stewardship requirements.
3. Fiscal responsibility is the driver of the review of financially fit options, alternative service delivery, alternate landscape standards and development of service levels, however this is offset by increased growth, increased environmental requirements, necessitating the need for a sustainable staff resource plan to meet these needs.

**Indicator of Success:**

1. Development of a staff resources plan to meet the financial and environmental requirements.

**Action Plan:**

1. Review of service levels, alternate service delivery and cost containment options to reallocate resources to account for increased growth and increased environmental requirements.

## **Strategic Objective C: Review, develop and implement Parks and Recreation service level standards**

### **Rationale:**

1. Support City Council's strategic priority of Fiscal Responsibility through the development of service level standards for the department core services.
2. Service levels allow the department to make informed financial decisions on where to focus their resources and to identify gaps in services and or opportunities for reducing future operating costs.
3. Alternative landscape design standards are being developed and implemented as part of a pilot project to look at opportunities to conserve water and reduce operating costs while maintaining a diverse, aesthetically pleasing landscape, as part of an increased environmental stewardship role.

### **Indicator of Success:**

1. Development of a set of service level standards for core services.
2. Implementation of the Alternate Design Landscape Standards and incorporate into Municipal Servicing Standards Manual, where appropriate.

### **Action Plan:**

1. Identify core services that could benefit from development of service levels.
2. Identify service levels.
3. Implement the Alternate Design Standards as a pilot project and assess feasibility to integrate on a broader basis.

## **Strategic Objective D: Develop a comprehensive asset management system for Parks and Recreation**

### **Rationale:**

1. Support City Council's strategic priority of Infrastructure Renewal through the development of a comprehensive asset management plan that provides a systematic plan for the funding of capital upgrades to aging infrastructure.
2. Systematic, risk based asset management system ensures that resources are put towards assets with the highest degrees of criticality and considers the impacts of deferring resource allocation for each asset.
3. Majority of Parks and Recreation assets are reaching the end of their life cycle and a systematic, proactive replacement plan will reduce service interruptions.

### **Indicator of Success:**

1. Provide input into policy update, led by Corporate Asset Management.
2. Reduction of service interruptions.

3. Systematic asset management plan to forecast, finance and implement a 10 year capital infrastructure budget for Parks and Recreation assets.

**Action Plan:**

1. Work with Corporate Asset Management and provide input into Aging Infrastructure Policy.
2. Systematic review and update of existing GIS data prior to integrating into CityWorks and complete remaining condition assessments for remaining assets.
3. Work with Corporate Asset Management to develop infrastructure plans for Parks and Recreation building assets.

**Strategic Objective E: Develop a long term strategic plan for Echo Dale Regional Park**

**Rationale:**

1. Support City Council's strategic priority for Sunshine Hospitality. Echo Dale was opened in 1986 as part of the Urban Parks Program and was a major attraction for residents and visitors but usage has been declining as the park has not had any significant upgrades completed since its opening.
2. Parks contains a significant asset base and requires an asset management plan to guide lifecycle renewal and investment over the next 10 years.
3. Echo Dale has the potential for development opportunities and numerous ideas have been suggested but need a plan to help guide future development so that any development is done in a thoughtful and systematic approach.

**Indicator of Success:**

1. Development of a plan for the park.
2. Plan, implement and finance a 10 year capital upgrade for the park.
3. Successful completion of campground feasibility analysis.

**Action Plan:**

1. Approval of funding for resources and preparation a future development plan.
2. Development of a 10 year infrastructure upgrade budget for the park.
3. Conduct a campground feasibility assessment.

**Strategic Objective F: Participate in the development of a long term development plan for the river valley corridor and continue with the development of river valley recreational opportunities**

**Rationale:**

1. The South Saskatchewan River is a highly underused and often feared asset with recreation, commercial and tourism generating potential which would improve access and increase use of the River.
2. Riverside Veterans Memorial Park is one of the anchoring nodes of the South Saskatchewan River. Recreational opportunities and the corridor from City Hall to Athletic Park provide a significant land base that could facilitate private sector redevelopment.
3. The Recreation and Leisure Opportunities Assessment completed in 2015 outlined a variety of recreational opportunities within the river valley.

**Indicator of Success:**

1. Preparation of a long term development plan for the River Valley corridor.
2. Update of the 10 year plan for River Recreational Opportunities.
3. Completion of a feasibility assessment for a pedestrian bridge crossing.

**Action Plan:**

1. Work with the Planning Department to develop a comprehensive development plan of the river corridor from City Hall to Athletic Park.
2. Update current 10 year plan for River Recreational Opportunities and finance and implement the development plan.
3. Conduct a high level feasibility assessment for a pedestrian bridge connecting Strathcona Island and Police Point Parks.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council’s Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Ensure adequate succession planning	6. City Government	KR 6.3	Review and update departmental training strategy on annual basis; identify transition/succession plan opportunities	Parks and Recreation	December 2019
			Review job descriptions as vacancies arise, and identify those that are more than five years old	Parks and Recreation	December 2019
	6. City Government	KR 6.3	Implement staff engagement action plans that support engaged informed staff within a positive corporate culture.	Parks and Recreation	December 2019
Development of a sustainable staff resources plan to meet a continually increasing growth in the parks and recreation system	6. City Government	KR 6.4	Review of service levels, alternate service delivery and cost containment options to reallocate resources to account for increased growth and increased environmental requirements.	Parks and Recreation	December 2019
Review, develop and implement service level standards	1. Fiscal Responsibility	KR 1.2	Identification of core services that could benefit from development of service levels	Parks and Recreation	December 2019
			Identification of service levels	Parks and Recreation	December 2020
			Implementation of the Alternate Design Standards as a pilot project and assess feasibility to integrate on a broader basis	Parks and Recreation	December 2020
Develop a comprehensive Asset Management	3. Infrastructure Renewal	KR 3.1	Work with Corporate Asset Management and provide input into Aging Infrastructure Policy	Parks and Recreation/CAM	December 2019
			Review and update of existing GIS data prior to	Parks and Recreation	December 2020

system			integrating into CityWorks and complete remaining condition assessments for remaining assets.		
			Work with Corporate Asset Management to develop infrastructure plans for Parks and Recreation building assets	Parks and Recreation	December 2021
Develop a long term strategic plan for Echo Dale Park	5. Sunshine Hospitality	KR 5.3	Approval of funding for resources and preparation an Echo Dale Future Development Plan	Parks and Recreation	December 2020
			Development of a 10 year infrastructure Upgrade budget for the Park	Parks and Recreation	December 2021
			Conduct a campground feasibility assessment	Parks and Recreation	December 2019
Participate in the development of a long term development plan for the River Valley corridor and continue with the development of River Valley recreational opportunities	5. Sunshine Hospitality	KR 5.1	Work with the Planning and LABS Departments to develop a comprehensive plan for the development of the river corridor from City Hall to Athletic Park	Parks and Recreation	December 2020
			Update current 10 year plan for River Recreational Opportunities and finance and implement the development plan	Parks and Recreation	December 2021
			Conduct a high level feasibility assessment for a pedestrian bridge connecting Strathcona Island and Police Point Parks	Parks and Recreation	December 2019



## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sale of Goods & Services	3,741	3,717	4,016	4,083	4,160	4,237	(519)	1
Insurance Recovery	56	43	43	43	43	43	(0)	
Other Revenue	1,737	1,576	1,901	1,955	2,001	2,047	(471)	2, 3
Internal Recovery	155	151	144	147	149	152	(1)	
<b>Total Revenues</b>	<b>5,689</b>	<b>5,488</b>	<b>6,104</b>	<b>6,228</b>	<b>6,354</b>	<b>6,480</b>	<b>(992)</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	10,157	9,472	10,589	10,804	11,023	11,247	1,774	4
Contracted Services	3,664	2,674	3,378	3,394	3,410	3,426	751	5,6
Materials, Goods & Supplies	1,690	1,433	1,378	1,374	1,351	1,352	(80)	7
Bank Charges & Short Term Interest	52	26	32	32	32	32	6	
Grants and Other Transfers	211	261	199	201	203	205	(56)	8
Other Operating Expenses	50	17	17	17	17	17	(0)	
External Loan Payments	513	514	519	570	728	843	328	
Internal Loan Payments	152	222	249	257	367	400	178	
Interest Expense	458	443	401	431	603	781	339	
Transfers to MOE, TCA, Reserves	566	750	2,642	1,888	1,920	1,810	1,060	
Internal Charges & Transfers	5,047	4,838	5,182	5,275	5,378	5,481	643	
<b>Total Expenses</b>	<b>22,560</b>	<b>20,651</b>	<b>24,585</b>	<b>24,243</b>	<b>25,033</b>	<b>25,595</b>	<b>4,944</b>	
<b>Cash Requirements</b>	<b>\$ 16,871</b>	<b>\$ 15,163</b>	<b>\$ 18,481</b>	<b>\$ 18,015</b>	<b>\$ 18,679</b>	<b>\$ 19,116</b>	<b>\$ 3,953</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	Increase to Sales of Goods and Services related to the higher than anticipated use of the Family Leisure Center as a result of expansion	\$-530	\$-35	\$-69	\$-36
2	Annual contribution from Cypress County of \$200,000 to help offset costs of recreational facility use	\$-200	-	-	-
3	Increased facility rental (i.e FLC Track, meeting room rental) as a result of Family Leisure Center Expansion as well as increased fees on sports fields (i.e Baseball).	\$-108	\$-33	\$-38	\$-45
4	Increase in wages due to additional staffing requirements related to recreation programming and building demands as well as park maintenance. 2% inflation is included each year.	\$1,117	\$216	\$220	\$225
5	Increase in contracted services required to accurately reflect monies given to the Canalta Center to offset losses	\$445	-	-	-
6	Increase in contracted services related to contracts signed for multi years	\$259	\$16	\$16	\$16
7	New contract signed with Medicine Hat Exhibition and Stampede which reduces funding for rental of facility	\$-70	-	-	-
8	2018 Grant for 2019 Over 55 Alberta Summer Games. No special event budgeted for in 2019-2022	\$-50	-	-	-
	<b>Total Annual Change (Year over Year)</b>	\$863	\$164	\$129	\$160
	<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>	\$1,316			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PROJECT	PROJECT DESCRIPTION	BUDGET REQUEST					BUDGET FORECAST					10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
32610542	FKRC - Community Partnership Requests	500	405	600	-	710	-	-	-	100	-	2,315
32610547	FKRC - Shrub Bed Removal and Rehabilitation	250	250	-	-	-	-	-	-	-	-	500
32610548	FKRC - Gershaw Dr Interchange Landscape Redevelopment	200	200	-	-	-	-	-	-	-	-	400
32610540	FKRC - Hillside Cemetery Columbarium Program	200	400	-	175	-	-	775	-	-	175	1,725
32610551	FKRC - Bridge Rehabilitation Program	600	600	1,000	600	650	650	650	650	700	700	6,800
32610555	FKRC - South Saskatchewan River Recreation Opportunities Program	200	200	200	200	300	300	300	300	400	400	2,800
32610556	FKRC - Tree Planting Initiative	-	60	120	125	-	-	-	-	-	-	305
32610543	FKRC - Heald Park Redevelopment	300	-	200	-	-	-	-	-	-	-	500
32610544	FKRC - Parks & Recreation Infrastructure Program	3,465	3,840	3,865	3,790	4,690	4,690	4,690	4,690	4,690	4,690	43,100
32610545	FKRC - Cemetery Irrigation System Rehabilitation	300	400	400	400	-	-	-	-	-	-	1,500
32610582	FKRC - Dog Off Leash Areas Development	50	25	25	25	-	-	-	-	-	-	125
32610550	FKRC - Computerized Irrigation Upgrades	-	700	400	400	-	-	-	-	-	-	1,500
33210526	FKRC - Family Leisure Centre Parking Lot Upgrades	-	400	-	-	-	-	-	-	-	-	400
33210528	FKRC - Recreation Fitness Equipment Replacement Program	40	-	200	-	-	-	350	-	-	-	590
32610541	FKRC - Accessibility Program	-	200	200	200	250	250	250	250	300	300	2,200
32610578	FKRC - Alternate Landscaping Redevelopment	-	-	100	100	-	-	-	-	-	-	200
32610559	FKRC - Urban Park Re-Development and Upgrade	-	-	125	-	-	250	250	250	250	250	1,375
32610554	FKRC - Open Space Redevelopment	-	-	125	-	-	150	150	150	150	150	875
32610557	FKRC - Echo Dale Regional Park Water Treatment Plant Infrastructure Upgrades	-	-	-	-	4,400	-	-	-	-	-	4,400
32610566	FKRC - River Valley Downtown Corridor Redevelopment Program	-	-	-	-	1,000	1,000	1,000	250	1,000	1,000	5,250
32610562	FKRC - Sports Field Light Infrastructure Upgrade Program	-	-	-	-	50	200	-	50	200	-	500
32610579	FKRC - Pickleball Court Development	-	-	-	-	600	-	-	-	-	-	600
32610568	FKRC - Kin Coulee Irrigation Pump System Re-Development	-	-	-	-	100	1,000	-	-	-	-	1,100
32610561	FKRC - Outdoor Field Development at the Family Leisure Centre	-	-	-	-	600	1,000	-	-	-	-	1,600
32610563	FKRC - Kin Coulee Ball Diamond Dugout Upgrades	-	-	-	-	-	200	-	-	-	-	200
32610567	FKRC - Methanex Bowl Artificial Turf Replacement	-	-	-	-	-	-	-	250	-	-	250
32610570	FKRC - Gas City Campground Expansion	-	-	-	-	-	-	-	-	3,000	-	3,000
32610571	FKRC - FLC Plaza Development	-	-	-	-	125	-	-	-	-	-	125
32610572	FKRC - Future Trail Development	-	-	-	-	-	50	-	-	-	-	50

32610574	FKRC - SMRLO Vault Replacement	-	-	-	-	-	-	450	-	-	-	450
32610575	FKRC - Echo Dale Regional Park Campground Development	-	-	-	-	-	3,000	-	-	-	-	3,000
32610576	FKRC - Strathcona Island to Police Point Pedestrian Bridge Construction	-	-	-	-	-	-	-	-	25,000	-	25,000
33210527	FKRC - Family Leisure Centre Digital Sign	-	-	-	-	200	-	-	-	-	-	200
32610546	FKRC - Parks Building Infrastructure Program	-	-	-	-	125	125	125	125	125	125	750
<b>DEPARTMENTAL TOTAL</b>		<b>\$6,105</b>	<b>\$7,680</b>	<b>\$7,560</b>	<b>\$6,015</b>	<b>\$13,800</b>	<b>\$12,865</b>	<b>\$8,990</b>	<b>\$6,965</b>	<b>\$35,915</b>	<b>\$7,790</b>	<b>\$113,685</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debtenture	1,600	3,700	2,175	2,590	-	-	-	-	-	-	10,065
OP)	Operating / Working Capital	2,155	1,838	1,595	1,385	-	-	-	-	-	-	6,973
INT)	Internal Loans	1,560	1,400	2,790	1,640	-	-	-	-	-	-	7,390
EXT)	Other External Sources (Third Party / Trade-in)	345	230	550	-	-	-	-	-	-	-	1,125
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	445	512	450	400	-	-	-	-	-	-	1,807
<b>FINANCING TOTAL</b>		<b>\$6,105</b>	<b>\$7,680</b>	<b>\$7,560</b>	<b>\$6,015</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$27,360</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
Loan Interest		-	27	169	269	374	451	426	401	376	368	
Operating / Maintenance												
Amortization		28	176	380	607	1,018	1,121	1,121	1,121	1,121	1,121	
<b>TOTAL NET OPERATING EFFECT:</b>		<b>\$ 28</b>	<b>\$ 203</b>	<b>\$ 549</b>	<b>\$ 876</b>	<b>\$ 1,392</b>	<b>\$ 1,572</b>	<b>\$1,547</b>	<b>\$1,522</b>	<b>\$ 1,497</b>	<b>\$1,489</b>	
Loan Principal		0.0	28.0	349.0	476.0	751.0	884.0	908.0	933.0	958.0	966.0	
FTEs		0										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	<i>PKRC MDE - River Valley Downtown Corridor Re-Development Plan</i>	-	50	100	100	-	-	-	-	-	-	250
	<i>PKRC MDE - 2019 Parks Planning &amp; Development Plans</i>	210	-	50	-	-	-	125	150	150	150	835
	<i>PKRC MDE - Environmental Protection Coy fish removal from Ponds</i>	50	-	50	-	-	-	-	-	-	-	100
	<i>PKRC MDE - Tree Maintenance Elm Scale Injections</i>	200	-	-	200	-	-	-	-	-	-	400
	<i>PKRC MDE - Canalta Centre Equipment Replacement Program</i>	60	-	-	-	-	-	-	-	-	-	60
	<i>PKRC MDE - 2022 Alberta Summer Games</i>	-	-	125	125	-	-	-	-	-	-	250
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 520</b>	<b>\$ 50</b>	<b>\$ 325</b>	<b>\$ 425</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 1,895</b>
<b>FUNDING SOURCES</b>												
	Operating	487	50	325	425	-	-	125	150	150	150	1,862
	Grants	33	-	-	-	-	-	-	-	-	-	33
	Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 520</b>	<b>\$ 50</b>	<b>\$ 325</b>	<b>\$ 425</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 1,895</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT: \$ (000's)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTEs	-										


## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.



KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.





# 2019 – 2022 Business Plan

## Fire Services

Submitted: 10/31/2018

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)

Updated: [Click here to enter a date.](#)



Medicine Hat  
The Gas City

# Department Name

Department Head: Brian Stauth  
Title: Fire Chief  
Phone: 403-502-8006  
E-mail: brista@medicinehat.ca

Support Services | Fire Operations | Prevention Services

## DEPARTMENT OVERVIEW

Fire Services supports the Corporate Mission Statement, “Deliver value through exceptional public service.” We do this through empowerment of employees, and decision making at all levels that adheres to our department values of Integrity, Pride, and Loyalty and our Corporate Values of Accountability, Integrity, Respect, Courage, and Caring. Service to our residents is our number one consideration in all aspects of service delivery.

## CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Fire Operations provides fire suppression, a wide array of rescue services, medical first response, and dangerous goods response.

