



Medicine Hat



CITY OF MEDICINE HAT

# Annual Report

Year ended December 31, 2024

[medicinehat.ca](http://medicinehat.ca)

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*Iconic Medicine Hat landmarks City Hall, Finlay Bridge and St. Patrick's Church are visible mid-summer.*



# Corporate Governance

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# CITY COUNCIL



MAYOR  
**LINNSIE CLARK**



COUNCILLOR  
**ROBERT DUMANOWSKI**



COUNCILLOR  
**CASSI HIDER**



COUNCILLOR  
**DARREN HIRSCH**



COUNCILLOR  
**ALLISON KNODEL**



COUNCILLOR  
**ANDY MCGROGAN**



COUNCILLOR  
**RAMONA ROBINS**



COUNCILLOR  
**SHILA SHARPS**



COUNCILLOR  
**ALISON VAN DYKE**

# CITY ADMINISTRATION



CITY MANAGER  
**ANN MITCHELL**



MANAGING DIRECTOR  
**PAT BOHAN**



MANAGING DIRECTOR & CFO  
**JILIAN CAMPBELL**



MANAGING DIRECTOR  
**ROCHELLE PANCOAST**



MANAGING DIRECTOR  
**JOSEPH HUTTER**



CITY SOLICITOR  
**BENJAMIN BULLOCK**



CITY CLERK  
**TAROLYN AASERUD**



## CITY COUNCIL'S MESSAGE



As we move forward, Council remains dedicated to fostering a resilient and prosperous future for Medicine Hat. Our strategic plan continues to serve as a guiding framework, ensuring that our decisions strengthen the city and position us for long-term success.

Like many communities across Canada, we face challenges. Affordability and inflationary pressures remain top of mind, affecting both households and businesses. In response, we are working closely with local industries, businesses, and economic development partners to develop collaborative strategies that sustain and grow our regional economy. A significant milestone in this effort was the completion of a regional

economic development strategy in 2024, which will be implemented in 2025. Council remains committed to working alongside our partners to bring this plan to life.

Another key focus for Council has been securing the best path forward for our city's energy assets. In 2024, we initiated a comprehensive energy review to establish a strategic approach that delivers lasting value to our community. This work continues into 2025 as we carefully evaluate major business decisions that will shape the future of our City's energy business.

Throughout this journey, we deeply appreciate the engagement of our residents. Your participation and input are vital to good governance and the strength of our local democracy. Thoughtful decision-making, transparent leadership, and collaboration remain at the core of our approach. Thank you for being part of this collective effort. Together, we are building a future that honors our past while embracing new opportunities for Medicine Hat.

## CITY MANAGER'S MESSAGE



I am pleased to present the City of Medicine Hat's Annual Report for 2024.

In 2024, affordability remained a significant concern for our community, and the same challenges affected our municipal operations. A focal point throughout 2024 was the development of the 2025-2026 budget, where balancing budget constraints while maintaining service levels and contemplating future obligations required innovation and adeptness

Working with Council in the fall, we performed a strategic visioning check in session. This included addressing community capacity, enhancing community safety and promoting social cohesion. As a result of this work, we launched the Resilient and Inclusive Taskforce in early 2025, comprised of local, provincial and federal

government representatives, community agency partners and members of the public. We anticipate this group will take meaningful action in 2025 to reduce the impacts of homelessness, mental health, addiction and poverty, while balancing individual and community needs. Additionally, we focused our efforts on addressing recreational needs in the community through our focused Facilities for the Future efforts.

Administratively we continue to strategize how we can provide the services our community needs in a cost-effective manner, and this is occurring through a three-year people strategy that looks at costing and categorizing service provision and the manner in which we provide those services.

As local government practitioners, our staff understand that servicing this community is a privilege and we strive daily to ensure that we are balancing the needs of implementing Council's vision while at the same time, meeting the needs of our residents.

**Ann Mitchell**  
City Manager

A handwritten signature in blue ink that reads "Ann Mitchell". The signature is fluid and cursive, matching the printed name next to it.



## BOARDS

The City's boards consist of varying numbers of members, each with a different focus and meeting cadence, and serve to provide Council and Administration with advice and recommendations.

- Community Vibrancy Advisory Board
- Assessment Review Boards
  - » Local Assessment Review Board (LARB)
  - » Composite Assessment Review Board (CARB)
- Medicine Hat Public Library Board

## COMMISSIONS

Commissions act in a regulatory, guidance and support capacity in addition to providing advice and direction for sound governance.

- Combative Sports Commission
- Medicine Hat Police Commission
- Municipal Planning Commission

## STANDING COMMITTEES

Standing committees provide ongoing analysis, oversight and recommendations on specific areas of city governance.

- Administrative & Legislative Review Committee
- Audit Committee
- Corporate Services Committee
- Development & Infrastructure Committee
- Emergency Advisory Committee
- Energy, Land & Environment Committee
- Public Services Committee

## WORKING GROUPS

Working groups advise and support City Council and Administration with a focus on specific tasks and topics.

- Working Group for Accessibility & Inclusion
- Working Group for Heritage Resources

## EXTERNAL APPOINTMENTS

Many members of City Council also represent the City on committees and boards outside of the organization.

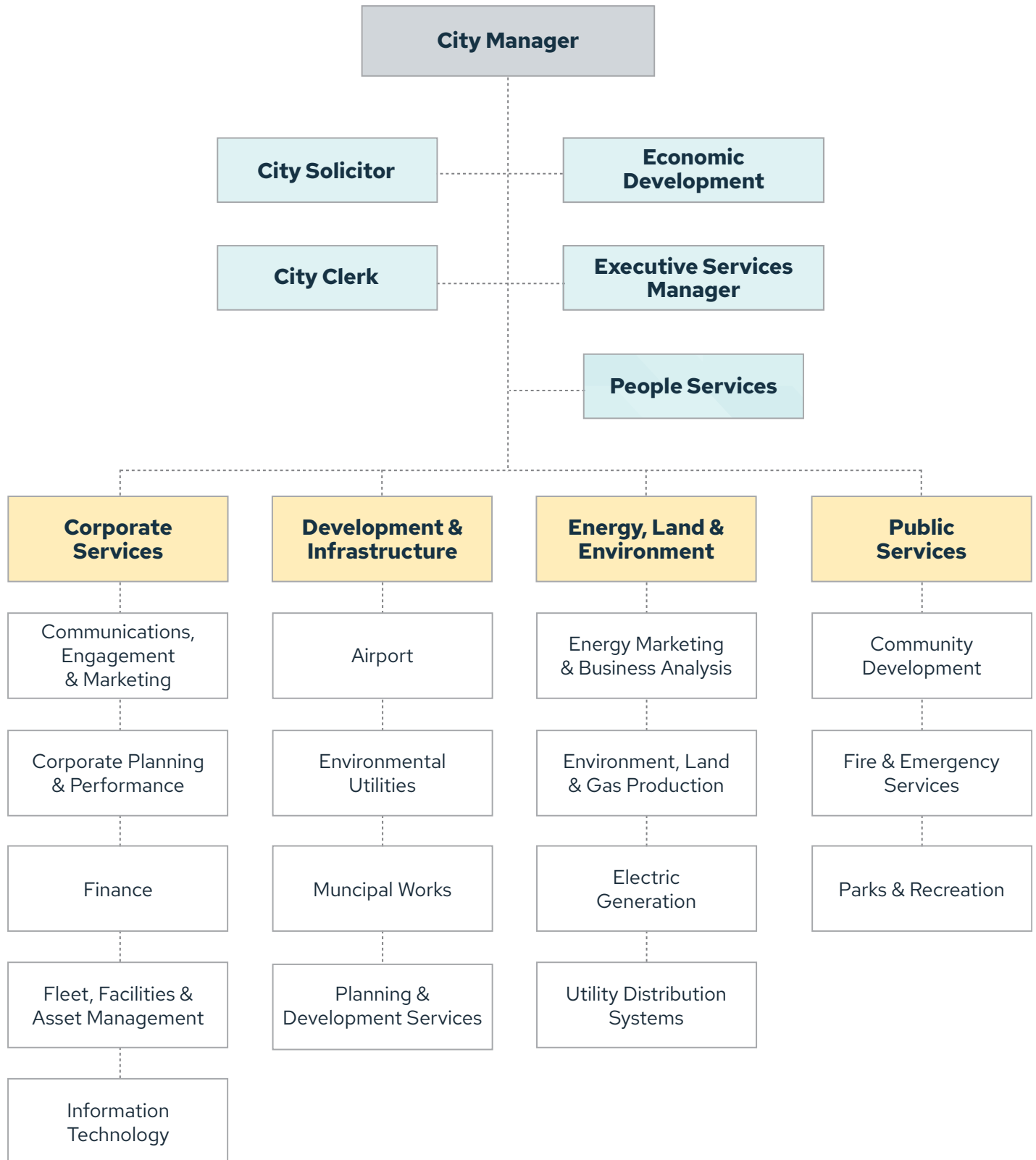
- Alberta Municipal Climate Leadership Council
- Chamber of Commerce
- Community Futures Entre-Corp
- Cypress View Foundation
- Friends of Medalta
- Highway 3 Twinning Association
- Inter-City Forum on Social Planning
- Intermunicipal Committee
- Medicine Hat Community Housing Society
- Medicine Hat Exhibition & Stampede
- Palliser Economic Partnership
- Physician Attraction & Retention
- Regional Drainage Committee
- Shortgrass Library System
- Tourism Medicine Hat Committee

Thorough descriptions of the roles, responsibilities, focus and vacancies of each of the City's committees, boards, commissions, working groups and external appointments can be viewed online at:

[medicinehat.ca/governance](https://medicinehat.ca/governance)



# ORGANIZATIONAL STRUCTURE



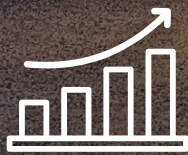


# Strategic Priorities

The **2023-2026 Strategic Plan** outlined Council's critical priorities and was intended to communicate Council's vision and goals to our community and partners, as well as provide direction to City Administration. **Six strategic priorities** were identified by City Council members as best suited to drive the organization and community forward.



INNOVATION



ECONOMIC  
EVOLUTION



SERVICE  
ORIENTATION



PARTNERSHIPS  
& GOVERNANCE



COMMUNITY  
WELLNESS



RESILIENCE &  
SUSTAINABILITY

City Council's Strategic Plan  
can be viewed online at:

[medicinehat.ca/reports](https://medicinehat.ca/reports)



## STRATEGIC OBJECTIVE ONE INNOVATION



The City's **organizational culture** will encourage and celebrate innovation, creativity, and multidisciplinary collaboration. We will **empower individuals** in our organization and community to **present solutions** to problems.

### Highlights of achievement for 2024:

- Partnered with Decentralised Energy Canada (DEC) to launch the **Energy Innovation Challenge**, a groundbreaking three-year program designed to develop capacity that supports Alberta energy transition and diversify the energy economy.

This \$2.4 million program will bring over \$1 million of project support to early and growth-stage startups through funding partners Decentralised Energy Canada, Prairies Economic Development Canada, Emissions Reduction Alberta, Natural Resources Canada, the City of Medicine Hat, Valhalla Private Capital, and APEX Alberta.

There were 36 applicants in the first intake and two successful projects were awarded. The second intake launched in December 2024 with priority on projects that build upon or complement the first winning projects.

- Piloted a cost-effective road preservation method as part of the transportation infrastructure renewal strategy. Nine blocks of the Northeast Crescent Heights neighbourhood were the recipient of a **micro-surfacing road rehabilitation** pilot project in 2024 with 1.3 kilometres of roadway receiving micro-surfacing. Micro-surfacing is designed to prolong roadways by sealing and protecting existing asphalt.

- Undertook a **nine-month food waste collection pilot program**, adding food waste to the current yard waste collection program. The pilot program involved nearly 4,000 participating residents located in 15 waste collection routes. The program saw a 30 per cent reduction in food waste disposed of in the garbage within the program area, as well as 83 per cent of the pilot participants indicating that they would participate in a city-wide program.

