

Request for Decision



Meeting date: February 3, 2025
 Prepared by: Leah Prestayko, Director Community Development
 Department: Community Development
 Referred by: Administrative Committee

RESILIENT AND INCLUSIVE COMMUNITY TASK FORCE TERMS OF REFERENCE

RECOMMENDED MOTION

That City Council confirms support that the preliminary Terms of Reference for the Resilient and Inclusive Community Task Force are in alignment with Council’s expectations and priorities.

STRATEGIC ALIGNMENT

Innovation <input type="checkbox"/>	Economic Evolution <input type="checkbox"/>	Service Orientation <input type="checkbox"/>
Partnerships & Governance <input checked="" type="checkbox"/>	Community Wellness <input checked="" type="checkbox"/>	Resiliency & Sustainability <input type="checkbox"/>

RELEVANT LEGISLATION / PREVIOUS COUNCIL MOTIONS

On October 21, 2024, City Council approved a motion to accept and ratify the focused City of Medicine Hat 2024 – 2026 Strategic Plan. The plan includes four focused priorities, including:

- Priority #2: Build a Resilient and Inclusive Community
 - Lead a provincial/municipal/community urgent response to social disorder.

On November 18, 2024, City Council received and approved strategic plans and actions put forward by Administration to achieve the four Focused Council Strategic Priorities (Attachment #2).

BACKGROUND / ANALYSIS

A strategy connected to Priority #2: Build a Resilient and Inclusive Community is the development of a task force to lead a provincial/municipal/community urgent response to social disorder. The goal is to have a task force established and populated with terms of reference in place by end of Q1 2025.

FINANCIAL IMPLICATIONS

Funding Request:	No	
Budgeted Item:	No	
Competitive Grant Funding Contemplated:	No	
Funding Explanation:	Administrative costs to support the task force to develop an action plan will be absorbed within the Community Development operating budget.	
Budget Amendment Form:	No	

INTERNAL AND EXTERNAL ENGAGEMENT CONSIDERATIONS

City Council established the four Focused Council Strategic Priorities and approved the related strategic plans and actions.

The task force will build on knowledge and experience available in community, including four summits hosted by Medicine Hat Community Housing Society between June 2023 and April 2024.

PUBLIC PARTICIPATION REQUIRED FOR IMPLEMENTATION

Involve: Task force membership is detailed in the Terms of Reference, including seats for two public members. This might include members of the business community, individual residents, or individuals with lived experience.

Inform: The public will be informed of the work of the task force through regular updates.

Inform



Consult



Involve



Collaborate



Empower



ALTERNATIVE OPTIONS / PROS AND CONS

This is the Administration's response to the Focused Council Strategic Priorities and the approved strategic plans and actions. Administration is prepared to adjust its approach based on any direction or feedback provided by City Council.

IMPLEMENTATION PLAN

Pending approval from City Council, Administration will reach out to the approved task force membership list to invite participation and organize a meeting date.

APPROVED BY:	Joseph Hutter Managing Director Public Services	2025-01-15
ATTACHMENTS:	1: Resilient and Inclusive Community Task Force Terms of Reference 2: Focused Council Strategic Priorities – Departmental Plans and Actions	



Medicine Hat

Resilient and Inclusive Community Task Force

Terms of Reference

Community Development
City of Medicine Hat

January 2025

Terms of Reference

Resilient and Inclusive Community Task Force

BACKGROUND

Communities that are resilient and inclusive are inviting to residents and visitors. Visible signs of homelessness, addiction, poor mental health, poverty and social isolation can be unsettling and negatively impact a community. A lack of appropriate services, poor urban design and planning, absence of enforcement, and stigma can exacerbate challenges experienced by a community and its residents and visitors.

The increasing incidents of public disturbances, anti-social behaviour, sleeping in public, indecent acts, and visible illegal drug use, have raised concerns among local community members. Addressing these issues requires a coordinated and comprehensive approach.

PURPOSE

The Resilient and Inclusive Task Force is established to develop and implement strategies and actions to bolster community capacity, enhance community safety and promote social cohesion.

OBJECTIVES

- To develop and recommend strategies and actions within six months to reduce the impacts of homelessness, mental health, addiction and poverty, balancing individual, and community needs.
- To coordinate efforts among various interest parties, including various levels of government, law enforcement, non-profits, and private and community organizations.
- To inform action plans through data, best practice, and engagement, with a willingness to be innovative in creating made-in-Medicine Hat solutions.
- To monitor and evaluate the effectiveness of implemented strategies.
- To engage with the community to raise awareness and foster cooperation.