Prevention is responsible for designing and implementing fire safety and injury reduction programs that are suited for all segments of the community. Prevention also conducts fire investigations, code enforcement, and plans review in support of the Technical Coordinating Committee functions.

Support Services manages all Fire Fighter and Fire Officer training. This branch also provides business support and analytical services to foster the cycle of continuous improvement. Health Safety and Environment initiatives, as well as Emergency Management are also key focus areas for Support Services.



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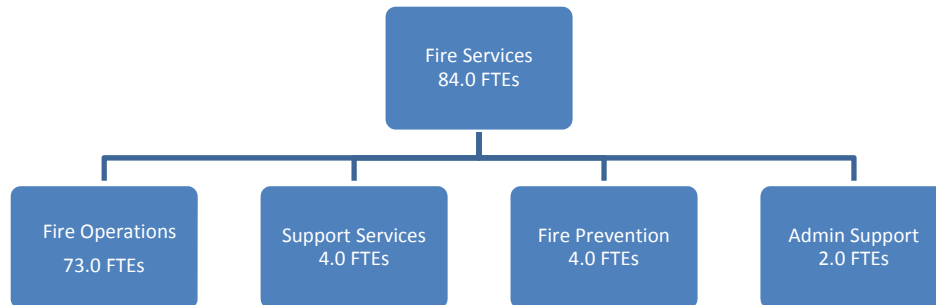
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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	84	84	84	84	84
PEPs	83	84	84	84	84

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Fire Operations - Fire Service personnel are the first responders to fires, disasters, surface and dive rescue, technical rescue, confined space rescue, serious medical incidents, and dangerous goods incidents. Fire Services' aim is to protect the lives and property of residents, employees, and visitors. The timely delivery of these services enables the Fire	Customers include residents and visitors of Medicine Hat, employees and contractors of the City of Medicine Hat, industrial and commercial sectors within Medicine Hat, as well as schools and institutions in Medicine Hat.	<ul style="list-style-type: none"><li>First engine on scene to structure fires within 6 minutes 20 seconds (6:20) 90% of the time. Three engines (14FFs) on scene to structure fires within 12 minutes 20 seconds (12:20) 90% of the time.</li></ul>

Department to make significant contributions to the safety of residents and employees while helping to preserve the healthy economic environment of the city and surrounding region.		
Support Services - Support Services delivers fire training to individual members, platoons, and advanced response teams ensuring the public receives exceptional service and fire fighters work in a safe and efficient manner. Training programs match the pace of retirement/attrition and meet the requirements outlined in the Medicine Hat Fire Service Human Resources Development Program (HRDP), and City Health, Safety and Environment requirements. Additionally Support Services analyzes data to monitor Key Performance Indicators and supports evidence based decisions recommending operational and administrative improvements. Finally Support Services provides Fire Service support to Emergency Management within the City of Medicine Hat.	Customers include residents and visitors of Medicine Hat, Fire Service's staff, as well as industrial, commercial, and business sectors within Medicine Hat.	<ul style="list-style-type: none"> <li>Members trained to applicable HRDP requirements in appropriate time frames. Track hours of training per year.</li> </ul>
Fire Prevention - The Prevention branch advances public safety through fire prevention, investigation and education programs. The Fire Prevention branch also oversees the department's efforts to meet Fire Services'	Customers include residents and visitors of Medicine Hat, industrial, commercial, and business sectors within Medicine Hat, as well as schools and institutes in Medicine Hat.	<ul style="list-style-type: none"> <li>Measure number of inspections completed per year against UQMP requirements. Measure number of re-inspections required per year.</li> </ul>



inspection and investigation targets outlined in the Council approved Uniform Quality Management Plan (UQMP). These efforts are designed to stop fire in its most vulnerable state, before fire starts. In the event these efforts fail and fire does occur, the Fire Prevention branch is instrumental in working with residents and community groups to oversee and advise on evacuation plans. Prevention supports the City's Planning Department through plans review and commentary provided through the Technical Coordinating Committee.		
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### Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
3. Social Wellness	N/A	Senior fire safety and injury prevention program initiated in 2017.
3. Social Wellness	N/A	Preschool fire safety program initiated in 2017.
3. Social Wellness	N/A	"After the Fire" program initiated in 2017. This program involves community canvassing after a fire in the neighbourhood to address concerns and promote home fire safety.
3. Social Wellness	N/A	Medical First Response program initiated by Fire Services in 2017 in support of EMS.
3. Social Wellness	N/A	R2MR is a mental health awareness and protection program initiated in 2017 as part of the department's overall health and wellness program.
5. Fiscal Management	N/A	Relocate suppression crews from Dunmore Road to Trans Canada Way station, as well as Administration/Prevention relocate from Maple Avenue to the new Station 2.
5. Fiscal Management	N/A	Construction began in 2017 on future Station 1.

## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Severe weather events.	Wind/rain/hail storms continue to occur stretching the department to its limit responding to calls for service. High winds cause major firefighting challenges.	Closer monitoring of weather alerts and early recall of all available staff.
Dangerous goods release/explosion/fire from industrial plants or rail/truck transport.	Anhydrous ammonia and methanol are produced in large quantities in industrial plants. Crude oil rail shipments are increasing. Rail and dangerous goods are transported through the center of the City.	Plant Emergency Response Plan (ERP) monitoring, accelerate HAZMAT training, and table top exercises. Increased training in rail and truck emergencies.
Loss of expertise on FDM records management system.	FDM RMS expertise resides with a temporary term employee.	Convert temporary term position to PEP with no budget increase required.
Succession Planning.	Department leadership could all retire at approximately the same time.	Identify leadership potential and encourage/support education opportunities.
Illegal drug related response.	Mental health and illegal drug related response is increasing in frequency.	Coordinated training and response with EMS and police. Increased awareness training.
Geographical isolation.	There are no large municipalities that Medicine Hat can rely on for rapid assistance or specialized response.	Maintain training and operations for specialty services. Maintain safe staffing levels.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.
- Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.
- Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.
- Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.
- The intent is to align the Annual Performance Summary and Council Priorities within this document.

### Format to be Followed:

Refer to Appendix 'A' for Legend detailing Council's Strategic Priorities and Key Results Coding.

**Strategic Objective A:** Bolster the department's ability to protect the community during initial response to significant HAZMAT events.

**Rationale:**

1. Rail and truck transport incidents are a high risk to the community.
2. Rail shipments of crude oil are likely to continue to rise in the absence of pipeline construction.
3. Chemical release from industrial plants is a high risk to the community.

**Indicators of Success:**

1. Adequate numbers of competent responders are in place to handle initial response to HAZMAT incidents.
2. Equipment is in place to handle initial response to HAZMAT incidents.
3. Department training plans expand to cover broader HAZMAT response scenarios.

**Action Plan:**

1. Increase training budget for HAZMAT response.
2. Increase annual numbers of fire fighters training to HAMAT Technician level.
3. Initiate platoon response training scenarios.

**Strategic Objective B:** Seek approval and design boat launch for Station 1.

**Rationale:**

1. New fire station 1 is strategically located for access to the South Saskatchewan river during an emergency.
2. In a flood event the department could lose access to the Strathcona boat launch due to demountable barrier installation on the berm.

**Indicator of Success:**

1. Rapid access to the river is available to responders at all times.

**Action Plan:**

1. Hire a design consultant to design a boat launch at Station 1.
2. Secure approvals for boat launch from respective levels of government.
3. Plan for boat launch construction in a future budget cycle.



### **Strategic Objective C:** Secure records management system expertise.

#### **Rationale:**

1. Fire Business Analyst is a temporary term position.
2. No funding increase would be required to move to PEP.
3. Vacant PEPS exist in the corporation that could be allocated to this position.

#### **Indicator of Success:**

1. FDM RMS knowledge exists in the City within Fire Services.
2. Business continuity.

#### **Action Plan:**

1. Convert Temp Term to PEP.
2. Develop redundancy for expertise.

### **Strategic Objective D:** Enhance staff development and succession planning.

#### **Rationale:**

1. There is a risk of multiple retirements at or near the same time in Fire Service leadership.

#### **Indicator of Success:**

1. Leadership potential is developed or being developed from within.

#### **Action Plan:**

1. Identify potential candidates for department leadership training.
2. Develop a compensation or assistance plan with HR and Executive.
3. Enroll identified/interested members in post-secondary business education.

### **Strategic Objective E:** Develop Fire Service Strategic Plan

#### **Rationale:**

1. NW commercial/industrial growth continues.
2. New industry may increase residential growth in NW.
3. Planning now will enhance future decision making.