- Launched an initiative to celebrate and promote the community, highlighting the innovative spirit of Medicine Hat through a series of videos. The **Different Kind of Energy** campaign garnered over 40,000 views and offered the community a chance to join the celebration by sharing their thoughts.

For a feel-good read, visit [A Different Kind of Energy](#) on Shape Your City and view the more than 70 stories locals submitted about what makes Medicine Hat unique.

View the [video playlist](#) on the City's YouTube page. 



- Enhanced **public engagement efforts** by hosting three multi-departmental Municipal Mingles and over twenty engagement projects on the digital engagement platform, **Shape Your City**.

Mid-year saw the launch of Shape Your City **e-news** with **over 900 subscribers** receiving regular updates on opportunities to engage in city decision-making.

In 2024 there were **33,814** visits to the Shape Your City site with **3,862** contributions.

**Projects that saw the most engagement on Shape Your City in 2024:**

- Name the Fleet voting (842 contributions)
- Food Waste Pilot city-wide survey (586 contributions)
- Land Use Bylaw Refresh survey (452 contributions)
- Seekin’ Seacan Suggestions (296 contributions)



The Municipal Mingle held on May 15, 2024 at Towne Square was well attended, and gave residents an opportunity to directly interact and communicate with City employees.



View the City’s **Shape Your City** website.

- Strengthened community safety and prevention efforts through a **Fire and Life Safety Educator** within Medicine Hat Fire and Emergency Services, focusing on proactive public education with the goal of reducing emergencies before they occur.
- Installed **mini roundabouts** at two intersections on 8 Street SE in 2024 – 2 Avenue SE and 4 Avenue SE – as part of a **traffic calming pilot project**. Traffic calming measures are strategically placed to influence driving behaviour and encourage drivers to be more cautious and attentive. Mini roundabouts are statistically more effective at forcing speed reduction than four-way stop signage. The City will continue to review current locations for effectiveness and determine where future traffic calming locations may be implemented.



Mini roundabout in the Southeast Hill area.

- Hosted a **Name the Fleet** campaign for 15 vehicles in the snow and ice control fleet to bring camaraderie and cheer to the cold-weather service and raise awareness and educate residents on the City’s snow and ice control program. The contest generated the highest engagement on Shape Your City this year with 842 suggested names; the winners are listed below.

**Winning Names**

**Graders**

- Clearopathra
- Snowbi Gone Kenobi
- Slim Gradey
- Taylor Drift

**Sanders**

- Darth Blader
- Ctrl-Salt-Delete
- Plowabunga
- Colonel Sanders
- Betty Whiteout
- Blizzard Wizard
- Skip the Ditches
- Sir Sand-a-Lot
- Sandosaurus Rex
- Fast & Flurryious
- Luke Snowwalker





# Quick Facts



## Red Brick-Patterned Concrete

- Over **3,000 m2 of red brick-patterned concrete were installed** in 2024 and more to come in 2025.
  - » More than 2,000 m2 on the **Division Avenue S** project
  - » More than 1,000 m2 as part of the **3 Street downtown** project



## Kiss-and-Go Stops

- The City installed **three new five-minute Kiss-and-Go zones** at Ecole St John Paul II, St. Patrick's and Mother Teresa schools. These zones provide **prime parking positions for parents** to take their kids into school without blocking traffic. Another school has requested a Kiss-and-Go zone; installation is anticipated in 2025.



## Satellite Internet

- Parks staff installed **satellite internet at Gas City Campground** in 2024 to eliminate Wi-Fi issues that were previously experienced by campers.



*The Turner Park playground installation has been well-received and well-utilized by residents of the Ross Glen area.*

## Playground Installations

- **Muir Park**
- **Hill Pool**
- **Turner Park**
- Re-establishment of the Big Marble Go Centre Viking Ship playground at **Tower Estates**



*Elephant's feet crossing at the intersection of Carry Drive and Ross Glen Drive.*

## Elephant's Feet Crossings

- Staff installed **five** elephant's feet crossings on two roadways in 2024 – four along Division Avenue S and one on South Boundary Road at 10 Avenue SW.  
  
Elephant's feet markings are **dotted white road markings** that signal to bikers that they have the right of way. Motorists are expected to yield to bikes and pedestrians at elephant's feet crosswalks.  
  
Additional locations are being considered for installation in 2025.

## STRATEGIC OBJECTIVE TWO ECONOMIC EVOLUTION



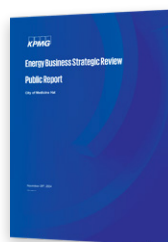
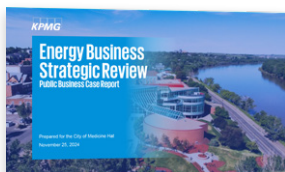
We will have a **strong, diversified regional economy** and an economic ecosystem that encourages **entrepreneurship**.

### Highlights of achievement for 2024:

- Enlisted support from **KPMG** to conduct an **independent, third-party review** of the City's energy business to confirm the overall strategic approach to ensure the best value for the community.

Following an intensive project that evaluated the current state of the City's energy business and trends in the energy industry, KPMG analyzed options and **recommended four strategic actions**: establishing a rate-review committee, expediting abandonment or sale of natural gas assets, establishing a City-owned, independently-governed Municipally Controlled Corporation, and developing a MCC dividend policy.

City administration **endorsed KPMG's recommendations** and Council directed staff to explore implementation plans based on those recommendations as part of the ongoing work with KPMG. No decisions have been made to change the City's four energy interests: electricity generation, electricity distribution, natural gas production, and natural gas distribution.



View the KPMG **Public Presentation** and **Public Report**.

- Advanced the **Clear Horizon Carbon Capture project** by completing the initial subsurface evaluation granted under the Government of Alberta's Carbon Sequestration Evaluation Agreement to determine the geological suitability in the region to permanently store carbon deep in the subsurface. The City sourced and reviewed existing seismic and well data in the region and conducted a seismic program, as carbon storage will provide value to the community by assisting in retention and attraction of industry seeking to decarbonize either by choice or by regulation. In early 2025, the City assigned the project to Imperial Oil Limited.
- Continued progress on the **accelerated abandonment program** by cutting and capping 28 wellbores in 2024, leaving 86 of the most challenging wells remaining for abandonment. Crews removed all surface equipment from compressor sites awaiting abandonment and isolated producing wells from suspended pipelines in order to remove 'dead legs' within City limits. The City received closure certificates for 88 abandoned wellsites which officially eliminates the City's liability and surface lease payments at those locations.
- Sold more than **50 City-owned residential lots**, initiated a City real estate e-newsletter, and introduced a new online portal for individuals interested in purchasing unlisted lands owned by the City of Medicine Hat.



Submitted a Facility Application to the Alberta Utilities Commission (AUC) for the **East Ring Enhancement Project**, which will upgrade 24 kilometres of 40-year-old electrical transmission line for a future increase in voltage from 69 kilovolts (kV) to 138 kV to support projected growth in commercial and residential electricity use in Medicine Hat’s service territory. The project extends from Brier Park, through northwest and northeast Crescent Heights, Ranchlands and Parkview, to Veinerville and south through Cypress County, before wrapping back into the City through Southlands. Community engagement began in October 2023 with a decision expected in 2025. If approved, the project is slated for completion in 2029.

Submitted a Facility Application to the Alberta Utilities Commission for the **Southwest Substation Project**. The proposed substation (MHS-11) will connect to the existing 138 kV transmission line and distribute electricity to the 13.8 kV distribution system to support the development of important community infrastructure, such as housing, schools, recreation facilities, and commercial establishments, which would otherwise be limited without enhancements to the electrical system in the southern part of the city. The application included two potential sites, a preferred and an alternate, determined by assessing a number of criteria including community feedback, environmental impacts, visual impacts, agricultural impacts, engineering considerations, and costs.

Medicine Hat Economic Development hosted 15 investment attraction organizations and 70 elected officials and municipal administrators for an event called **OpporTOURnity Medicine Hat**. The purpose was to showcase the city’s value proposition, growth potential, and raise its profile within the investment community. This day-and-a-half event proactively attracted investment opportunities by positioning Medicine Hat as an investment destination, and facilitating connections between investors, economic developers, and industry. Alberta’s Premier attended and supported this event.

Watch the [event recap video](#) and see how Medicine Hat is the ‘**Corner of Opportunity**’.



**Local Labour Market Profiles (LLMP)** were completed to allow for greater access to information, highlighting market gaps and opportunities including population data, employee vacancy data, and gaps by occupation data for both Medicine Hat and the Southeast Region. These important reports are publicly available and provide relevant information on which to base programming and investment decision making. Findings and insights in these reports were validated with local and regional employers.

View the [LLMP page](#) on the Medicine Hat Economic Development website.



Through the **Rural Renewal** program, the **Southeast Alberta Municipal Immigration (SAMI)** initiative was created, supporting employers across the region to attract and retain talent. The program is a joint effort of the City of Medicine Hat, Cypress County, the Town of Redcliff, and the Town of Bow Island. Through this program, Economic Development had the opportunity to work with 128 employers in eight industries across the region. 58 endorsement letters were given to qualified and financially secure immigrants who have a genuine desire to settle in Southeast Alberta.

View the [SAMI website](#).



Through collaboration with seven core partners and 45 on-site business consultations, two priority sectors were identified as part of the **Business Retention & Expansion Industry Specific (BREIS)** effort - Manufacturing and Aerospace & Defence.

Partners involved in BREIS – Cypress County, the Town of Redcliff, Palliser Economic Partnership, Medicine Hat College and the Centre for Innovation, the Southeast Alberta Chamber of Commerce, and Careers: The Next Generation, and Medicine Hat Economic Development – used business visitation and survey data, as well as information collected through industry roundtables to arrive at these priority sectors.

View the [BREIS page](#) on the Medicine Hat Economic Development website.



➤ A five-year regional economic development plan, the **Southeast Alberta Economic Opportunity Strategy**, was created in partnership with six municipalities. Collaboration was key to the development of this strategy. Recognizing that many organizations are engaged with economic development service delivery in our region, the strategy supports a connected economic development ecosystem of organizations with an aim to minimize duplication and maximize efficiencies in service delivery to ensure regional competitiveness. It focuses on two foundational priorities: talent attraction and alignment, and advocacy and identifies three priority sectors: aerospace and defence, agriculture and agrifood, and regional tourism. An implementation framework and action plan identifying five priority areas and 17 initiatives with objectives and actions endorsed by all six partner municipalities is now ready to action.

View the strategy document at [medicinehat.ca/saeos](https://medicinehat.ca/saeos).



➤ Medicine Hat saw a 147% increase year over year in housing starts. To ensure competitiveness amongst other jurisdictions and to be ready for investment and expansion, a diverse array of housing options is required. This is why incentives are a priority. The **City Centre Vibrancy Incentive** saw \$200K in funds awarded to eight Downtown City Centre commercial properties for upgrades, directly contributing to increased property valuation, utility and infrastructure upgrades, and accessibility improvements. Through the **Housing Infill and Redevelopment Incentive**, \$1.8 million in funds were awarded and 160 new residential housing units were added, diversifying our housing supply, attracting developers, and increasing yearly tax revenue. The City saw a 600% increase in residential development permits year-over-year.

The City Centre Vibrancy Incentive and the Housing Infill and Redevelopment Incentive (among others) are administered by Medicine Hat Economic Development.

View the incentives page at [opportunitymedicinehat.ca](https://opportunitymedicinehat.ca).



## Quick Facts



### Medicine Hat Regional Airport

- Total passengers moved: **33,000**
- Total landings and takeoffs: **29,020**
  - » **Busiest year** for total aircraft landings and takeoffs **since 1981**



### Planning & Development Services

- **622** building permits issued
  - » **\$109M** total value of construction for building permits (\$26M more than 2023)
- **149** Permits issued for new housing units:
  - » **28** single detached houses
  - » **22** semi-detached houses
  - » **99** multi-family units
- **419** development permits issued
- **454** new business licenses issued
- **3,521** total business licenses issued
- **2,475** trade permits issued (electrical, gas, plumbing and heating)
  - » Approximately **300 percent increase** from 2023
- **13,573** phone and in-person inquiries received



*A resilient downtown Medicine Hat continues to attract new businesses.*



## STRATEGIC OBJECTIVE THREE

# SERVICE ORIENTATION



We will be **intentional** and **proactive**. We will understand and be **responsive** to our community and changing circumstances and people will find it **easy to deal with** the City.