SCOPE OF WORK

- Identify specific challenges being experienced in Medicine Hat and the impacts on community.
- Conduct an analysis of associated incidents and trends.
- Review existing related policies and programs.
- Develop an action plan with short-term and long-term goals, including consideration for a navigation centre.
- Facilitate collaboration between interested parties and individuals.
- Provide regular reports on progress and outcomes to partners and the broader community.

MEMBERSHIP

The Task Force will comprise of representatives from:

- City Council – Mayor
- City Council – Public Services Committee Chair
- City of Medicine Hat executive member
- MLA for Brooks-Medicine Hat
- MLA for Cypress-Medicine Hat
- MP for Medicine Hat-Cardston-Warner
- Medicine Hat Community Housing Society
- The Mustard Seed
- Miywasin Friendship Centre
- Medicine Hat Police Service
- Alberta Health Services
- Chamber of Commerce
- Two (2) public members

ROLES AND RESPONSIBILITIES

- **Chairperson:** To lead the Task Force, organize meetings, promote collaboration, and ensure the development of an agreed upon action plan.
- **Members:** To actively participate in meetings, contribute to discussions, share knowledge and data, and support the development and implementation of an action plan.
- **Secretariat:** To provide administrative support, including scheduling meetings, preparing agendas, and documenting minutes.

MEETINGS

- The Task Force will meet biweekly, with additional meetings scheduled, as necessary.
- Quorum for meetings will be a simple majority of members.
- Decisions will be made by consensus or, if necessary, by a majority vote.

REPORTING

- The Task Force will submit monthly progress reports to City Council for awareness and communication to the broader community.
- An annual report will be prepared, summarizing activities, achievements, and recommendations.

DURATION

The Task Force will be established for an initial period of one year, with the possibility of extension based on the evaluation of its effectiveness.

BUDGET AND RESOURCES

- City of Medicine Hat will provide secretariat support.
- Additional funding may be sought through grants and partnerships.

REVIEW AND AMENDMENTS

The Terms of Reference will be reviewed and confirmed at the onset of the Task Force and annually after that. The document may be amended as necessary to reflect changing circumstances and priorities.

Report to Council



DATE: 2024-11-18	MEETING: REGULAR COUNCIL
DEPARTMENT: CITY MANAGER	REPORT AUTHOR: JONATHAN LINOWSKI, CORPORATE STRATEGIC ANALYST

ADMINISTRATION RESPONSE TO THE FOCUSED CITY OF MEDICINE HAT 2024 – 2026 STRATEGIC PLAN

EXECUTIVE SUMMARY:

On October 21, 2024, Council approved a motion to accept and ratify the focused City of Medicine Hat 2024 – 2026 Strategic Plan, refocusing efforts on four key priorities. Attached are the strategic plans and actions outlined by Administration to achieve these priorities.

STRATEGIC ALIGNMENT:

INNOVATION



ECONOMIC EVOLUTION



SERVICE ORIENTATION



PARTNERSHIPS & GOVERNANCE



COMMUNITY WELLNESS



RESILIENCY & SUSTAINABILITY



RECOMMENDATION:

It is recommended through the Administrative Committee that City Council approve the proposed plans and actions of Administration as outlined in attachment #2.

PREVIOUS COUNCIL MOTIONS / DIRECTIONS:

City Council approved the 2023 – 2026 Strategic Plan on June 6, 2022. On October 21, 2024 City Council approved a motion to accept and ratify the focused City of Medicine Hat 2024 – 2026 Strategic Plan.

BACKGROUND / ANALYSIS:

City Council has approved a motion to accept and ratify the focused City of Medicine Hat 2024 – 2026 Strategic Plan to focus Administration’s efforts on the following four key priorities:

Priority #1: Create Organizational Capacity For Effective & Efficient Service Delivery

- Inventory/define the current service levels
- Define required and desired service levels
- Implement a workforce strategy

Priority #2: Build a Resilient and Inclusive Community

- Lead a provincial/municipal/community urgent response to social disorder

Priority #3: Foster a Dynamic & Thriving Community Economy

- Action the Regional Economic Development Plan
- Create opportunities to incentivize businesses and reduce barriers

Priority #4: Action Recreation & Wellness Opportunities

- Develop a multi-faceted recreation complex on the south side
- Determine the future of existing facilities

Administration has followed this direction and identified the necessary departments, plans, actions, and timelines required to deliver on these priorities, as detailed in attachment #2.