#### **Indicator of Success:**

1. NW growth is analyzed.
2. Fire station requirement analyzed.
3. Future staffing plan options analyzed.

**Action Plan:**

1. Work with consultant/GIS to determine station requirement/optimal location
2. Analyze any cost sharing models or staffing options, present report.
3. Create and present report.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Increased HAZMAT response capabilities	4. Community Safety and Vibrancy	KR 4.5	Increase training budget for HAZMAT response.	Support Services	April 2019
			Increase annual numbers of fire fighters training to HAZMAT Technician level.	Support Services	April 2020
			Department training plans expand to cover broader HAZMAT response scenarios.	Fire Operations	April 2021
Seek approval and design boat launch for Station 1	4. Community Safety and Vibrancy	KR 4.5	Hire a design consultant to design a boat launch at Station 1.	Fire Operations	August 2019
			Secure approvals for boat launch from respective levels of government.	Support Services	August 2022
			Plan for boat launch construction in a future budget cycle.	Fire Operations	December 2022
Secure records management system expertise	4. Community Safety and Vibrancy	KR 4.5	Convert Temp Term to PEP (no budget increase).	Support Services	April 2019
			Develop redundancy for position.	Support Services	April 2020
Enhance staff development and succession planning	6. City Government	KR 6.3	Identify potential candidates for department leadership training.	Support Services	December 2019
			Develop a compensation or assistance plan with HR and Executive.	Support Services	December 2020
			Enroll identified/interested members in post-secondary business education.	Support Services	December 2021
Develop Fire Service	4. Community Safety and	KR 4.5	Work with consultant/GIS to determine station requirement/optimal location.	Support Services	August 2020

Strategic Plan	Vibrancy		Analyze any cost sharing models or staffing options.	Support Services	December 2020
			Create and present report.	Support Services	April 2021

## Financial Plan Summary & Highlights

### *Financial Summary (in thousands of dollars)*

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Sale of Goods & Services	478	405	310	310	310	310	95	1
Insurance Recovery	0	0	80	80	80	80	(80)	2
Other Operating Revenue	9	21	21	21	21	21	-	
<b>Total Revenues</b>	<b>487</b>	<b>426</b>	<b>411</b>	<b>411</b>	<b>411</b>	<b>411</b>	15	
<b>Expenses</b>								
Salaries, Wages & Benefits	12,044	12,544	12,890	13,135	13,440	13,730	1,186	3
Contracted Services	290	267	282	282	282	282	15	
Materials, Goods & Supplies	271	197	208	208	208	208	11	
Internal Loan Payments	90	6	93	95	96	98	92	
Interest Expense	12	1	10	8	6	4	3	
Transfers to MOE, TCA, Reserves	-	-	325	105	60	60	60	
Internal Charges & Transfers	1,439	1,679	1,880	1,895	1,924	1,952	272	
<b>Total Expenses</b>	<b>14,145</b>	<b>14,695</b>	<b>15,689</b>	<b>15,729</b>	<b>16,017</b>	<b>16,335</b>	<b>1,640</b>	
<b>Cash Requirements</b>	<b>\$ 13,658</b>	<b>\$ 14,269</b>	<b>\$ 15,278</b>	<b>\$ 15,318</b>	<b>\$ 15,606</b>	<b>\$ 15,924</b>	<b>\$ 1,624</b>	

Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

*(in thousands of dollars)*

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	New contract with Cypress Country for Fire Services is less than in the past as they now have their own Fire Department	(\$95)			
2	Anticipated revenue from recovering costs from insurance companies	(\$80)			
3	2019 Salaries have been budgeted based on actual positions and rates. Increase from 2020-2022 is a result of 2% inflation and a 2.76% increase as per the Medicine Hat Fire Fights Association collective agreement.	\$346	\$245	\$304	\$290
	<b>Total Annual Change (Year over Year)</b>	\$171	\$295	\$304	\$290
<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>		\$1,060			

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST					10 YEAR	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	<i>FIRE - Extrication tools replacement frontline units (Jaws of Life)</i>	250	-	-	-	-	-	-	-	-	-	250
	<i>FIRE - Infrastructure Rehabilitation Program</i>	-	55	60	60	65	-	65	65	65	65	500
	<i>FIRE - Attack Digital Fire Training System</i>	-	70	-	-	-	-	-	-	-	-	70
	<i>FIRE - Thermal imaging camera replacement</i>	-	-	-	-	-	100	-	-	-	-	100
	<i>FIRE - Mobile Data Terminal replacement</i>	-	-	-	-	-	-	75	-	-	-	75
	<b>DEPARTMENTAL TOTAL</b>	<b>\$ 250</b>	<b>\$ 125</b>	<b>\$ 60</b>	<b>\$ 60</b>	<b>\$ 65</b>	<b>\$ 100</b>	<b>\$ 140</b>	<b>\$ 65</b>	<b>\$ 65</b>	<b>\$ 65</b>	<b>\$ 995</b>
	<b>FUNDING SOURCES</b>											
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	250	55	60	60	-	-	-	-	-	-	425
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
	<b>FINANCING TOTAL</b>	<b>\$ 250</b>	<b>\$ 55</b>	<b>\$ 60</b>	<b>\$ 60</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 425</b>
	<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>											
	Loan Interest	-	-	-	-	-	-	-	-	-	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	13	28	34	40	43	43	43	43	43	43	43
	<b>TOTAL NET OPERATING EFFECT: \$ (000's)</b>	<b>\$ 13</b>	<b>\$ 28</b>	<b>\$ 34</b>	<b>\$ 40</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>
	<b>Loan Principal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	<b>FTEs</b>	<b>0</b>										

## MOE Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.


PAGE PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
											-
<i>FIRE MOE - Medicine Hat Fire Service Strategic Plan</i>	-	50	-	-	-	-	-	-	-	-	50
<i>FIRE MOE - Design and gain jurisdictional approval for a boat launch at Fire Station 1</i>	75	-	-	-	-	-	-	-	-	-	75
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 75</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125</b>
<b>FUNDING SOURCES</b>											
Operating	75	50	-	-	-	-	-	-	-	-	125
Grants	-	-	-	-	-	-	-	-	-	-	-
Third Party	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>	<b>\$ 75</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 125</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>											
Net Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NET OPERATING EFFECT: \$(000's)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
FTEs	0										



## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
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KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.



# 2019 – 2022 Business Plan

## Police Service

Submitted: 11/7/2018

Updated:

Updated:

Updated:



Medicine Hat  
The Gas City



## Police Service

Department Head: Andy McGrogan  
Title: Chief of Police  
Phone: 403-529-8410  
E-mail: Andy.McGrogan@mhps.ca

Office of the Chief | Support Services Division | Administrative Services Division | Operational Services Division

### DEPARTMENT OVERVIEW

**MISSION:** Serving and protecting our community with pride through professional and progressive policing. **VISION** To optimize the safety and security of our community. **Core VALUES:** We achieve 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



### CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Office of the Chief: Provides oversight to the three Divisions of the MHPS, and includes Legal Services, Financial Services and Communications  
Support Services Division: Organized Crime, Alberta Law Enforcement Response Teams (ALERT), Major Crimes, Forensic Identification, Priority Street Crimes, Safe Family Intervention, Community Safety, Victim Services  
Administrative Services Division: Information Management, Information Technology, Professional Standards, Training  
Operational Services Division: Patrols, Traffic, Municipal Bylaw Enforcement

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## Department Overview

### Corporate Mission Statement

**“Deliver value through exceptional public service.”**

### Department Organizational Chart

**Police**  
**151 FTEs**

Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	162	156.5	156.5	156.5	156.5
PEPs	151	147	147	147	147

### Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Patrol Section	Community	Police Calls for Service
Major Crime Section	Community	Violent Crimes Against People
Organized Crime Section	Community	Drugs Charges
Municipal Bylaw Enforcement Section	Community	Bylaw Calls for Service
Community Safety Section	Community	Family Violence Intervention / Mental Health Diversion
Administrative Services Section	Community	Internal Police Act Investigations
Information Management Section	MHPS	Quality Assurance of Files
Information Technology Section	MHPS	Support Tickets

## Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
3. Social Wellness	KR 1.1	In 2017, the Major Crimes Section (MCS) faced one of its most challenging and resource intensive investigations in many years. An extortion investigation was initiated that evolved into a homicide. Detailed threats were made to commit violent acts unless a \$1,000,000 ransom was paid. Close to the same time as the extortion file was received, a 63-year-old male was found deceased adjacent to his property. The death was determined to be a homicide and possibly linked to the extortion. As the leads grew and numerous investigative procedures were used, MCS investigators narrowed their focus with the arrest of a 55-year-old male. A search warrant was executed at the suspect's residence, and numerous valuable pieces of evidence were seized. A forensic examination of the evidence provided additional evidence that supported a charge of first degree murder in addition to the extortion charges.
3. Social Wellness	N/A	A growing trend that has been difficult to address is the issue of addictions. In the fall of 2017, the MHPS announced a partnership with Canadian Mental Health Association (CMHA) to form an Addictions Crisis Team (ACT), which pairs an addictions crisis worker with a police officer. This partnership is intended fill the gap in services for the community and provide a response to those individuals who are experiencing an addictions crisis through a case management model. Through stabilization, the goal is to assist individuals through their addictions and guide them through change and recovery.
3. Social Wellness	N/A	The total number of calls for service increased by 4%, from 29,343 in 2016 to 32,792 in 2017, which is a 11% increase from 2015. The increase in number of calls was accompanied by an increase in the complexity and intensity of calls, especially in response to persons under the influence of drugs. The Patrol Section relied heavily of the Safe Families Intervention Team and the Police and Crisis Team. These Teams offer support the Patrol Section by following up Domestic Disputes