## Highlights of achievement for 2024:

- Improved access to information and community understanding of municipal operations by launching several new efforts in 2024.
  - City policies, management compensation and a business license directory are now published at [medicinehat.ca](https://www.medicinehat.ca)
  - Municipal Matters, a bi-weekly column authored by a variety of City employees that offers insights into municipal operations, is published every two weeks in the Medicine Hat News
  - Launched Shape Your City e-news providing subscribers regular updates on public engagement opportunities
- Offered **support to Jasper** by deploying the City's Manager of Emergency Management to assist with re-entry support following the devastating wildfires that destroyed one-third of the town. His work included executing Jasper's Waste Management Plan and planning, executing, and operating the Re-entry Support Centre, which served as the first stop for residents returning home after the evacuation, providing them with essential resources and guidance.
- Enhanced access to **planning and development services** by improving online application processes, relaunching a public kiosk to assist customers with online applications, and making business licenses and permits searchable online.

- Completed significant **policy work** by updating existing and adding new policy.

### Updated

- Social Media
- Incentive
- Corporate Asset Management
- Respectful Workplace
- Whistleblower
- Financial Reserve
- Distributable Funds

### New

- Staff Recruitment and Selection  
*(formerly Job Description)*
- Public Code of Conduct
- Heritage Resources  
*(formerly Heritage Resources Committee)*
- City Facility Recognition/Commemoration Policy



The complete policy directory can be viewed online at: [medicinehat.ca/policies](https://www.medicinehat.ca/policies)

- Collaborated with a consultant experienced in paratransit service, to gather data and valuable ridership input from current and potential users and groups, to better understand the impact of current Special Transit service levels and the level of community need. **The review of Medicine Hat Special Transit service** considered industry best practices to identify program gaps and improvement opportunities. All aspects of the Special Transit service have been reviewed, and recommendations for improvement were made through a proposed implementation plan and an updated service policy in 2025.



- Undertook an effort to refresh the **Land Use Bylaw**, one of the most important regulatory documents within a municipality. The Municipal Government Act requires each Alberta municipality to have its own Land Use Bylaw, and the City's current Land Use Bylaw was drafted in 2013, with several revisions occurring over the past nine years. A new Land Use Bylaw is being drafted to better serve the Medicine Hat community of today and to align with the City's overall vision for the next 30 years. The Land Use Bylaw refresh continues with ongoing work in 2025.



## Quick Facts



### Customer Care

- Achieved a **91% overall satisfaction rate** of call centre services while assisting **84,500 customers** in 2024
- Customer Satisfaction Surveys – same questions that all utility providers ask in accordance with the AUC (minimum sampling of 400 required)
  - » **95%** Utility Customer Satisfaction with 418 customer responses
  - » **89%** Utility Billing Customer Satisfaction with 732 customer responses
- 63%** of utility billing customers are on eBilling



### Planning & Development Services

- 69%** of all safety codes permits were applied for online in 2024, **up from 42%** in 2023
- 84%** of all development permits were applied for online in 2024, **up from 59%** in 2023



### Municipal Works

- Approximately **9,000** potholes filled
- Over **4,700 m3** of traction control materials used on roads and sidewalks
- 19.4 km** of roadway resurfaced/rehabbed





## Fire & Emergency Services

- **2,460** incident responses
- Protected and saved **\$83.29M out of \$85.64M** worth of property and infrastructure that caught fire; approximately **97%** of damage avoided
- Average response time – **6 minutes 15 seconds**; Council mandates 6 minutes 20 seconds (to get the first engine on scene)



## Media Relations

- Responded to **281** media inquiries
- Sent **144** news releases/advisories



## Website

- **470,532** independent website viewers
- **1,797,822** page views
- **10,125** completed online forms



## Social Media



### Facebook

- **963,054** views
- **514,139** reach
- **195,319** page visits
- Increase of 2,379 to a total of **23,107** followers

### LinkedIn

- **220,008** impressions
- **15,840** page views
- **6,044** reach
- 1,044 new followers for a total of **5,438**

### Instagram

- **85,783** views
- **49,443** reach
- **5,649** profile visits
- Increase of 407 to a total of **3,404** followers

### Threads

- **590** followers

### X

- As of August 9, 2024, the City of Medicine Hat no longer uses or monitors X as part of its social media effort but continues to post **emergency information** as necessary
- **10,669** followers



A Medicine Hat Transit bus en route to Crescent Heights during the summer.

# STRATEGIC OBJECTIVE FOUR PARTNERSHIPS & GOVERNANCE



We will **succeed through collaboration** with our community and government partners and be a **trusted partner** in our community and region.

## Highlights of achievement for 2024:

- Supported the Medicine Hat Tigers in their **bid to host the 2026 Memorial Cup** by helping to prepare the bid submission to the CHL and committing a \$1.25 million financial contribution to the event, as well as over \$600,000 in in-kind contributions.



While the bid was not successful, this community partnership offered a chance to showcase Medicine Hat to new audiences across Canada.

- Undertook a review of the **off-site levy bylaw** to update the current rates. Off-site levies are a tool used to help attain financial sustainability, where developers are charged a levy that helps pay for the cost of infrastructure. To ensure effective consultation and review all projects, costs, staging plans, and benefitting areas, with interested parties, the Off-Site Levy Advisory Committee was formed.
- Hosted the **Alberta Municipal Facilities Management Conference**, hosting delegates from municipalities across Alberta, providing a unique platform for collaboration, knowledge sharing and innovative discussions around facility management.

- Proposed **amendments to the current Intermunicipal Development Plan (IDP)** to ensure it remains current and relevant. The purpose of an IDP is to establish a regional framework for attracting and coordinating economic opportunities and managing land use, subdivision and development in the IDP area. The City partnered with Cypress County and the Town of Redcliff inviting the public to engage via a survey and multiple open houses.

View the draft plan at [medicinehat.ca/idpdraft](https://medicinehat.ca/idpdraft).



- Completed the **Arts, Heritage, and Entertainment Plan**, aiming to provide guidance to the City and partners in making decisions that best meet community needs for arts, heritage and entertainment, which are vital components of our community's vibrancy and well-being. Aligning this plan with the Parks and Recreation Master Plan and the Municipal Development Plan creates a vision for the city's future where culture thrives in Medicine Hat.

View the full plan at [medicinehat.ca/ahep](https://medicinehat.ca/ahep).





- Signed on to a **Water Sharing Agreement** led by Alberta Environment and Protected Areas with other large water license holders in the Oldman River sub-basin and actively collaborated with regional and provincial partners to address the risk of drought in southern Alberta in 2024. The City remained in Phase 1 of its Water Shortage Management Plan until October 2024 which called for annualized reduction in water consumption by 10% through mandatory measures for select City departments and voluntary conservation measures for the public.

Medicine Hat residents helped reduce water use by 17 per cent – **nearly double the reduction goal** – conserving 1,777,435 cubic metres of treated water between May 1 and September 30, 2024 compared to the same period in 2023. This is equivalent to the amount of water that would fill approximately 711 Olympic-sized swimming pools.

**17%**  
total water reduction

**711**  
Olympic-sized swimming pools of water

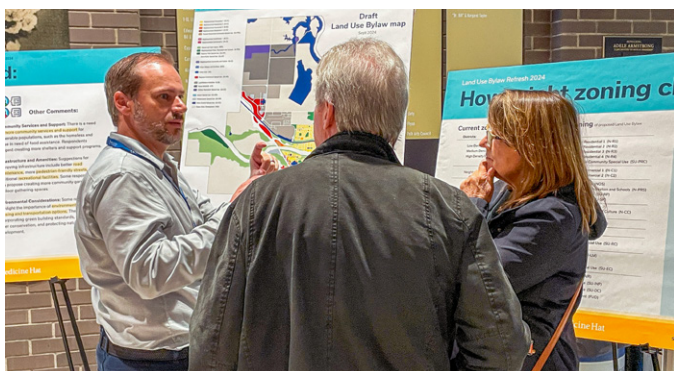
**1,777,435**  
cubic metres of treated water conserved

- Received \$2,669,586 in federal funding through the Investing in Canada Infrastructure Program’s (ICIP) Public Transit Infrastructure Stream, supporting two projects – **transit bus replacements and a transit scheduling system**. The majority of the funding was allocated to the bus replacements (overall cost of \$8,060,000; \$2,631,186 from the Government of Canada and \$5,428,814 from the City of Medicine Hat). The remaining \$38,400 in federal funding supported the transit scheduling system project that is now in effect. The City of Medicine Hat provided \$57,600 of the \$96,000 project cost.

- Completed a comprehensive **public participation framework** intended to transform how the City of Medicine Hat conducts public engagement. The framework identifies guidelines for when to do public engagement; processes, standards, and a toolkit of planning and training resources; as well as guidelines on how to measure the effectiveness of engagement efforts. It also provides a central point of coordination, ensuring City engagement opportunities are coordinated effectively, and opportunities to combine efforts are identified.

- Promoted the development of **neighbourhood associations**. Empowering residents in decision making is crucial to fostering inclusive and effective local governance. When decisions are made from the bottom up, communities are better able to voice their unique needs, priorities, and aspirations, ensuring that policies and action reflect the lived realities of those they impact. Neighbourhood Associations of Medicine Hat and Area launched in fall of 2024 with walks across eight Medicine Hat neighbourhoods.

This registered society is a collaborative partnership between City of Medicine Hat, Medicine Hat Local Immigration Partnership, Alberta Health Services, and Medicine Hat Public School Division. At least three neighbourhoods are working to develop associations with the support of this backbone organization with more work happening in 2025 to support neighbourhood development.



Enhanced participation initiatives provide the public an opportunity to **learn, engage and contribute**, offering a path to increased resident satisfaction. Successful engagement efforts require coordination between multiple departments to **garner maximum input and yield the greatest impact**.



## STRATEGIC OBJECTIVE FIVE COMMUNITY WELLNESS



People will **love** living and being in our City. Our community will be **vibrant** and lifelong residents and newcomers alike, from all walks of life, will feel a sense of **security and belonging** in Medicine Hat.

### Highlights of achievement for 2024:

- ▶ Completed a **\$2.9 million dollar upgrade** to the pool and arena infrastructure at **Big Marble Go Centre** to ensure the longevity of the facility. The ice plant in Cenovus Arena was rebuilt and crews replaced water filters and pool filters, upgraded amenities and addressed staff safety by improving access to the wave pool surge tanks. During this time, outdoor pools were kept open longer to provide alternative swimming options for the community.
- ▶ Advanced the **Community Well-being Plan**, a strategic document that outlines our community's top goals and priorities around health and well-being. It includes specific ideas about how to improve well-being for individuals and families. The plan will establish an updated vision and strategy for well-being over the next 5-10 years and was developed in partnership with a community advisory committee. Extensive engagement via survey and community workshops is complete, and a What We Heard report is available. The full plan is expected in 2025.
- ▶ Hosted a **National Indigenous Peoples Day ceremony** on June 21, where participants took part in a smudging ceremony in the Blackfoot Tradition. The City continues its commitment to honour National Indigenous Peoples Day – a day to honour the rich history and traditions, diverse cultures and important contributions of Indigenous peoples in our community.

- ▶ The City installed a **Mobi-Mat at Echo Dale Regional Park** swim lake to improve access to the water for those with mobility challenges. Made from 100 per cent recycled material, the Mobi-Mat is a portable, non-slip, roll-up beach access mat designed for people with disabilities, as well as elderly visitors or parents with strollers.



- ▶ **Hosted the MANVAN**, Canada's first mobile health clinic specifically for men, for both employees and the public. The MANVAN travels nationwide to deliver essential health services, with a focus on prostate cancer screening. During its visit, 97 individuals received testing in just four hours.