INTERNAL AND EXTERNAL ENGAGEMENT CONSIDERATIONS:

N/A

POTENTIAL RISKS / IMPACTS:

N/A

PUBLIC PARTICIPATION REQUIRED FOR IMPLEMENTATION:

N/A

ALTERNATIVE OPTIONS / PROS AND CONS:

- 1) This is the Administration's response to the Focused Council Strategic Priorities. Administration is prepared to adjust its approach based on any direction or feedback provided by Council.

IMPLEMENTATION PLAN:

Pending approval from Council, the Focused Council Strategic Priorities – Departmental Plans and Actions will be posted to the City of Medicine Hat website and Administration will begin actioning the plans accordingly.

REVIEWED BY & DATE:	Dennis Egert Managing Director, Corporate Services	2024-11-04
APPROVED BY & DATE:	Ann Mitchell City Manager	2024-11-04
ATTACHMENTS:	1: Strategic Plan 2024-2026 2: Focused Council Strategic Priorities – Departmental Plans and Actions	



Medicine Hat



Strategic Plan

2024-2026



The following strategic priorities were developed by Council in Autumn 2024, in reflection of those priorities and goals which City Council Members feel are best suited to drive the organization and community forward.

Priority 1

Create organizational capacity for effective & efficient service delivery

- Inventory/define current service levels
- Define required and desired service levels
- Implement a workforce strategy

Priority 2

Build a resilient & inclusive community

- Lead a provincial/municipal/community urgent response to social disorder

Priority 3

Foster a dynamic & thriving community economy

- Action the Regional Economic Development Plan
- Create opportunities to incentivize business and reduce barriers

Priority 4

Action recreation & wellness opportunities

- Develop a multi-faceted recreation complex on the south side
- Determine the future of existing facilities



INTRODUCTION & PURPOSE

On October 21, 2024 Council accepted and ratified the City of Medicine Hat 2024 – 2026 Strategic Plan to focus efforts on four key priorities. The purpose of this document is to present the strategic plans and actions of the departments responsible for delivering these focused priorities from Council.

DEPARTMENTAL STRATEGIC PLANS AND ACTIONS

PRIORITY #1: CREATE ORGANIZATIONAL CAPACITY FOR EFFECTIVE & EFFICIENT SERVICE DELIVERY

Inventory/define the current service levels (*Corporate Planning & Performance*)

- **Strategies to Achieve Key Objective:**
 - Coordinate the development of a catalog of services provided by municipal departments to better assess organizational capacity and improve the efficiency and effectiveness of service delivery.
- **Measurement of Success:**
 - Coordinate and guide organizational efforts in the collection and detailing of current service levels for external operating departments. **Q1 2025**
 - Work with the Finance team to determine the cost of providing services to the community (from the current service level inventory). **Q4 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Data availability and quality
 - Resource availability
 - Mitigations:
 - Communicate with project stakeholders and reallocate and prioritize resources as required

Define required and desired service levels (*Finance*)

- **Strategies to Achieve Key Objective:**
 - Assist the organization with defining existing service levels provided to the community.
 - Support discussions with Council on the desired service level provided to the community.
- **Measurement of Success:**
 - Work with City departments and Corporate Planning & Performance on the creation of a detailed list of costed services from external facing operating departments. **Q4 2025**
 - Support the presentation to Council on the inventory and cost of current service levels, and make any adjustments based on the direction received from Council on the desired service level provided to the community. **Q4 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Data availability
 - Internal resources
 - Competing projects and priorities
 - Mitigations:
 - Reallocate and prioritize resources as required
 - Retain external consultants to assist with projects if required

Implement a workforce strategy (*People Services*)

- **Strategies to Achieve Key Objective:**
 - As part of a three year plan, within the first year conduct a comprehensive workforce assessment that will be participatory within the organization. This will enable the City to discover strengths, needs, challenges, fiscal repetitiveness, and delineation of organizational values. This will enable the City to have a clear idea of what is needed to implement improvements in terms of a modernized and streamlined workforce.

- **Measurement of Success:**
 - Evaluation and assessment of current workforce, including roles, responsibilities, performance metrics; identify critical and non-critical roles; identify thorough demographics; develop modernized plan; develop communication and change management strategy. **Q4 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Uncertainty about job security and changes within the organization, along with voluntary leaves.
 - Mitigations:
 - Proactive change management project plan.