		and Mental Health investigations and providing longer-term solutions that first response cannot provide.
3. Social Wellness	N/A	Striving to be proactive and informative the Municipal Enforcement Section uses a combination of education and enforcement. In 2017, the Section responded to 6,134 calls for service, which was an increase of 11% from 2016. Proactive and “self-generated” calls for service made up about 25% of workload. A project aimed at inspecting every residential property in the City of Medicine Hat and assisting residents and property owners in complying with community standards and bylaws was initiated in 2016 and continued into 2017 with 284 property inspection/clean up files added to the total.
3. Social Wellness	N/A	In 2017, seizures of methamphetamine increased from 1,474 grams in 2016 to 3,486 grams in 2017—an alarming 942% increase from 2015. Another concerning trend identified was the increased presence of firearms. In 2017, 27 firearms were seized as a result of drug and/or organized crime investigations and there was an 80% increase in the number of firearms seized by the MHPS as a whole. Many of these were seized from individuals involved in the drug sub-culture, although drugs were not the focus or the result of the investigation.
3. Social Wellness	N/A	Approximately 17,00 vehicle stops were conducted in 2017, which illustrates a commitment to road safety and also the volume of day-to-day contacts members of the MHPS have with the public. Through a combination of public education and enforcement activities, the MHPS Traffic Safety Plan targets impaired driving, speed enforcement, distracted driving, occupant restraint useage and intersection safety.
5. Fiscal Management	KR 5.1	Through sound fiscal management of resources the MHPS returned \$782K to the City through a positive budget variance in 2017. The MHPS is constantly looking for opportunities to enhance efficiencies and effectiveness of business practices including through the engagement of collaborative partners such as the Accident Support Services Collision Reporting Centre, Police Cadet Training Program, Safe Family Intervention Team and Police and Crisis Team.



## Significant Risks and Trends

This table should align with your Divisional Risk Matrix.

Significant Risks/Trends	Description	Mitigation Plan
Economic Crime	With advancements in technology, fraudulent schemes have become more complex and the MHPS must adopt sophisticated fraud detection solutions and gain greater expertise in conducting complex fraud investigations	Build capacity and officer expertise in the investigation of fraud and complex economic crimes.
Addiction	Medicine Hat like other Alberta communities has been impacted by addictions and is experiencing an opioid overdose crisis and increase in methamphetamine addictions.	The MHPS will work with other community stakeholders to assess the need for a Supervised Consumption Site, which will provide harm reduction as well as connect those in need to vital wrap around health and social support and will expand the Addictions and Crisis Team to provide additional services to addicts.
Legalization of Marihuana	The consumption of Cannabis Marihuana will be legalized in Canada in 2018. The MHPS must be prepared to respond to the challenges associated with impaired driving, consumption by youth and use in public spaces.	New methods of testing impairment and the development of a provincial and municipal framework will need to be developed.
DNA Analysis	DNA is used to identify offenders in a variety of criminal offences. Alberta police agencies are the highest users of DNA analytical services in the country and the Alberta government has indicated that the municipalities / police services may need to absorb some of the costs associated with DNA Analysis.	The MHPS will review investigational practices regarding the use of DNA analysis for primary and secondary offences.

## Department Plans

### Strategic Objectives, Rationale, Indicators of Success, Action Plans

- A Strategic Objective is an aim or desired result (the “what”). Strategic Objectives should encompass all major Services or Programs provided by the department.
- Rationale is a set of reasons or a logical basis for a course of action (the “why”) for example, “Rationale of Safety – Basis for keeping our staff safe is the Occupational Health and Safety Act”.
- Indicators of Success are generally a quantifiable measure used to evaluate the success of meeting objectives. Sometimes an indicator can be qualitative in nature as well.

- *Action Plan is a strategy designed to achieve an overall objective (the “how”). Each Service/Program objective should have an Action Plan.*
- *The intent is to align the Annual Performance Summary and Council Priorities within this document.*

### **Format to be Followed:**

Refer to Appendix ‘A’ for Legend detailing Council’s Strategic Priorities and Key Results Coding.

## **Strategic Objective A: Community Safety**

### **Rationale:**

1. Continue to focus on providing effective reactive and proactive response to community safety issues.
2. Police and Crisis Team provides a joint service harm reduction approach by identifying high-risk individuals in the community who come into conflict with the law and are suffering with addictions to offer individualized services and connect them to treatment and services to address their addictions.
3. Prepare to meet the challenges of future economic crime investigations by building sustainable investigator expertise through specialty training courses to build capacity and to meet future service needs to investigate complex million dollar frauds.

### **Indicators of Success:**

1. Maintain a high level of public confidence in the MHPS ability to investigate crime and adapt to crime trends.
2. Reduce the number of persons in crisis arrested for mental health and addiction issues.
3. Successful and comprehensive investigations into economic crimes.

### **Action Plan:**

1. Explore alternative call response options for non-emergency calls to allow increased focus on urgent and complex calls for service.
2. Enhance partnership with community stakeholders of Canadian Mental Health Association, Alberta Health Services when dealing with addictions and mental health issues.
3. Build capacity and officer expertise in investigating fraud and complex economic based crimes.

## **Strategic Objective B:** Community Engagement

### **Rationale:**

1. The MHPS will continue to adopt new platforms of communication as determined to be effective in reaching members of the community and will explore the use of a mobile phone application to improve access to police resources.
2. The MHPS Citizen's Police Academy is an effective outreach program, which provides community members with the opportunity to learn more about the MHPS, and gain an increased awareness of current policing issues and community safety concerns through a series of lectures, hands on learning and practical demonstrations.
3. The MHPS will utilize the annual open house to provide an opportunity for community members to become familiar with the MHPS and its operations and utilize the opportunity to also recognize citizens who through their actions have contributed to community safety.

### **Indicator of Success:**

1. Adoption of the mobile application by community members at a rate comparable to similar community safety applications and programs
2. Recruit of 20 participants in the Citizen's Police Academy per year.
3. Increase community participation in the MHPS Open House and enhance the ability to recognize the achievement of community members.

### **Action Plan:**

1. Research and develop a mobile application that meets community needs.
2. Host one Citizen's Police Academy annually.
3. Host an MHPS Open House annually, identify youth leadership candidates and recognize the achievement of community members.

## **Strategic Objective C:** Innovation and Excellence in Service Delivery

### **Rationale:**

1. The MHPS will create efficiency for operational units by reducing error rates and clerical tasks associated to issuing traffic violation notices and will create efficiency in the Information Management Section by reducing duplication of manual processes.
2. Recognizing the growing demands of digital asset management and the secure storage of information, the MHPS will adopt cloud based storage solutions in an effort to reduce costs and enhance data security.
3. Recognizing that customer service is a key expectation of the police service, the MHPS will focus on an enhanced delivery model and developing the skill aligned with the core values of the Service.

**Indicator of Success:**

1. Enhanced efficiency and effectiveness of operational and support staff.
2. Reduction in future storage costs and security risk associated with data management.
3. Maintain a high level of overall satisfaction from community as indicated by survey.

**Action Plan:**

1. Implement e-ticketing process for traffic violations.
2. Integrate cloud-based storage with existing data management.
3. Provide customer service training and ensure accountability.

**Strategic Objective D: Organizational Wellness****Rationale:**

1. The MHPS currently utilizes a variety of wellness programs including the Road To Mental Readiness, Critical Incident Stress Management, Peer Support, and psychological services and will ensure the effectiveness programs.
2. The MHPS will ensure the legal safety of the MHPS and its officers through alignment with Alberta Provincial Standards, the Alberta Provincial Association of Chiefs of Police, case law and legal best practices.
3. The MHPS will continue to provide training and safety equipment relevant to the current policing environment and ensure community safety.

**Indicator of Success:**

1. Increased employee resiliency.
2. Ensure continuity of legal services.
3. Efficient deployment of training and equipment resources.

**Action Plan:**

1. Conduct a review of existing wellness programs.
2. Succession planning for legal counsel.
3. Conduct environmental scan to review training and equipment needs.

**Strategic Objective E: Investment in Human Resources****Rationale:**

1. Based on the community and employee surveys, one of the primary considerations for the Service is the deployment of human resources to maximize effectiveness

2. The MHPS promotion process, training and development, and succession planning will allow MHPS to remain leaders within the policing community.
3. The MHPS is striving to have a diverse and inclusive organization reflective of the community we serve.

**Indicator of Success:**

1. Increased transparency in recruitment, committee selection, transfer and promotion processes.
2. Implementation of a competency based training and professional development plan.
3. Enhanced diversity of the workforce that reflects the community.