➤ Approved **32 Community Microgrant applications**, an increase of 68% over 2023. Microgrants are intended to foster connections through gatherings and activities, with a variety of focuses.



“Everyone who came was extremely appreciative of the get together and I feel like our neighbourhood is friendlier in the last two years I have done this. More people in the streets talking and visiting on driveways.”



“This event provided an opportunity for individuals from different backgrounds to come together in an informal setting, free from the roles of ‘customer,’ ‘client,’ ‘vendor,’ or ‘business owner.’ Participants gathered as neighbors, enjoying food and games, regardless of role or circumstance. The event attracted families with children, business owners, individuals utilizing SafeLink services, and even parents with babies in strollers. Some attendees were unfamiliar faces to us, contributing to a diverse and inclusive gathering marked by lively laughter throughout.”

## Quick Facts



### Community Warmth

- Total donations: **\$28,116** which provided **27 families with utility assistance**
- **257** utility customers participated in the monthly donation via their utility bill, contributing **\$1,867 per month** to the program



### Medicine Hat Transit

- **1,033,579 total passengers** (including on-demand)
  - » First time in history MHT had over 1 million verified boardings on regular service
- Introduced **Route 56 service on Saturday** to increase supply to meet the demand of this popular route
- **327,543 Fair Entry** boardings
  - » **27,295** per month
  - » **31.7% of total boardings** on regular transit were Fair Entry program users
- Trips per capita:
  - » **Regular Transit: 15.7** trips per capita
  - » **Special Transit: 2.1** trips per capita



### Block Parties

- **Towne Square** was the site of **weekly Block Parties** over 11 Saturdays from June to September 2024
- Block Parties **averaged 200 attendees** per event, totaling approximately 2,200 participants over the summer



### Big Marble Go Centre

- **Over 250,000 paid visits** for users
- Adding spectator numbers for events, the total equaled **nearly 500,000 people through the doors**



### Fair Entry Program

- Approved **1,230** new applications from applicants that fell below defined income levels
- Served **2,214 people** (based on statistical average of 1.8 people per application)
- **1,459** new and existing customers received the Fair Entry credit of \$100 per month administered via utility bills

### Event/Facility Attendance

**CO-OP PLACE**

181,680

**ESPLANADE**  
ARTS & HERITAGE CENTRE

84,666

## STRATEGIC OBJECTIVE SIX

# RESILIENCE & SUSTAINABILITY



We understand the importance and **interdependency** of the success of our people, partnerships, environment, economy, and organization to accomplishing our goal of being a **vibrant, sustainable, enduring** community.

## Highlights of achievement for 2024:

➤ Launched the **Clean Energy Improvement Program (CEIP)**, a partnership with Alberta Municipalities. CEIP offers a new financial tool to support energy efficiency and renewable energy upgrades to residential properties, allowing homeowners to apply for low interest financing from the City with repayment collected through property tax bills. The Government of Canada and the Federation of Canadian Municipalities invested \$5.4 million to the local program through the Green Municipal Fund's Community Efficiency Financing (CEF) program.

See full details about the CEIP program at [medicinehat.ca/ceip](https://medicinehat.ca/ceip).



➤ Adopted a new **Environmental Framework** outlining the goals, targets and strategies in five key areas: water, energy and air, ecosystem and agriculture, recycling and waste management, and finally, community and land development. The framework is the result of research, community engagement, and collaboration with various stakeholders, and represents the City's commitment to creating a more environmentally sustainable, resilient and vibrant community for generations to come.

➤ Updated the **Financial Reserve Policy** to clarify the intent of reserve funding and improve community understanding reserve funding.

- **Abandonment Obligations Reserve** will support the funding of asset retirement obligations of the City. This reserve will receive an initial transfer of \$75 million from unrestricted cash and will then receive an annual allocation from the City's free cash flow as well as investment income. This reserve can be used for both operating and capital expenditures.
- **Energy Transition Reserve** will support the City's energy transition efforts to comply with provincial and federal clean energy/net zero emissions regulations. It will receive an initial transfer of \$75 million from unrestricted cash and then be given an annual allocation from free cash flow and investment income. The target balance will need to be confirmed following the Energy Business Review.
- **Medicine Hat Endowment Fund** will support sustainability, economic evolution, and community liveability efforts. The endowment has a target balance of \$200 million in inflation-adjusted dollars starting in 2024. This fund will receive an annual allocation from the City's free cash flow as required to ensure the target balance of \$200 million is maintained.



- Announced the intent to purchase a **large-scale solar project** as part of a measured and diversified approach to energy transition. With internationally negotiated greenhouse gas emissions targets on the horizon, the City must carefully consider lower carbon solutions to remain competitive with affordable energy product offerings. The proposed Saamis Solar Park lies on 1,600 acres in the city's north.

The City's interest in this opportunity is driven by **customer interest in green energy, regulatory risk mitigation, and financial**. Owning the project is separate from building the project, with many considerations in between, not least of which is to revisit and confirm a favourable financial outlook for the project before any build recommendation comes forward for Council's consideration. The City remains fully committed to its gas-fired generation assets.



- Completed most of the work on the development of the **Transportation Master Plan (TMP)**, **Active Transportation Strategy (ATS)**, and **Transportation Safety Strategy (TSS)** in 2024 with an open house and completion of these documents having followed in 2025. TMPs lay out the long-term vision for a city's transportation network, encompassing comprehensive strategy, initiatives, and infrastructure developments. The TSS will support the TMP by guiding the City's policies and strategies for maintaining a safe transportation system. The ATS will support the TMP by guiding City policies and strategies that support multi-modal transportation like walking, cycling, and other active transportation methods.



- Added **drought resistant landscaping** at Turner Park and Southview/Simpsons Parks, where 42 and 56 per cent (respectively) of the open space redevelopment was transformed to drought tolerant alternative landscaping.

- Approved the **2025-2026 budget** of \$548.9 million (operating expenses and capital projects) in 2025 and \$572.9 million in 2026 with a resulting **5.6% property tax increase** in each of the two years with a focus on *balancing the needs of today with the requirements of tomorrow*. The budget reflects administration's commitment to sustained prosperity and well-being of this community, including competitive taxes and utility charges, while ensuring fiscal capacity and flexibility to address the challenges and opportunities that lie ahead.

### Anticipated Tax Implications

(based on the 2024 average assessed value of residential properties)



**\$315,000**  
single-family  
home  
(average)



Municipal increase  
of approximately  
**\$10 per month**  
in 2025 and again in  
2026 for residential  
homeowners



**Residential**  
utility customers will  
see a **1% increase**  
in utility rates



**Commercial**  
utility customers  
will see rates  
increase by **5%**



**Industrial**  
utility customers  
will see rates  
increase by **4%**

Medicine Hat's **2025 utility rates** for the average residential customer remain **\$768 per year lower** than the current **2024 rates** of other Alberta cities.

- Grew the popular **HAT Smart residential incentive program** to allow more residents to make energy-conscious and environmentally-sound choices when building or upgrading their homes. An extra \$100,000 was added to the program budget, for a total of \$360,000 distributed through four main initiatives: New Homes, Existing Homes, EnerGuide Home Evaluations, and Scratch and Win. A one-time funding amendment of \$150,000 to incorporate a water conservation incentive was also added in response to forecasted drought conditions in the region.

Learn more at [medicinehat.ca/hatsmart](https://medicinehat.ca/hatsmart).



- Updated **water rate design** to better reflect industry best practice, encourage water conservation, and extend the life of current water assets by avoiding excessive peak demand. These changes will be phased in over a period of ten years to offer gradual and predictable updates to utility bills. This gives customers time to understand and make changes to consumption habits before the full impact of the change is in effect.

- Began rebuilding **Division Avenue South** to address degrading subsurface condition. The project featured pavement renewal, underground utilities, continuous pathways at crossings, safer intersections, traffic lights and landscaping. The new road design follows the principles of complete streets, which means it has been made accessible and usable for all types of transportation, and for people of all ages and abilities. Most of this project was completed in 2024 with work between 7 Street SE and 10 Street SE remaining in 2025.

- Upgraded downtown water and sewer systems on **3 Street SE**, originally installed back in the early 1900s, to ensure a reliable and future-proof utility network. This upgrade spanned the 500 and 600 blocks between 5 Avenue SE and South Railway Street SE, and the 200 block of 6 Avenue SE between 2 and 3 Streets SE and included enhanced sanitary sewer mains, water mains, storm systems, and utility services that connect to properties. Enhanced sidewalks, new street furniture, planters, as well as trees and signage were also included.

## Quick Facts



### Gas Distribution

- **4,249** gas meters replaced
- **50** residential gas services installed and **20** replaced
- **8** commercial gas services installed and **18** altered



### Electric Generation

- **Eight** generation units ran on average **7,000 hours** each in 2024, generating approximately **1,400,000 MWh** of electricity.



### Environmental Utilities

- **1,952 m** of water main replaced
- **1,710 m** of sanitary sewer main replaced



### Electrical Distribution

- **1,542** electric meters replaced
- **370** free safety orientations to third party contractors working in proximity to overhead power lines
- **39** residential electric services installed and **95** upgraded
- **31** commercial electric services installed
- **150** power poles replaced
- **254** streetlights repaired



### Water

- **14,485,963 m3** of potable water produced at the Water Treatment Plant
- **386,228** plastic water bottles saved by using Water Bottle Fill Stations





## Parks & Recreation

- **3.5 km** of trails redeveloped
- **721 acres** of manicured turf mowed and irrigated
- **22,000** park and boulevard trees cared for (approximately)
- **37,000** flowers, perennials and fescue plants grown, planted and maintained (approximately)
  - » perennials and fescue plants are **repotted** at the end of the season and stored over the winter
- **Installed a shade sail structure** at the Gas City Pump Track to provide much needed shade for spectators
- **Implemented a zone concept** where equipment and staff were deployed to one of three zones across the community, reducing travel time to various sites



## Waste & Recycling

- **1,743,979** carts emptied
- **48,960** vehicles utilized the Waste Management Facility
- **20,000 kg** of free compost provided (approximately) during two compost giveaway events; the compost is produced from the organic materials collected in the seasonal yard waste collection program
- **101,934.3 kg** of compressed natural gas (CNG) used, reducing approximately **376,757 kg of CO<sub>2</sub>** emissions when compared to diesel waste collection vehicles
  - » equivalent to taking 84 passenger vehicles off the road for one year in Canada

## Noteworthy



- **Councillor Robert Dumanowski** was recognized by Alberta Municipalities at their annual conference in September with a **long-service award**. Councillor Dumanowski has served on Medicine Hat City Council since **2001**.

- **Ted Grimm** served as one of Alberta's longest-standing mayors, leading Medicine Hat through eight terms with a vision and commitment that transformed our community. In recognition of his remarkable dedication and legacy, **Board Room 2-1 at City Hall** was renamed the **Ted Grimm Conference Room** in his honor.





# COMMUNITY SURVEY 2024

Between May 6 and 26, 2024, the City of Medicine Hat enlisted **IPSOS** to conduct a **community survey** targeting Medicine Hat residents aged 18 and older. The feedback captured through the survey is considered *representative of the population* as it utilizes a scientific methodology.



Perceptions of the overall quality of life in Medicine Hat are positive (**90%** total good).



**89%** say they are likely to recommend Medicine Hat as a place to live.



The **top three** most important local issues are social, municipal government services, and City leadership/governance.



A majority (**73%**) say they receive good value for their municipal tax dollars; however, perceptions of poor value are growing (**26%**, up 6 points).



Email (**35%**) remains the best way of communicating information to citizens, followed by social media (**28%**).



Services receiving the overall highest satisfaction ratings are garbage and recycling services (**96%**) and parks, trails, and other green space (**94%**).



Most (**80%**) residents agree that the City fosters a community that is inclusive and accepting of all, on par with both 2022 and the municipal norm.



**80%** say they are satisfied with the overall customer service received.



The overall most important services are maintenance, cleaning, and upgrading of streets and sidewalks (**96%**), garbage and recycling services (**94%**), communication with residents (**94%**), parks, trails, and other green space (**94%**), and recreational facilities and programs (**93%**).



Overall, **89%** satisfaction with City services.



Just less than half (49%) say they are satisfied with the City's municipal government as a whole.

View the complete results online at [medicinehat.ca/communitysurvey](https://medicinehat.ca/communitysurvey)



# Financial Report

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## CHIEF FINANCIAL OFFICER'S MESSAGE



I am pleased to submit the City of Medicine Hat Consolidated Financial Statements for the fiscal year ended December 31, 2024. MNP LLP has audited these financial statements and provided an unqualified audit opinion in their report dated April 22, 2025.

The City provides multiple services to residents in Medicine Hat and surrounding area. At a municipal level it provides:

- protection to its citizens (fire, police and bylaw services, 9-1-1 communications, community development services)
- parks, recreation and culture activities
- road, bridge, sidewalk and trail maintenance
- city planning and development

The City also operates enterprise business units offering the following services:

- water, sewer and solid waste management
- land and property development
- integrated commodity related businesses including natural gas, production and procurement as well as electric generation
- natural gas and electric distribution services

The financial statements bring together the financial results of these activities. In doing so, the City is responsible for both accuracy of the data and completeness and fairness of the presentation, including all disclosures. This report provides users with an overview of the City of Medicine Hat's financial performance.

The purpose of the financial report is to present readers with clear insight on the financial results for the City for the fiscal year ended December 31, 2024. City administration strives to ensure that this report presents fairly the financial position of this City, comparing how financial resources were used compared to budgets and past financial performance.

**Jilian Campbell**  
Managing Director of  
Corporate Services &  
Chief Financial Officer

A handwritten signature in blue ink that reads "Jilian Campbell".

➤ The **Government Finance Officers Association** of the United States and Canada (GFOA) awarded the Canadian Award for Financial Reporting to the City of Medicine Hat for its Annual Financial Report for the fiscal year ended December 31, 2023, for the 22nd year in a row. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high-quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to receive a Canadian Award for Financial Reporting, a government entity must publish an easily readable and efficiently organized annual financial report with contents conforming to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.





# CHIEF FINANCIAL OFFICER'S REPORT

## Risk Management

This section of the report details the City's exposure to risk and uncertainty to enable the reader to make informed judgments about the implications of these risks on the City's financial position.

### (a) Enterprise Risk Management

In 2024, Council approved Policy # 0184 Enterprise Risk Management (ERM). The Policy establishes a structured and comprehensive approach to managing risks across the organization. It forms a framework for the systematic identification, assessment, and mitigation of risks across the organization, ensuring alignment with industry standards to support better decision-making and the City's strategic objectives.

The policy ensures that risk management is integrated into all operations, fostering a culture of risk awareness and resilience throughout the organization. A structured framework has been developed to identify and assign risk events to specific enterprise risks, designate executive sponsors and risk owners, and endorse key controls, which demonstrates the City's coordinated efforts to mitigate identified risks. An ERM committee has been formed for continuous oversight to ensure regular monitoring and accountability for enterprise risks. Top risks and emerging trends are regularly reviewed, and updates are provided to Audit Committee.

### (b) Operational Risk Management

As a result of continued insurance premium rate increases over the past few years, the City undertook a third-party review of its insurance program that included recommendations to self-insure certain components of the City's insurance program to reduce overall premium costs while remaining within the City's risk tolerance. The insurance program continues to provide insurance coverage for the majority of the City's major losses that involve third-party property damage or bodily injury and/or damage to City property (buildings/equipment/vehicles), contributing to long-term sustainability of City assets. To accommodate self-insuring certain components of the insurance program, a dedicated

insurance reserve was established (included within the operating reserve) to fund future, large insurance claims.

### (c) Public Safety

Medicine Hat Police Service continues to keep pace with community growth and the demand for services from residents. The use of technology, equipment and continued training and development of police service personnel ensures public and officer safety.

Fire and Emergency Services provides life and property protection to the community through rapid response to fire or rescue emergency, and natural or man-made disasters. They provide community inspections, education and safety programs and preplanning for disasters and emergencies. Fire and Emergency Services monitors growth patterns and recommends changes and improvements that will provide efficient and effective protection to meet City Council's established response guidelines to all areas of the city. The Fire Service Response Coverage Optimization Plan was implemented in 2013 and resulted in significant response coverage improvements to residents and improved safety for firefighters.

Fire and Emergency Services also operates the 9-1-1 Communications Centre, serving as a single point of contact for allocation of emergency and essential services to the residents of Medicine Hat, Redcliff, County of Forty Mile, Foremost, and Bow Island – a regional population of approximately 77,000 residents. The aim is to maintain a level of service that meets or exceeds industry standards with respect to call answer times, prioritization, and overall protocol compliance.

### (d) Treasury Management

Portfolio investments are comprised of investments in qualifying instruments as defined in the City's Investment Policy #0167. In 2015, the City was included by Municipal Affairs in the Major Cities Investment Regulation, which provides access to a broader range of investment opportunities, including publicly traded shares of companies. The regulation expands the investment opportunities for the City's financial reserve funds.

In 2021, the City engaged a consultant to perform a review of its investment portfolio with the objective of assessing the appropriateness of the current asset mix policy and exploring alternative asset mixes while maintaining an appropriate balance between investment

return and risk. The recommendation was to transition the City's investment portfolio from significant fixed income exposure to a more diverse portfolio including fixed income, equities, and alternative investments. This new portfolio has been structured to achieve the City's overall long-term objectives of optimizing investment returns through the investment cycle while maintaining an appropriate level of risk; generating sufficient investment returns to cover annual net spending; capital preservation; as well as conforming to all provincial statutes and regulations governing the investment of municipal funds.

Portfolio investments are comprised of investments in qualifying instruments as defined in the City's Investment Policy #0167. Included in investments are internally managed portfolios of investments in money market and fixed income securities. The City also has external investment portfolios managed by third-party investment managers including Addenda Capital, Apollo Global Management, Arrowstreet Capital, Brookfield Asset Management, Connor, Clark & Lunn Investment Management, Crestline Investors, Fidelity International, Igneo Infrastructure Partners, JP Morgan Investment Management, Manulife Investment Management, Mesirow Financial Investment Management, and Phillips, Hager & North Institutional. These funds are invested across the following asset classes: Canadian & global fixed income and equities, infrastructure, real estate, commercial mortgages, private credit, and currency. These funds are invested in assets permitted by the Major Cities Investment Regulation.

Investment performance is compared to market benchmarks that are replicable, measurable and fair comparisons to the portfolios being measured. The treasury team meets to review the investment portfolio and quarterly activity. A treasury report, complete with performance indicators, is compiled tri-annually and distributed to the Audit Committee and City Council.

In addition, internal control procedures are designed to ensure that the daily handling of cash is managed securely. Each member of the treasury team must sign a disclosure statement to ensure their personal business activities do not conflict with the investment activities of the City.

## **(e) Environmental**

The Environment, Land & Gas Production department provides corporate support and ensures regulatory compliance with regard to environmental matters. The department completes the regulatory activities, supports the operating departments in completing their due diligence with respect to environmental activities, and provides current information on evolving and emerging environmental regulatory requirements. One of the goals is to keep City Council informed of the City's progress in striving for continual improvement in management systems and communication focusing on both compliance and proactive excellence in matters of environmental stewardship.

## **(f) Market Commodity Prices**

The City's revenues are affected by changes in market spot prices for natural gas and oil production and electric generation. The City engages in certain hedging activities to mitigate the impact to revenue from market price changes. Hedging Policy #0159 provides the framework for guiding this risk management activity at the City. This policy outlines a set of triggers that guide hedging activities for each business unit. The hedge programs are designed for the specific requirement and constraints of Medicine Hat and focus on stabilizing the cost of commodities and/or revenues, maintaining reliable supplies for operations/sales, and mitigating financial risk exposure to the City.



*Generating energy from natural gas has long been a source of income for the City of Medicine Hat. Hedging activities mean the revenue produced from various municipal power generation plants can be more effectively forecasted.*

*Units 16 and 17 of the City's power generation fleet, located in the Box Springs area of Medicine Hat, are pictured above.*

# Management Reporting & Control

The following section describes the planning, reporting and audit process.



- 1 Council Strategic Priorities
- 2 Corporate Strategic Objectives
- 3 Business Plans
- 4 Operating & Capital Budgets
- 5 Council Deliberation & Approval

## Strategic Planning & Budgeting

City Council developed a strategic plan highlighting priorities, strategies, goals and key results for the planning period 2023-2026. Based on the direction set out in the strategic plan, departmental business plans are prepared. These business plans communicate each department’s alignment with the strategic plan and identify:

- department mandate and structure,
- the core services/programs of the department and key performance indicators,
- significant risks and trends faced by the department, including mitigation plans, and
- strategic objectives, rationale, indicators of success and action plans of the department.

Budget guidelines and long-range financial projections are developed. Based on these guidelines and departmental business plans, departments develop their budget requests. City Council has approved the adoption of a two-year operating budget with a two-year projection as well as a two-year capital budget with an eight-year projection.

The Administrative Committee reviews departmental budgets and when satisfied that budgets are aligned with the business plans, the budget recommendation is presented for City Council deliberation and approval.

The operating budget lays out the revenues and expenses for the planning periods that will be required to deliver City services and programs to residents.

A ten-year capital plan is developed for all departments. The capital plans identify proposed capital project expenditures and their corresponding sources of funding.

For the 2023-2024 budget period, the City employed a capital ranking process for all departments. This process is intended to ensure that available capital funding is allocated to the projects that will provide the highest value and benefit to the municipality.

## (a) Accounting

The City of Medicine Hat manages the accounting function in five core divisions:

- Corporate Services
- Public Services
- Development and Infrastructure
- Energy, Land and Environment
- General Government

Each division is responsible for managing the delivery of services in accordance with the resources allocated. All divisions share a common accounting and reporting system. Financial and accounting services are administered under the direction of the Managing Director of Corporate Services and delivered to each division based on requirements. The Medicine Hat Police Service is administered through the Police Act, and by the members of the Police Commission.



Public Services, including Fire & Emergency Services and 9-1-1, utilize the largest share of municipal tax revenue.



## (b) Auditing

The Municipal Government Act requires municipal councils to appoint an independent auditor. MNP LLP was awarded a one-year Audit Contract in 2023 with an option to extend the engagement annually through 2027, subject to City Council's annual reappointment of auditors. City council approved MNP LLP's appointment for the 2024 audit.

The role of the external auditor is to present an independent opinion on the fair presentation of the City's financial position and operating results as contained in the financial report, and to express an opinion that the financial statements are free from any material misstatements. The auditor advises management and the Audit Committee of any control or operational matters that may have been identified during the audit.

The Audit Committee is comprised of three members of City Council and is a standing committee of City Council. The Audit Committee mandate includes recommending the appointment of the independent auditor, reviewing the terms of the engagement, and overseeing management's responsibilities for financial reporting. The Audit Committee meets with management and the independent auditors to discuss the scope and timing of the audit, to review the auditor's findings and to ensure that management is carrying out its responsibilities.

Financial progress is reported to the Audit Committee throughout the year on a tri-annual basis. These progress updates examine financial performance relative to approved budgets and forecast updates.



*The Accelerated Abandonment Program is a reflection of the City's commitment to prudently address financial responsibilities in a manner that best serves residents not only today, but in the future as well.*

## Financial Highlights

### Financial Trend Summary 2024

The financial data included here provides an overview of key financial information over the past year with prior year comparatives. Readers should review this report in conjunction with the accompanying Consolidated Financial Statements and Note Disclosures located on the City's website at [medicinehat.ca/financialreports](https://www.medicinehat.ca/financialreports).

In 2024, the City experienced a higher than expected annual surplus despite the external impact of continued inflationary pressures, market volatility impacting commodity prices and the Government of Alberta reduction in municipal funding. The higher surplus is primarily due to increased investment income due to higher returns and the recognition of gains as a result of rebalancing the portfolio, as well as the recovery (write-up) of oil and gas assets.