**Action Plan:**

1. Align professional development with current human resource best practices and develop a competency-based training and professional development plan.
2. Align recruit selection and training in partnership with advanced education and other Alberta police agencies.
3. Attract diverse applicants through recruiting initiatives.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Subdepartment)	Timeline
Community Safety	4. Community Safety and Vibrancy	KR 4.5	Explore alternative call response options for non-emergency calls to allow increased focus on urgent and complex calls for service.	Patrol Section	April 2020
			Enhance partnership with community stakeholders of Canadian Mental Health Association, Alberta Health Services when dealing with addictions and mental health issues	Police and Crisis Team	August 2019
			Build capacity and officer expertise in investigating fraud and complex economic based crimes.	Major Crimes Section	April 2020
Community Engagement	4. Community Safety and Vibrancy	KR 4.5	Research and develop a mobile application that meets community needs.	Office of the Chief	December 2019
			Host one Citizen's Police Academy annually.	Community Safety Unit	December 2022
			Host an MHPS Open House annually, identify youth leadership candidates and recognize the achievement of community members.	Office of the Chief	December 2022
Innovation and Excellence in Service Delivery	1. Fiscal Responsibility	KR 1.3	Implement e-ticketing process for traffic violations.	Information Technology Section	December 2019
			Integrate cloud-based storage with existing data management.	Information Technology Section	April 2020
			Provide customer service training and ensure accountability.	Office of the Chief	December 2022
Organizational Wellness	6. City Government	KR 6.2	Conduct a review of existing wellness programs.	Office of the Chief	December 2022
			Succession planning for legal counsel.	Office of the Chief	April 2020

			Conduct environmental scan to review training and equipment needs.	Office of the Chief	December 2022
Investment in Human Resources	6. City Government	KR 6.3	Align professional development with current human resource best practices and develop a competency-based training and professional development plan.	Office of the Chief	December 2022
			Align recruit selection and training in partnership with advanced education and other Alberta police agencies.	Training Unit	December 2020
			Attract diverse applicants through recruiting initiatives.	Recruitment Team	December 2022

## Financial Plan Summary & Highlights

### Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018 - 2022	Reference No.
<b>Revenues</b>								
Government Transfers	1,564	1,529	1,712	1,712	1,712	1,712	(183)	1
Insurance Recovery	36	0	0	0	0	0	-	
Licenses, Fines and Penalties	115	138	123	123	123	123	15	
Sale of Goods & Services	8	10	0	0	0	0	10	
Other Operating Revenue	1,804	1,875	1,523	1,655	1,568	1,692	183	2
Internal Recovery	184	171	191	194	198	201	(30)	
<b>Total Revenues</b>	<b>3,711</b>	<b>3,722</b>	<b>3,548</b>	<b>3,684</b>	<b>3,601</b>	<b>3,728</b>	<b>5</b>	
<b>Expenses</b>								
Salaries, Wages & Benefits	19,597	20,645	19,232	19,799	20,235	20,786	141	3
Contracted Services	1,986	2,118	2,174	2,347	2,210	2,383	265	4
Materials, Goods & Supplies	808	660	945	945	945	945	285	5
Grants and Other Transfers							-	
Other Operating Expenses	1	0	0	0	0	0	(0)	
External Loan Payments							-	
Internal Loan Payments	101	111	32	24	17	15	(96)	
Interest Expense	4	6	3	2	2	1	(5)	
Transfers to MOE, TCA, Reserves	113	75	188	171	177	181	106	
Internal Charges & Transfers	1,262	1,763	1,893	1,918	1,949	1,970	208	
<b>Total Expenses</b>	<b>23,872</b>	<b>25,378</b>	<b>24,466</b>	<b>25,206</b>	<b>25,533</b>	<b>26,281</b>	<b>903</b>	
<b>Cash Requirements</b>	<b>\$ 20,161</b>	<b>\$ 21,656</b>	<b>\$ 20,918</b>	<b>\$ 21,521</b>	<b>\$ 21,933</b>	<b>\$ 22,554</b>	<b>\$ 898</b>	



Highlighting items over \$50,000 (Municipal) / \$100,000 (Utilities & Energy) - incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

<b>Financial Plan Summary Ref. No.</b>	<b>Reason</b>	<b>2019 \$</b>	<b>2020 \$</b>	<b>2021 \$</b>	<b>2022 \$</b>
1	There is a significant decrease to Alert revenues over the 4-year period, which is directly related to the decrease in Alert wages. This is partially off-set by a Victim's Assistance grant.	(183)			
2	There is an increase to recovery on exhibits and traffic escorts for all 4 years. Recovery on cadet training in (2018), 2020 and 2022.	(352)	132	(87)	124
3	A strong effort was made to decrease wages and salaries in 2019. There was also a decrease to benefits and an increase to managed manpower rates. The increase over the 4-year period is due to inflation and step increases. Allowances have been budgeted for in materials, goods & supplies.	(1,413)	567	436	551
4	Increase to contracted services due to IT contracts and subscriptions, live scan, and cannabis blood testing. Greater spike in years 2020 and 2022 is due to cadet training.	56	173	(137)	173
5	Significant portion of the increase is due to allocation of where allowances are being budgeted. Increase to IT software and equipment purchases that was previously covered by MOEs.	285			
	<b>Total Annual Change (Year over Year)</b>	(1,607)	872	212	848
	<b>Total 4 Year Change Base 2018 budget to Year 4 (2022)</b>				931

## Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

## TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

TCA Decision Packages (listed in priority order):\*  
(in thousands of dollars)

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
	<i>PCL In Car and Body Worn Cameras</i>	35	18	18	18	-	-	-	-	-	-	89
	<i>PCL Information Technology Equipment</i>	65	105	90	95	-	-	-	-	-	-	355
	<i>PCL Ancillary Equipment</i>	88	48	13	13	-	-	-	-	-	-	162
	<i>PCL Facility Management Equipment</i>	-	-	56	55	-	-	-	-	-	-	111
<b>DEPARTMENTAL TOTAL</b>		<b>\$ 188</b>	<b>\$ 171</b>	<b>\$ 177</b>	<b>\$ 181</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 717</b>
<b>FUNDING SOURCES</b>												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debtenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	188	171	177	181	-	-	-	-	-	-	717
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	-	-	-	-	-	-	-	-	-	-	-
<b>FINANCING TOTAL</b>		<b>\$ 188</b>	<b>\$ 171</b>	<b>\$ 177</b>	<b>\$ 181</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 717</b>
<b>EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL</b>												
	Loan Interest	-	-	-	-	-	-	-	-	-	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	9	27	45	63	72	72	72	68	68	68	
<b>TOTAL NET OPERATING EFFEC' \$ (000's)</b>		<b>\$ 9</b>	<b>\$ 27</b>	<b>\$ 45</b>	<b>\$ 63</b>	<b>\$ 72</b>	<b>\$ 72</b>	<b>\$ 72</b>	<b>\$ 68</b>	<b>\$ 68</b>	<b>\$ 68</b>	
<b>Loan Principal</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	
<b>FTEs</b>		<b>0</b>										

\* *Italicized requests are not included in the management (staff) recommended budget.*

\*\* Impact in first full year of operations (actual impact may occur over a number of years).

## Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
<b>SP 1</b>	<b>Council Strategic Priority 1 – Fiscal Responsibility</b>
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or projected surplus cash from operations.
<b>SP 2</b>	<b>Council Strategic Priority 2 – Economic Vitality</b>
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
<b>SP 3</b>	<b>Council Strategic Priority 3 – Infrastructure Renewal</b>
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.
<b>SP 4</b>	<b>Council Strategic Priority 4 – Community Safety and Vibrancy</b>
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.

KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
<b>SP 5</b>	<b>Council Strategic Priority 5 – Sunshine Hospitality</b>
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
<b>SP 6</b>	<b>Council Strategic Priority 6 – City Government</b>
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.