In 2024 the City's municipal budget anticipated a \$5.2 million gap which was funded through financial reserves to achieve a balanced budget. The 2024 actual municipal deficit was \$11.6 million, which required an additional transfer of \$6.4 million from reserves to fully fund the deficit. The City continues to focus its efforts on identifying strategic opportunities including revenue growth, cost containment, service level clarity and related adjustments, and leveraging technology and digital innovation to reduce its reliance on the financial reserves to achieve a balanced budget.

As a result of the declining gas and oil commodity prices over the past few years, the City decided to accelerate the abandonment and reclamation of its uneconomic oil and gas properties. The budgeted cost of the program is expected to be \$125 million to be financed through a combination of working capital (\$45 million) and debenture borrowing (\$80 million). As of year-end 2024 the accelerated abandonment program is substantially complete with almost 1,975 wells fully abandoned and under reclamation. Technical and logistical issues continue to be examined for the remaining wells in the program and abandonment will occur as these issues are resolved. The program ensures the City is fostering the well-being of the environment by safely meeting end of life obligations for its energy development activities.

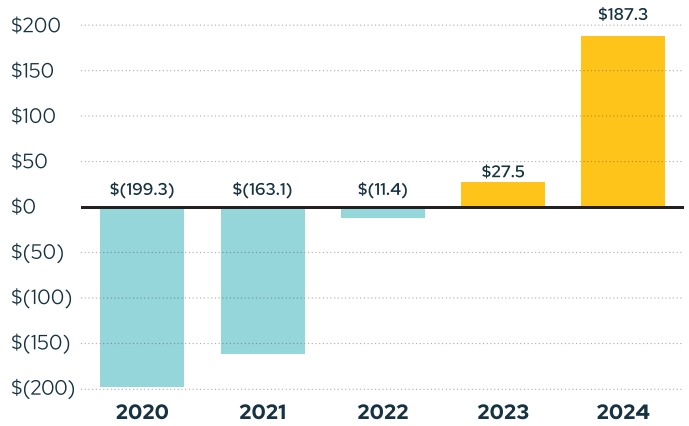
## Financial Summary

In 2024 financial assets increased at a higher rate than financial liabilities resulting in a significant increase in net financial assets of \$159.8 million from 2023. The increase in assets was due to an increase in financial investments as a result of higher investment returns. Liability decreases were a result of a decrease in deferred revenue, long term debt and asset retirement obligations. Net financial debt has seen a decrease over the past 5 years primarily due to increased financial investments and reductions in asset retirement obligations.

Consolidated Financial Position	2024	2023
Assets	\$ 822,286	\$ 800,350
Liabilities	634,991	772,818
Net financial assets (debt)	187,295	27,532
Non-financial assets	55,980	39,890
Net tangible capital assets	1,444,919	1,435,449
Total non-financial assets	1,500,899	1,475,339
<b>Accumulated surplus</b>	<b>\$ 1,688,194</b>	<b>\$ 1,502,871</b>

(in thousands of dollars)

## Net Financial Assets (Debt)



Consolidated Operating Results	2024	2023
Revenue	\$ 428,482	\$ 510,837
Expenses	314,546	473,429
Subtotal	113,936	37,408
Other revenue	31,412	25,560
<b>Annual Surplus</b>	<b>\$ 145,348</b>	<b>\$ 62,968</b>

(in thousands of dollars)

The 2024 annual surplus was \$145.3 million primarily due to higher investment income and a recovery (write-up) of oil and gas assets. Other revenue represents capital contributions and grant funding used for various capital projects such as: building rehabilitations; pedestrian trails and bridge rehabilitation; sidewalk, roads and storm sewer rehabilitation; wastewater treatment facility.

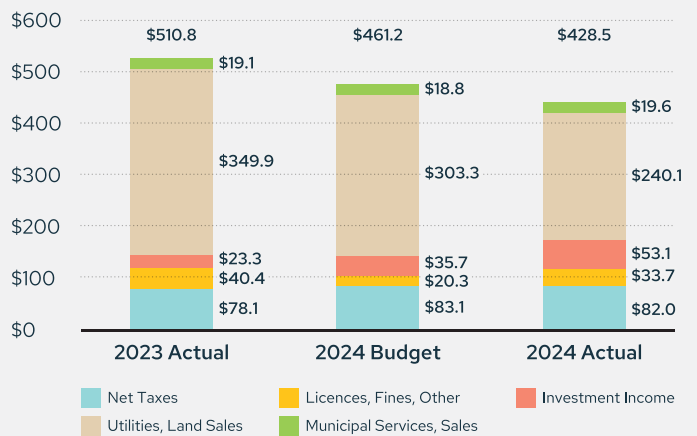
## Revenues

Revenue before capital contributions and grants was \$32.7 million lower than budget (\$428.5 million versus budget of \$461.2 million). This is mainly due to Utilities and Land Sales revenues being lower than budget by \$63.2 million as a result of lower electric revenues of \$56.3 million and lower gas revenues of \$5.5 million related to lower commodity prices. Investment income was higher than budget by \$17.4 million as a result of higher than anticipated market performance as well as the recognition of gains as a result of rebalancing the portfolio.

Revenues in 2024 are lower than 2023 revenues by \$82.3 million primarily due to lower gas and electric commodity prices offset by higher investment income.

## Revenues

(in millions of dollars)

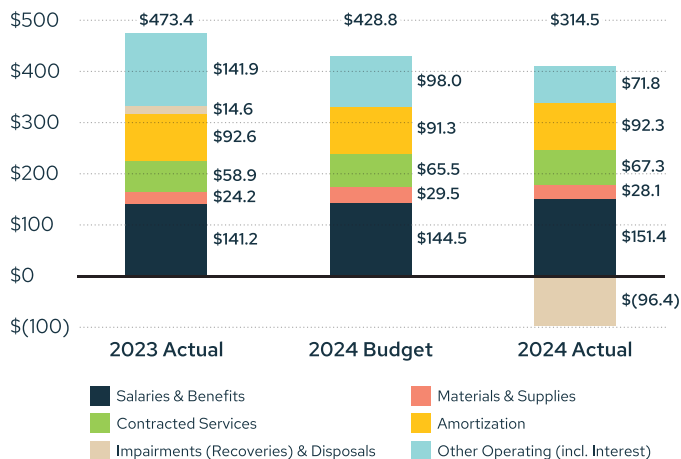


## Expenses

The Consolidated Schedule of Expenses by Object details 2024 actual (\$314.5 million) and budget (\$428.8 million) by expense type. Variances from budget for salaries and benefits is primarily related to higher wages due to additional staff to maintain current service levels and backfilling of positions. Other operating expenses are lower than budget due to lower natural gas purchases as a result of lower commodity prices. The recovery (write-up) in Oil and Gas assets was not budgeted in the year.

The 2024 actual expenses are lower than 2023 primarily due to recognizing a \$96.4 million recovery (write-up) on oil and gas assets and lower other operating expenses related to lower gas purchases as a result of lower commodity prices. This is somewhat offset by higher wages as a result of additional staff to maintain current service levels and backfilling of positions.

**Consolidated Expenses By Type**  
(in millions of dollars)



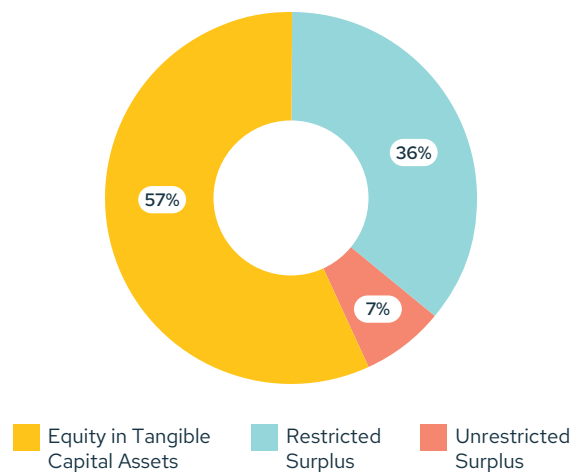
## Accumulated Surplus

The accumulated surplus on the Consolidated Statement of Operations represents the total change in all fund and equity balances for the City of Medicine Hat. During 2024, the consolidated fund and equity balances increased by \$145.3 million to \$1,662.7 million.

\$114.5 million of the accumulated surplus is unrestricted. This unrestricted amount is used as working capital to fund day to day operating activities of the City. The restricted amount is \$604.1 million and is largely dedicated to capital activities of the organization and the Medicine Hat Endowment Fund.

Equity in the City's tangible capital assets increased by \$152.9 million to \$944.1 million this year primarily as a result of the recovery (write-up) on oil and gas assets.

**Accumulated Surplus**  
\$1,662.7 million

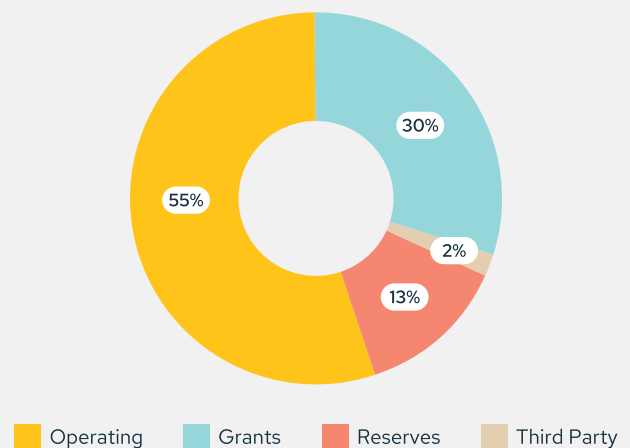


## Capital Expenditures

The City's approved 2024 budget for capital items was \$109.4 million. Actual capital expenditures for the year were \$112.8 million plus contributions from developers of \$1.2 million. The current year expenditures also include \$51.4 million for projects carried forward from previous budget years.

The 2024 capital expenditures were funded by grants received from the Province of Alberta and the Federal Government of Canada, as well as financial reserves, operating funds, and third-party contributions.

**Capital Funding Sources**



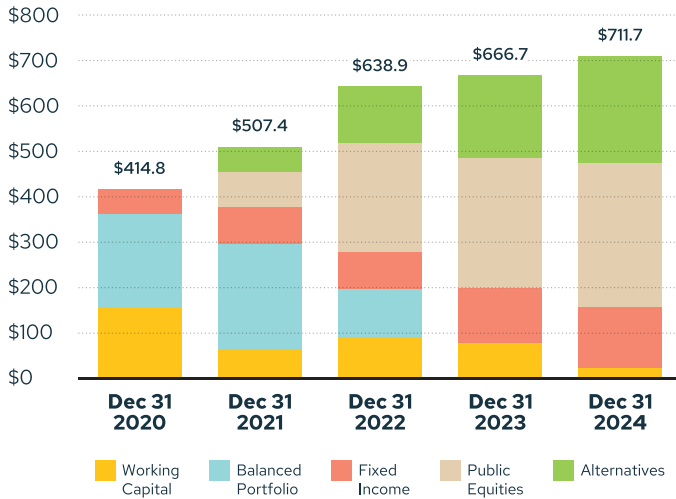


## Investments

Investments, loans and advances increased \$45.0 million from 2023 to \$711.7 million largely due to a better market performance throughout 2024.

### Investments, Loans and Advances

Summary of Investment Holdings

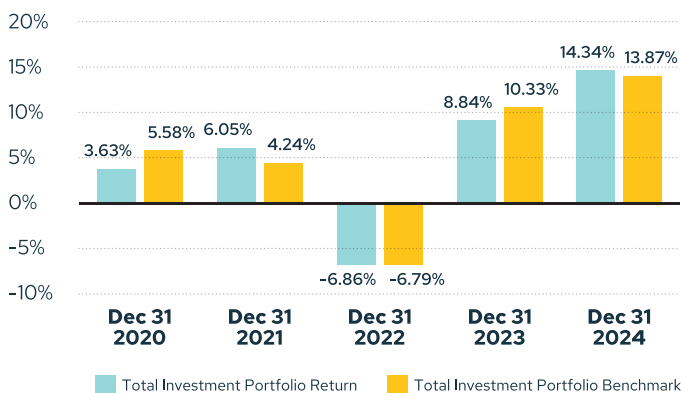


The City of Medicine Hat generated a total investment portfolio return of 14.34% for the year ended December 31, 2024, which is higher than the corresponding benchmark of 13.87%. The returns have seen an increase in 2024 as the markets continue to recover from the economic downturn in 2022.

In 2021, the City approved an update to the Investment Policy to include a new strategic asset allocation consisting of public equities, fixed income, working capital, and alternatives. It is expected that the new investment portfolio asset allocation will earn an average nominal return of 5.5% annually measured over a rolling five-year period. The transition to the new asset allocation is a long-term strategy to optimize the risk-return ratio for the City.

### Total Investment Portfolio Overview

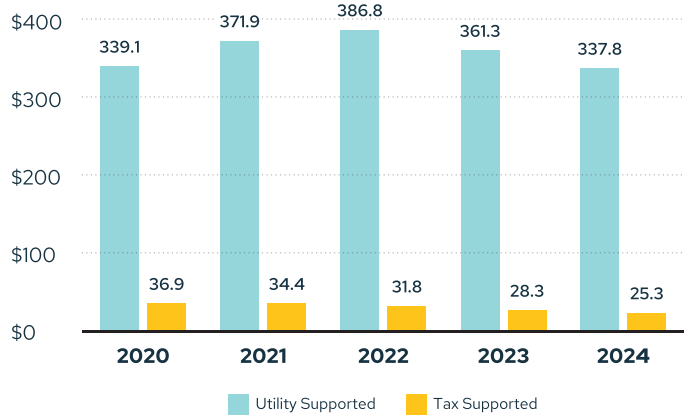
Portfolio Return vs Benchmark



## Long-Term Debt

During 2024, total long-term debt decreased \$26.5 million to \$337.8 million as a result of debt principal repayments of \$26.5 million. No new debt was issued in 2024.

### Long-Term Debt



The Minister of Municipal Affairs has prescribed limits for total debt and debt servicing for municipalities in the province. The debt limit is defined as two times revenue, net of government transfers, and debt servicing is limited to 35% of revenue, net of capital government transfers. For the purpose of these calculations, actual total debt includes long-term debt as well as loan guarantees in the amount of \$1 million, credit card debt of \$0.6 million, and letters of credit issued of \$63.6 million.

### City of Medicine Hat 2024 Debt Limits

	2024
Debt Limit	\$ 857.0
Actual Total Debt	<b>50%</b> \$ 428.3
<b>Amount Under Limit</b>	<b>\$ 428.7</b>
Debt Servicing Limit	\$ 150.0
Actual Debt Servicing	<b>26%</b> \$ 38.7
<b>Amount Under Limit</b>	<b>\$ 111.3</b>

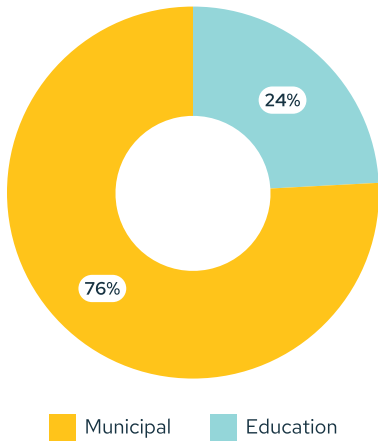
(in millions of dollars)

In accordance with Debt Management Policy (No. 0176), the City of Medicine Hat adheres to a more stringent self-imposed debt limit of 70% of the limit as defined by the Municipal Government Act.

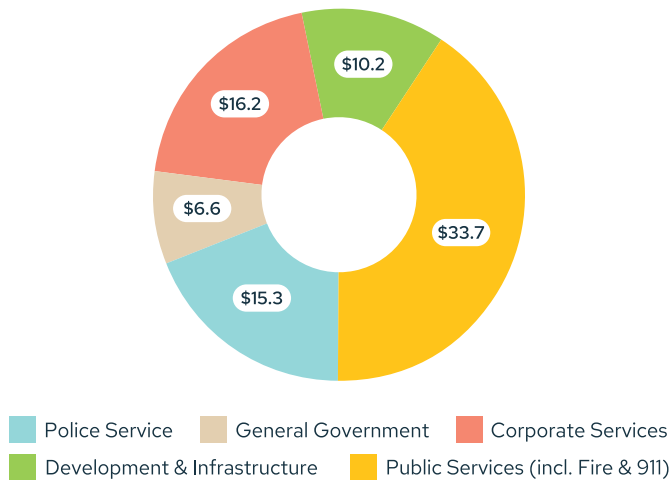
## Use of Municipal Tax Revenue

Net municipal property tax revenue of \$82.0 million is used to fund the consolidated general fund operating expenses of \$211.0 million. Other revenue sources mainly include investment interest, sales, government grants, fees and permits.

### Where municipal property tax dollars went in 2024



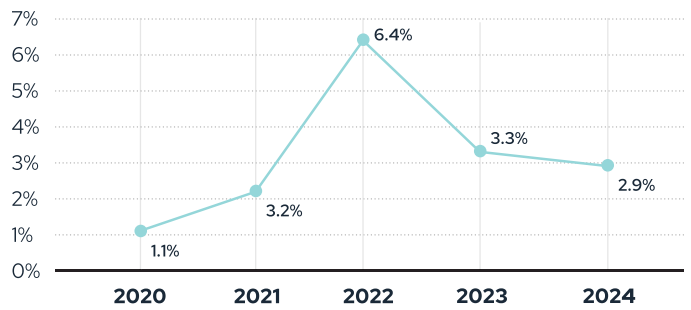
### Use of Municipal Tax Revenue (in millions of dollars)



## Economic Indicators

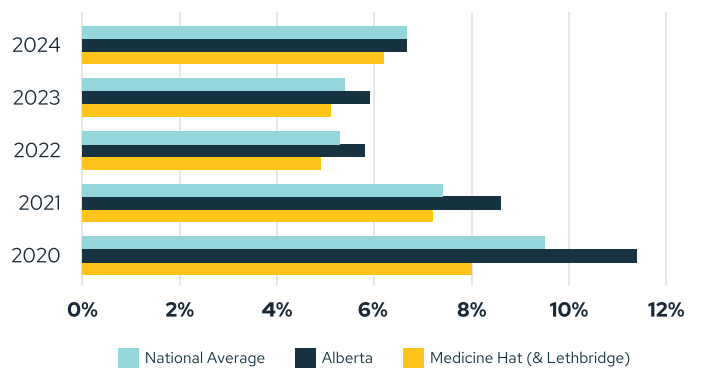
Alberta Consumer Price Index (CPI) saw an increase in 2021 and 2022 with a decline in 2023 and 2024 as the economy started to recover from the past two years.

### Alberta Consumer Price Index (CPI) (all items)



The combined unemployment rate for the Medicine Hat and Lethbridge region at the end of 2024 was 5.4%, while the 2024 average was 6.2%. The average Alberta and Canada unemployment rates for 2024 were 6.7%. The increase in 2024 is due to more individuals entering the workforce and less jobs being available.

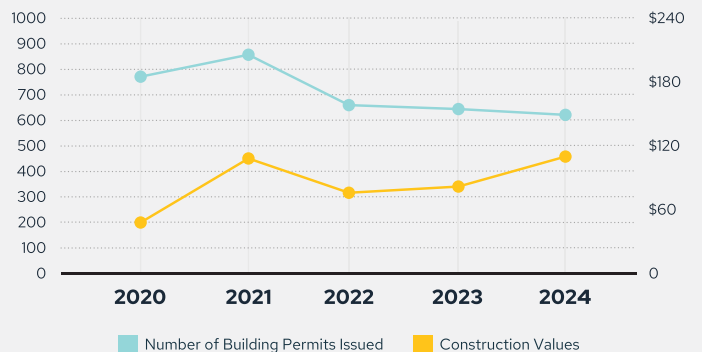
### Unemployment Rate (annual average)



## Number of Building Permits Issued and Related Construction Values

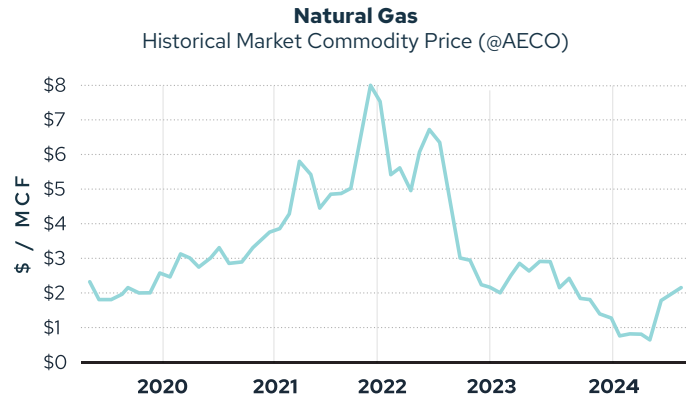
In 2024, the number of building permits issued decreased to 622 primarily due to a decrease in new development. The related estimated value of construction in 2024 saw an increase from prior year to \$109 million due to higher construction values.

### Building Permits and Construction Values



## Gas

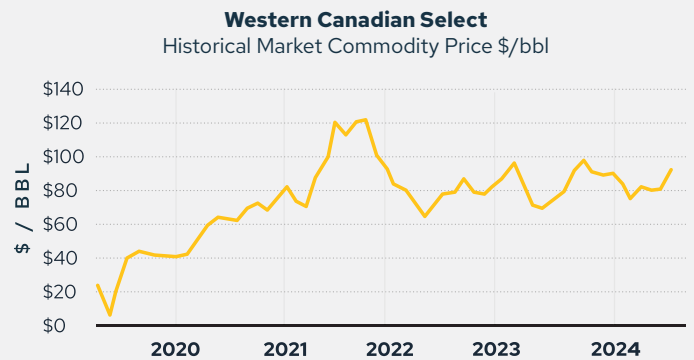
Natural gas prices are decreasing to pre-pandemic levels with 2024 settling at \$2.05/GJ. Storage levels are reaching capacity and there is more supply than demand; this resulted in gas prices decreasing to \$0.78/GJ in the fall. Prices are anticipated to increase slightly in 2025 as the Liquid Natural Gas (LNG) Canada facility is expected to be operational by middle of 2025. This facility will create new demand and export market aside from Eastern Canada and United States.



Source: GLJ Petroleum Consultants Ltd.

## Oil

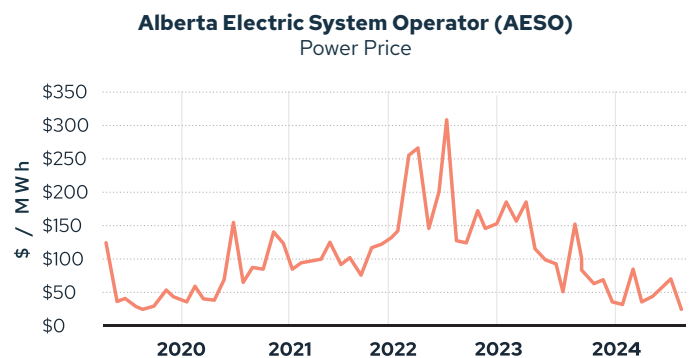
Oil prices have stabilized in 2024 compared to the fluctuations seen in prior years and are anticipated to remain stable through 2025. There is potential for prices to drop with US trade tariffs that would result in a further discount of \$2 to \$5 if the tariffs are imposed. City of Medicine Hat has limited oil exposure. There are only two remaining oil wells in service as the Manyberries field is currently in the abandonment and reclamation stage.



Source: GLJ Petroleum Consultants Ltd.

## Power

Power prices in 2024 decreased compared to the previous two years and are trending back to 2016 price levels. System Marginal Price (SMP) ended 2024 at \$62.74/MWh which is a \$70.89/MWh drop from 2023. The decrease was caused by the Alberta grid which had three major generation projects come online in 2024 that resulted in ~2500 MW's of dispatchable generation and ~2000 MW's of renewable generation. In addition, Alberta Electrical System Operator (AESO) was tasked by the Minister of Affordability to redesign Alberta power markets which has created uncertainty amongst generators and has impacted demand.