**2019 - 2028 TANGIBLE CAPITAL ASSET BUDGET**  
**Summary of Capital (TCA) Budget Requests**  
*In thousands of dollars*

**Municipal Services - Capital**

PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST						10 YEAR TOTAL	Ranking Results	Council Strategic Priority
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
<i>FIRE - Extrication tools replacement frontline units (jaws of Life)</i>	250	-	-	-	-	-	-	-	-	-	250	5	Community Safety & Vibrancy
<i>CDV TCA 911 - Next Generation 911</i>	-	100	-	-	-	-	-	-	-	-	100	6	Community Safety & Vibrancy
<i>POL In Car and Body Worn Cameras</i>	35	18	18	18	-	-	-	-	-	-	89	37	Community Safety & Vibrancy
<i>POL Ancillary Equipment</i>	88	48	13	13	-	-	-	-	-	-	162	40	Community Safety & Vibrancy
<i>CDV TCA 2019-2022 Accessible Bus Stop Program</i>	-	-	200	200	-	200	-	200	-	200	1,000	50	Community Safety & Vibrancy
<i>CDV TCA FOH Console Replacement</i>	-	-	50	-	-	-	-	-	-	-	50	51	Community Safety & Vibrancy
<i>CDV TCA Seniors Centre Equipment Replacement Program</i>	40	-	-	40	50	-	-	-	50	-	180	52	Community Safety & Vibrancy
<i>PKRC - Community Partnership Requests</i>	500	405	600	-	710	-	-	-	100	-	2,315	9	Fiscal Responsibility
<i>PKRC - Shrub Bed Removal and Rehabilitation</i>	250	250	-	-	-	-	-	-	-	-	500	10	Fiscal Responsibility
<i>PKRC - Gershaw Dr Interchange Landscape Redevelopment</i>	200	200	-	-	-	-	-	-	-	-	400	11	Fiscal Responsibility
<i>CAM FM Heald Pool Demolition</i>	-	-	-	-	-	-	-	-	-	-	-	13	Fiscal Responsibility
<i>PKRC - Alternate Landscaping Redevelopment</i>	-	-	100	100	-	-	-	-	-	-	200	35	Fiscal Responsibility
<i>FIN Taxation Software System</i>	-	-	-	600	-	-	-	-	-	-	600	42	Fiscal Responsibility
<i>ICS TCA Secondary Data Center 2019</i>	452	-	-	-	-	-	-	-	-	-	452	43	Fiscal Responsibility
<i>FIN Assessment Software</i>	50	-	-	350	-	-	-	-	-	-	400	45	Fiscal Responsibility
<i>CAO Council Contingency</i>	500	500	500	500	1,000	1,000	1,000	1,000	1,000	1,000	8,000	55	Fiscal Responsibility
<i>Council Capital Contingency</i>	500	500	500	500	1,000	1,000	1,000	1,000	1,000	1,000	8,000	56	Fiscal Responsibility
<i>MWD 2019-22 Bridge Repair/Rehabilitation Program</i>	250	1,400	500	500	700	500	500	500	500	500	5,850	1	Infrastructure Renewal
<i>MWD 2019-22 Infrastructure Rehabilitation Program</i>	5,750	6,000	6,500	6,750	6,500	7,500	7,750	8,000	8,250	9,000	72,000	2	Infrastructure Renewal
<i>MWD 2019-22 Storm Sewer Replacement/Renewal Program</i>	3,500	3,750	4,500	4,750	4,000	5,250	5,500	5,750	6,000	6,500	49,500	3	Infrastructure Renewal
<i>MWD Rail Crossing Upgrades</i>	-	400	-	-	-	-	-	-	-	-	400	4	Infrastructure Renewal
<i>MWD Downtown Surface Enhancements 3rd Street SE</i>	-	1,000	-	500	-	-	-	-	-	-	1,500	7	Infrastructure Renewal
<i>MWD Spencer/Kipling Street Corridor Upgrade</i>	-	-	-	-	4,200	-	-	-	-	-	4,200	8	Infrastructure Renewal
<i>FIRE - Infrastructure Rehabilitation Program</i>	-	55	60	60	65	-	65	65	65	65	500	12	Infrastructure Renewal
<i>PKRC - Hillside Cemetery Columbarium Program</i>	200	400	-	175	-	-	775	-	-	175	1,725	13	Infrastructure Renewal
<i>CAM FM Infrastructure Repair</i>	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	19,000	14	Infrastructure Renewal
<i>PKRC - Bridge Rehabilitation Program</i>	600	600	1,000	600	650	650	650	650	700	700	6,800	15	Infrastructure Renewal
<i>PKRC - Ajax Coulee Bridge Rehabilitation</i>	-	-	-	-	-	-	-	-	-	-	-	15	Infrastructure Renewal
<i>PKRC - Tree Planting Initiative</i>	-	60	120	125	-	-	-	-	-	-	305	17	Infrastructure Renewal
<i>PKRC - Heald Park Redevelopment</i>	300	-	200	-	-	-	-	-	-	-	500	19	Infrastructure Renewal
<i>PKRC - Parks Infrastructure Program</i>	3,465	3,840	3,865	3,790	4,690	4,690	4,690	4,690	4,690	4,690	43,100	20	Infrastructure Renewal
<i>PKRC - Cemetery Capacity Program</i>	-	-	-	-	-	-	-	-	-	-	-	20	Infrastructure Renewal
<i>ICS TCA 10 Year Capital Improvement Program (CIP) 2019-2022</i>	705	510	943	1,238	-	-	-	-	-	-	3,396	21	Infrastructure Renewal
<i>PKRC - Cemetery Irrigation System Rehabilitation</i>	300	400	400	400	-	-	-	-	-	-	1,500	22	Infrastructure Renewal
<i>CAM FM City Hall Parkade Ventilation</i>	-	775	-	-	-	-	-	-	-	-	775	23	Infrastructure Renewal
<i>CAM FM Strathcona Centre Modernization</i>	1,000	-	-	-	-	-	-	-	-	-	1,000	24	Infrastructure Renewal
<i>PKRC - Dog Off Leash Areas Development</i>	50	25	25	25	-	-	-	-	-	-	125	25	Infrastructure Renewal
<i>PKRC - Computerized Irrigation Upgrades</i>	-	700	400	400	-	-	-	-	-	-	1,500	26	Infrastructure Renewal
<i>PKRC - Family Leisure Centre Parking Lot Upgrades</i>	-	400	-	-	-	-	-	-	-	-	400	27	Infrastructure Renewal
<i>PKRC - Recreation Fitness Equipment Replacement Program</i>	40	-	200	-	-	-	350	-	-	-	590	28	Infrastructure Renewal
<i>ICS TCA Core IT Infrastructure Capacity Increases 2019</i>	250	-	-	-	-	-	-	-	-	-	250	29	Infrastructure Renewal
<i>ICS TCA Data Center Advanced Network Services 2019</i>	250	-	-	-	-	-	-	-	-	-	250	29	Infrastructure Renewal
<i>CAM FM Kinplex #1 Ice Slab and Board System</i>	1,500	-	-	-	-	-	-	-	-	-	1,500	31	Infrastructure Renewal
<i>PKRC - Accessibility Program</i>	-	200	200	200	250	250	250	250	300	300	2,200	33	Infrastructure Renewal
<i>CAM FM Library Major Components Lifecycle</i>	1,000	-	-	-	-	2,500	-	-	-	-	3,500	34	Infrastructure Renewal
<i>ICS TCA Cityworks Phase 3 2019</i>	878	-	-	-	-	-	-	-	-	-	878	36	Infrastructure Renewal
<i>CAM FLT19 - Transit Mechanical Bay Improvement</i>	-	350	-	-	350	-	-	-	-	-	700	38	Infrastructure Renewal
<i>POL Information Technology Equipment</i>	65	105	90	95	-	-	-	-	-	-	355	39	Infrastructure Renewal