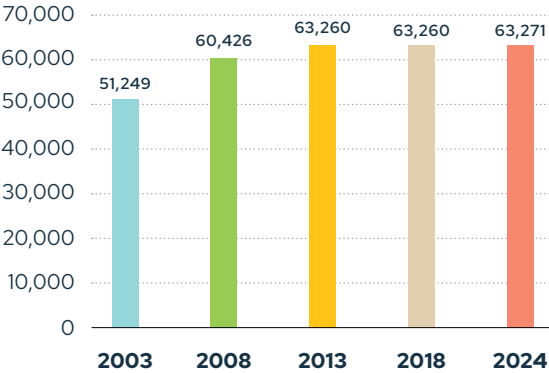




# Demographics & Population

## Population

Data from Canadian Census.

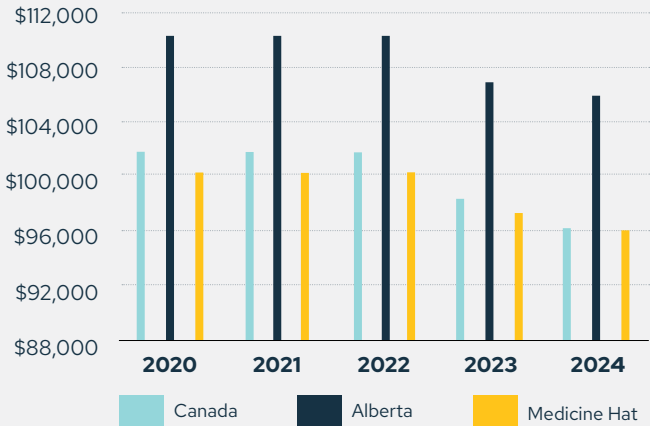


## Population Age

Data from Canadian Census.

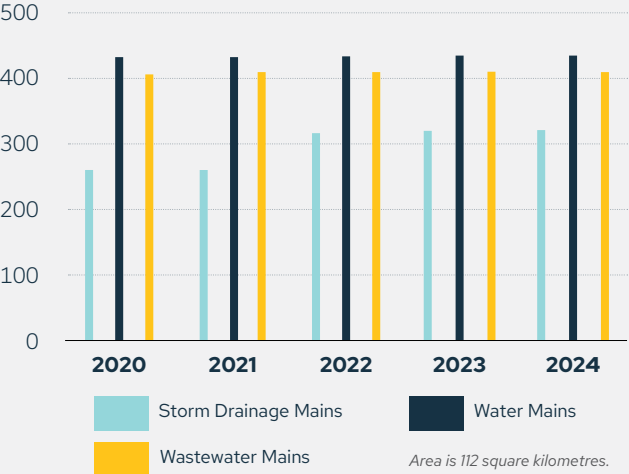
	Medicine Hat	Alberta	Canada
<b>0-14</b>	10,635	809,640	6,012,795
<b>15-24</b>	7,075	498,505	4,215,230
<b>25-34</b>	7,420	598,725	4,940,345
<b>35-44</b>	8,555	646,610	4,910,750
<b>45-54</b>	7,330	540,540	4,672,520
<b>55-64</b>	8,985	539,390	5,218,910
<b>65-79</b>	9,775	486,680	5,319,491
<b>80+</b>	3,496	142,535	1,701,940
<b>Total</b>	<b>63,271</b>	<b>4,262,635</b>	<b>36,991,981</b>

## Household Median Income



Note: Figures for 2023 and 2024 reflect total income figures for 2022 as data is not yet available.

## Mains (km)



## Largest Corporate Tax Payers in Medicine Hat

- Medicine Hat Mall Incorporated
- The Meadowlands Development Corporation
- Skyline Retail Real Estate Holdings Incorporated
- South Country Co-op Limited
- Canadian Tire Properties Incorporated
- Avenue Living (2014) GP Limited
- Cancarb Limited
- 2105657 Alberta Limited (Bevo Farms)
- Wal-Mart Canada Corporation
- Royop (Southlands) Development Limited

## Largest Employers in Medicine Hat

- Public**
- Medicine Hat Regional Hospital
  - City of Medicine Hat
  - Medicine Hat School District
  - Medicine Hat College
  - Province of Alberta
- Private**
- South Country Co-op (all locations)
  - The Real Canadian Superstore
  - Canadian Pacific Railway
  - Wal-Mart
  - Goodyear

## City of Medicine Hat

### Permanently Established Positions

	2020	2021	2022	2023	2024
General Government	36	24	26	75	70
Corporate Services	201	149	155	197	195
Public Services	275	257	256	270	281
Police	150	148	154	154	152
Invest Medicine Hat	9	8	8	-	-
Strategy Management & Analysis	20	79	86	-	-
Energy, Land & Infrastructure	313	359	365	177	177
Development & Infrastructure	83	-	-	209	207
<b>Total permanent positions</b>	<b>1,087</b>	<b>1,024</b>	<b>1,050</b>	<b>1,082</b>	<b>1,082</b>

**Note:** As part of the 2023 organizational restructuring, Invest Medicine Hat was split into General Government and Energy, Land & Environment. Strategy Management & Analysis was reallocated to Corporate Services as well as Energy, Land & Environment. Human Resources was moved from Corporate Services to General Government. A number of departments within Energy, Land & Environment was split into Development & Infrastructure.

## Financial Statements

<b>Consolidated Statement of Financial Position</b> (unaudited)	2024	2023
Assets	\$ 822,286	\$ 800,350
Liabilities	634,991	772,818
Net financial debt	187,295	27,532
Non-financial assets	55,980	39,890
Net tangible capital assets	1,444,919	1,435,449
Total non-financial assets	1,500,899	1,475,339
<b>Accumulated surplus</b>	<b>\$ 1,688,194</b>	<b>\$ 1,502,871</b>
<b>Accumulated surplus consists of the following:</b>		
Unappropriated Surplus	1,662,749	1,517,401
Accumulated Remeasurement Gains (Losses)	25,445	(14,530)
<b>Total Accumulated Surplus</b>	<b>\$ 1,688,194</b>	<b>\$ 1,502,871</b>

As at December 31, 2024 (in thousands of dollars)

<b>Consolidated Statement of Operations</b> (unaudited)	2024 Budget	2024	2023
Revenue	\$ 461,204	\$ 428,482	\$ 510,837
Expenses	428,824	314,546	473,429
Surplus (deficiency) of revenue over expenses			
before other revenue	32,380	113,936	37,408
Other revenue			
Capital contributions and grants	10,815	31,412	25,560
<b>Annual surplus</b>	<b>43,195</b>	<b>145,348</b>	<b>62,968</b>
<b>Accumulated Surplus (beginning of year)</b>	<b>1,517,401</b>	<b>1,517,401</b>	<b>1,454,433</b>
<b>Accumulated Surplus (end of year)</b>	<b>\$ 1,560,596</b>	<b>\$ 1,662,749</b>	<b>\$ 1,517,401</b>

For the year ended December 31, 2024 (in thousands of dollars)

**NOTE:** The consolidated statement of financial position and the consolidated statement of operations don't agree because of the accumulated measurement gains.

<b>Consolidated Statement of Change in Net Financial Debt</b> (unaudited)	<b>2024 Budget</b>	<b>2024</b>	<b>2023</b>
Annual surplus	\$ 43,195	\$ 145,348	\$ 62,968
Acquisition of tangible capital assets	(109,357)	(113,985)	(86,056)
Decrease (increase) in tangible capital assets	-	115,326	(18,783)
Amortization/Impairments/Recoveries/Disposal of assets	86,056	(10,497)	99,408
	19,894	136,192	57,537
Acquisition/consumption of inventories and supplies	(453)	(453)	(3,013)
Net acquisition of land held for future development	(2,088)	(1,735)	(272)
Acquisition/consumption of prepaid assets	(14,216)	(14,216)	(780)
Accumulated remeasurement gains (losses)	-	39,975	(14,530)
	(16,757)	23,571	(18,595)
Increase in net financial debt	3,137	159,763	38,942
Net financial assets (debt), beginning of year	27,532	27,532	(11,410)
<b>Net financial assets, end of year</b>	<b>\$ 30,669</b>	<b>\$ 187,295</b>	<b>\$ 27,532</b>

For the year ended December 31, 2024 (in thousands of dollars)

<b>Consolidated Statement of Cash Flows</b> (unaudited)	<b>2024</b>	<b>2023</b>
<b>Net inflow (outflow) of cash related to the following activities:</b>		
Operating		
Annual surplus	\$ 145,348	\$ 62,968
Non-cash items included in annual surplus	103,119	79,917
Non-cash items relating to capital and investing activities	39,975	(14,530)
Non-cash changes to operations (net change)	(128,898)	35,831
Cash provided by operating transactions	159,544	164,186
Cash applied to capital transactions	(112,275)	(85,348)
Cash used by investing transactions	(45,061)	(27,713)
Cash used by financing transactions	(26,536)	(28,927)
Change in cash and equivalents during the year	(24,328)	22,198
Cash and cash equivalents, beginning of year	66,386	44,188
<b>Cash and cash equivalents, end of year</b>	<b>\$ 42,058</b>	<b>\$ 66,386</b>

For the year ended December 31, 2024 (in thousands of dollars)

<b>Consolidated Statement of Remeasurement Gains and Losses</b> (unaudited)	<b>2024</b>	<b>2023</b>
Accumulated remeasurement gains (losses), beginning of year	\$ (14,530)	\$ (51,479)
Unrealized gains (losses)	76,083	42,567
Realized gains (losses)	(36,108)	(5,618)
<b>Net change in remeasurement gains for the year</b>	<b>39,975</b>	<b>36,949</b>
<b>Accumulated remeasurement gains (losses), end of year</b>	<b>\$ 25,445</b>	<b>\$ (14,530)</b>

For the year ended December 31, 2024 (in thousands of dollars)



## Terms & Definitions

### Accumulated Surplus

Amount by which all assets (financial and non-financial) exceed all liabilities. An accumulated surplus indicates that the municipality has net resources that can be used to provide future services.

### Amortization of Tangible Capital Assets

A way of representing, for accounting purposes, how capital assets decline in value over time due to wear and obsolescence.

### Annual Deficit

Expenses exceed the revenues.

### Annual Surplus

Excess of revenues over expenses

The annual surplus or deficit shows whether the revenues raised in the year were sufficient to cover the year's costs.

### Cash Equivalents

Includes unrestricted cash in the bank and short term (90 days or less) investments. Cash is restricted when an external agency requires cash to be used for a specified purpose.

### Impairments

Expenses recorded to reduce the value of assets when the assets are worth less on the market than the carrying value listed on the company's balance sheet. Reversal of impairments or recoveries are recorded when factors or circumstances that triggered the original impairment have changed.

### Loss (Gain) on Disposal of Tangible Capital Assets

Reflects the difference between the net proceeds on disposal of a tangible capital asset and the net carrying amount of that asset. If the net carrying amount is higher than (less than) the net proceeds on disposal, there is a loss (gain) on disposal.

### Net Financial Assets

When the financial assets are greater than the municipality's liabilities. A net financial asset position indicates that the municipality has the necessary financial resources on hand for future operations.

### Net Financial Debt

When the financial assets are less than the municipality's liabilities. A net financial debt position indicates that the municipality requires future revenues to pay for past transactions and events.



*Downtown Medicine Hat in early autumn is visible from the Riverside area on the north side of the South Saskatchewan River.*



Medicine Hat

CITY OF MEDICINE HAT

# Annual Report

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CITY OF MEDICINE HAT • 580 FIRST STREET SE • MEDICINE HAT, AB T1A 8E6

We acknowledge that Southern Alberta is situated on the traditional lands of the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney Nakoda, and Tsuut'ina (Sarcee) as well as the Cree, Sioux and the Saulteaux bands of the Ojibwa peoples. We also honour and acknowledge that we are on the homelands of the Métis Nation District 2 Battle River Territory. Medicine Hat is situated on Treaty 7 and is neighbour to Treaty 4 territory.