POL Facility Management Equipment	-	-	56	55	-	-	-	-	-	-	111	41	Infrastructure Renewal
MWD 2019-22 Lane Rehabilitation Program	-	-	400	-	-	200	200	200	200	200	1,400	44	Infrastructure Renewal
MWD Fence Rehabilitation/Replacement	-	-	100	-	-	500	500	500	500	500	2,600	45	Infrastructure Renewal
CAM FM Fleet Building Roof Replacement	-	-	-	-	-	-	-	-	-	-	-	46	Infrastructure Renewal
PKRC - Open Space Redevelopment	-	-	125	-	-	150	150	150	150	150	875	48	Infrastructure Renewal
ICS TCA Data Management Strategy 2019 2020	180	160	-	-	-	-	-	-	-	-	340	49	Infrastructure Renewal
CAM FM Marshall Avenue Storage Replacement	-	250	-	-	-	-	-	-	-	-	250	53	Infrastructure Renewal
CAM FM FLC Storage Building	-	150	-	-	-	-	-	-	-	-	150	54	Infrastructure Renewal
CAM FM City Hall HVAC and Controls	-	-	-	-	-	-	-	-	-	-	-	57	Infrastructure Renewal
PKRC - South Saskatchewan River Recreation Opportunities Program	200	200	200	200	300	300	300	300	400	400	2,800	16	Sunshine Hospitality
PKRC - Urban Park Re-Development and Upgrade	-	-	125	-	-	250	250	250	250	250	1,375	47	Sunshine Hospitality
PKRC - Davit Crane for Confined Spaces	-	-	-	-	-	-	-	-	-	-	-	86	City Government
FIN Photocopier/Printer	-	-	-	-	-	-	-	-	-	-	-	103	City Government
CDV TCA 911 - Dispatch Console	-	-	-	-	-	-	-	-	50	1,200	1,250	114	Community Safety & Vibrancy
MWD Trans Canada Highway Service Road Construction	-	-	-	-	-	-	2,000	-	-	-	2,000	99	Economic Vitality
PKRC - Gas City Campground Expansion	-	-	-	-	-	-	-	3,000	-	-	3,000	107	Economic Vitality
PKRC - FLC Plaza Development	-	-	-	-	125	-	-	-	-	-	125	108	Economic Vitality
PKRC - Strathcona Island to Police Point Pedestrian Bridge Construction	-	-	-	-	-	-	-	-	25,000	-	25,000	112	Economic Vitality
PKRC - Pickleball Court Development	-	-	-	-	600	-	-	-	-	-	600	77	Fiscal Responsibility
FIN Cash Register System	-	-	-	-	-	-	-	250	-	-	250	115	Fiscal Responsibility
CAM FM Police Station Boiler Replacement	-	-	-	-	-	2,000	-	-	-	-	2,000	57	Infrastructure Renewal
PKRC - Echo Dale Regional Park Water Treatment Plant Infrastructure Upgrades	-	-	-	-	4,400	-	-	-	-	-	4,400	58	Infrastructure Renewal
MWD Dunmore Road Bridge/Kingsway Intersection Upgrades	-	-	-	-	-	6,000	-	-	-	-	6,000	59	Infrastructure Renewal
CAM FM Crestwood Recreation Centre Modernization	-	-	-	-	5,000	-	-	-	-	-	5,000	61	Infrastructure Renewal
CAM FM City Hall Vault/Cashier Relocate	-	-	-	-	-	-	-	-	-	-	-	61	Infrastructure Renewal
ICS TCA Enhance Capacity of CMH Fiber Optics 2019 2022	-	-	-	-	60	60	60	-	-	-	180	63	Infrastructure Renewal
PKRC - Kinplex/Cypress Centre Parking Lot Resurfacing	-	-	-	-	-	-	-	-	-	-	-	66	Infrastructure Renewal
CAM FM Hockey Hounds Modernization	-	-	-	-	-	-	5,000	-	-	-	5,000	67	Infrastructure Renewal
CAM FM Crescent Heights Pool Modernization	-	-	-	-	-	2,000	-	-	-	-	2,000	68	Infrastructure Renewal
CAM FM Canalta Retaining Wall Repair	-	-	-	-	-	-	-	-	-	-	-	69	Infrastructure Renewal
PKRC - Sports Field Light Infrastructure Upgrade Program	-	-	-	-	50	200	-	50	200	-	500	70	Infrastructure Renewal
CAM FM Family Leisure Centre RTU's (HVAC)	-	-	-	-	-	-	-	-	-	-	-	70	Infrastructure Renewal
CAM FM Canalta Centre Acrylic/Ice Glass Replacement	-	-	-	-	-	-	-	-	-	-	-	71	Infrastructure Renewal
CAM FM Kinplex Modernization	-	-	-	-	-	-	-	1,750	-	-	1,750	72	Infrastructure Renewal
CAM FM Moose Recreation Centre Modernization	-	-	-	-	-	-	-	1,750	-	-	1,750	73	Infrastructure Renewal
CAM FM Hill Pool Modernization	-	-	-	-	-	-	2,000	-	-	-	2,000	74	Infrastructure Renewal
CDV TCA Medicine Hat Museum Renewal	-	-	-	-	30	-	-	-	-	-	30	78	Infrastructure Renewal
CAM FM Gas City Campground Washroom Modernization	-	-	-	-	-	-	-	-	-	-	-	82	Infrastructure Renewal
PKRC - Kin Coulee Irrigation Pump System Re-Development	-	-	-	-	100	1,000	-	-	-	-	1,100	84	Infrastructure Renewal
CAM FM Parks Shop/Storage Building	-	-	-	-	-	1,000	-	-	-	-	1,000	85	Infrastructure Renewal
CAM FM Tourist Information Centre Modernization	-	-	-	-	-	-	-	-	-	-	-	85	Infrastructure Renewal
CAM FM City Hall Furniture Systems Lifecycle Replacement	-	-	-	-	250	-	-	-	-	-	250	86	Infrastructure Renewal
PKRC - Recreation Infrastructure Program	-	-	-	-	-	-	-	-	-	-	-	88	Infrastructure Renewal
CAM FM Family Leisure Centre Waterslide Insulation	-	-	-	-	-	250	-	-	-	-	250	88	Infrastructure Renewal
CAM FM Ross Glen Washroom Modernization	-	-	-	-	-	-	-	-	-	-	-	90	Infrastructure Renewal
CAM FM City Hall Basement Expansion	-	-	-	-	800	-	-	-	-	-	800	90	Infrastructure Renewal
CAM FM Tourist Centre Parking Lot Resurfacing	-	-	-	-	-	-	-	-	-	-	-	92	Infrastructure Renewal
MWD South West Industrial Area Road Network Upgrades	-	-	-	-	1,000	-	-	-	-	-	1,000	93	Infrastructure Renewal
MWD Industrial Avenue Rehabilitation	-	-	-	-	7,500	-	-	-	-	-	7,500	94	Infrastructure Renewal
CAM FM Greenhouse Heating Replacement	-	-	-	-	-	-	-	-	-	-	-	94	Infrastructure Renewal
MWD Day Street Bridge Replacement	-	-	-	-	5,000	-	-	-	-	-	5,000	95	Infrastructure Renewal
MWD Permanent Snow Disposal Facility	-	-	-	-	4,500	-	-	-	-	-	4,500	96	Infrastructure Renewal
MWD College Avenue Bridge and Kipling Street Intersection Upgrades	-	-	-	-	-	-	14,000	-	-	-	14,000	97	Infrastructure Renewal
MWD Arterial Road 2026	-	-	-	-	-	-	-	9,000	-	-	9,000	98	Infrastructure Renewal
PKRC - Drainage and Erosion Program	-	-	-	-	-	-	-	-	-	-	-	99	Infrastructure Renewal
MWD Arterial Road 2028	-	-	-	-	-	-	-	-	-	9,000	9,000	100	Infrastructure Renewal
MWD Industrial Avenue Bridge Replacement	-	-	-	-	-	-	-	-	-	5,000	5,000	101	Infrastructure Renewal
CAM FM Esplanade Bar Renovation	-	-	-	-	-	-	-	-	-	-	-	101	Infrastructure Renewal

<i>FIRE- Thermal imaging camera replacement</i>	-	-	-	-	-	100	-	-	-	-	100	102	Infrastructure Renewal
<i>FIRE- Mobile Data Terminal rplacement</i>	-	-	-	-	-	-	75	-	-	-	75	103	Infrastructure Renewal
<i>PKRC - Outdoor Field Development at the Family Leisure Centre</i>	-	-	-	-	-	600	1,000	-	-	-	1,600	104	Infrastructure Renewal
<i>PKRC - Kin Coulee Ball Diamond Dugout Upgrades</i>	-	-	-	-	-	-	200	-	-	-	200	105	Infrastructure Renewal
<i>PKRC - Methanex Bowl Artificial Turf Replacement</i>	-	-	-	-	-	-	-	-	250	-	250	106	Infrastructure Renewal
<i>CAM FM City Hall Washroom Modernization</i>	-	-	-	-	-	-	-	-	-	-	-	106	Infrastructure Renewal
<i>CAM FM Athletic Ball Park Improvements</i>	-	-	-	-	-	-	-	-	-	-	-	107	Infrastructure Renewal
<i>CAM FM Family Leisure Centre Maintenance Door Installation</i>	-	-	-	-	-	-	-	-	-	-	-	108	Infrastructure Renewal
<i>PKRC - Signage Replacement Program</i>	-	-	-	-	-	-	-	-	-	-	-	110	Infrastructure Renewal
<i>PKRC - SMRID Vault Replacement</i>	-	-	-	-	-	-	-	450	-	-	450	110	Infrastructure Renewal
<i>CAM FM Transit Parkade Roofs</i>	-	-	-	-	-	250	-	-	-	-	250	116	Infrastructure Renewal
<i>CAM FM Esplanade Steam Boilers</i>	-	-	-	-	-	500	-	-	-	-	500	117	Infrastructure Renewal
<i>CAM FM Hockey Hounds MUA Replacement</i>	-	-	-	-	-	-	-	-	275	-	275	118	Infrastructure Renewal
<i>CAM FM Canalta Centre Board Package Replacement</i>	-	-	-	-	-	-	-	-	300	-	300	119	Infrastructure Renewal
<i>CAM FM City Hall Bolier Replacement</i>	-	-	-	-	-	-	-	-	-	1,000	1,000	120	Infrastructure Renewal
<i>CAM FM Esplanade Elevator Upgrades</i>	-	-	-	-	-	-	-	250	-	-	250	121	Infrastructure Renewal
<i>PKRC - Parks Building Infrastructure Program</i>	-	-	-	-	-	125	125	125	125	125	750	122	Infrastructure Renewal
<i>MWD Airport Runway 09-27 Rehabilitation</i>	-	-	-	-	-	-	-	4,000	-	-	4,000	123	Infrastructure Renewal
<i>PKRC - River Valley Downtown Corridor Redevelopment Program</i>	-	-	-	-	-	1,000	1,000	1,000	250	1,000	5,250	65	Sunshine Hospitality
<i>PKRC - Future Trail Development</i>	-	-	-	-	-	-	50	-	-	-	50	109	Sunshine Hospitality
<i>PKRC - Echo Dale Regional Park Campground Development</i>	-	-	-	-	-	-	3,000	-	-	-	3,000	111	Sunshine Hospitality
<i>PKRC - Family Leisure Centre Digital Sign</i>	-	-	-	-	-	200	-	-	-	-	200	113	Sunshine Hospitality
											-		
	\$ 25,248	\$ 25,651	\$ 23,890	\$ 24,084	\$ 58,455	\$ 44,825	\$ 52,790	\$ 41,405	\$ 55,430	\$ 44,855	\$ 396,633		



## 2018 - 2022 Personnel Summary

Department	PEP's				
	2018	2019	2020	2021	2022
CAO & Commissioners	13	11	11	11	11
City Solicitor	9	9	9	9	9
Corporate Communications	6	6	6	6	6
Health, Safety & Environment (HSE)	12	13	13	13	13
Police	151	151	151	151	151
Human Resources	20	21	21	21	21
Finance	81	80	80	80	80
Corporate Asset Management	43	47	47	47	47
Information & Computer Services	33	28	28	28	28
Land & Business Support	6	6	6	6	6
Municipal Works	53	53	53	53	53
Planning & Development Services	35	35	35	35	35
Fire	83	84	84	84	84
Parks & Recreation	76	78	78	78	78
Community Development	115	113	113	113	113
<b>Total</b>	<b>730</b>	<b>729</b>	<b>729</b>	<b>729</b>	<b>729</b>