PRIORITY #2: BUILD A RESILIENT AND INCLUSIVE COMMUNITY

Lead a provincial/municipal/community urgent response to social disorder (Community Development)

- **Strategies to Achieve Key Objective:**
 - Lead a provincial/municipal/community urgent response to social disorder through establishment of a task force.
 - Inform action plans through data, best practice and engagement, with a willingness to be innovative in creating made-in-Medicine Hat solutions.
 - Work collaboratively with other levels of government and community partners to best address individual and community needs, including investigating the opportunity for a navigation centre.
- **Measurement of Success:**
 - A task force is established, populated and has terms of reference in place, including a definition of social disorder. **Q1 2025**
 - The public is informed of the work of the task force through regular updates. **Q1-Q3 2025**
 - An action plan is produced by the task force, with Council to approve implementation. **Q2 2025**

- The City is effective in its role as lead in the facilitation of the task force. **Q1-Q3 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Minimal interest from other organizations to participate in a collective effort.
 - Strategies and actions identified do not have a positive impact on individuals and community.
 - Mitigations:
 - Positively describe desired outcomes for individuals and community. Approach with optimism and resolve. Ensure City resources available to support others to participate.
 - Collaborate with a multitude of interest holders, including other levels of government, community organizations, and individuals. Seek the voice of individuals with lived experience.
 - Identify short- and long-term goals, with an eye to systemic solutions. Learn from other jurisdictions and be open to ideas.

PRIORITY #3: FOSTER A DYNAMIC & THRIVING COMMUNITY ECONOMY

Action the Regional Economic Development Strategy (*Economic Development*)

- **Strategies to Achieve Key Objective:**
 - Develop and action Economic Development Strategy.
- **Measurement of Success:**
 - Regional economic development strategy is developed and includes regional priorities and competitive advantages. Strategy and optimal framework for implementation is presented to Council. **Q1 2025**
 - Municipalities are supported, aligning their individual strategies with the regional strategy. Implement action items alongside regional partners over 2025-2026 with the goal of continued long-term engagement. **Q2 2025**

- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Framework for Regional Strategy is not adopted by all municipal partners.
 - Mitigation:
 - Maintain solid relationships with Regional Strategy partners and lean on senior leadership support to bring the municipalities together. Work with the willing.

Create opportunities to incentivize businesses and reduce barriers (*Development Services*)

- **Strategies to Achieve Key Objective:**
 - Inspire confidence in Administration by implementing an open inquiry and reporting system accessible by applicants and property owners.
 - Set expectations for performance and establish, publish and adhere to targeted timelines for services.
 - Ingrain the time value of money and the concept of shared risk.
- **Measurement of Success:**
 - Develop and implement a public facing inquiry application for all City development permit and business permit application status. Publish inquiry application on city web (Similar to Business License Query that is currently live). Beta test while we refine online interface, improve as necessary, and communicate accessibility to all users including builders and developers. **Q1 2025** anticipated completion of fulsome interface.
 - Collect data and develop a service level standard and determine with certainty actual time allocations needed for Staff to process 80% of the time and publish targeted timelines to the City website. **Q1 2025**
 - Ingrain the time value of money and the concept of shared risk.
 - Create a pilot project to evaluate a centre led process to shepherd strategic opportunities through multiple city departments to rapidly action opportunities for Commercial, Industrial and Residential that benefit the region. Coordinated by Economic Development. **Q1 2025**

- Develop a plan to identify, advocate, and instill clarity of the process that will assist developers in having the confidence to determine if they want to invest in the community. **Q2 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Ensuring regulatory compliance.
 - Overly ambitious timelines and missed targets.
 - Defining expectations with proponents.
 - Community resistance and lack of familiarity.
 - Capacity of staff.
 - Mitigations:
 - Close attention to be paid to Municipal Government Act (MGA), Municipal Servicing Standards Manual (MSSM), Environment and Protected Areas (EPA) and other authorities to remain compliant. Agreement with the teams that variation from ethical, moral and legal standards will not be tolerated.
 - Continue to support that moving the dial, even a little, is better than stagnation.
 - Ensuring tactical plans are developed and supported. Continually set and reset expectations. Agree to pivot if tactics aren't working.
 - Determined information setting and communication.
 - Regularly reporting progress, tensions, and gaps.

PRIORITY #4: ACTION RECREATION & WELLNESS OPPORTUNITIES

Develop a multi-faceted recreation complex on the south side (*Parks & Recreation*)

- **Strategies to Achieve Key Objective:**
 - Site determination and acquisition of required land. Finalize due diligence process and determination of other stakeholder impact for site.
 - Complete facility needs assessment and any required engagement to determine facility size and develop facility concepts.
 - Determine operating model and finalize funding for facility construction.
 - Commence tendering process for facility construction.
 - Communicate next phases of the Facilities for the Future Plan with City Council and the general public.
- **Measurement of Success:**
 - Site determination and acquisition of required land:
 - Council approval on scope and vision for multi-faceted recreation complex on the south side. **Q1 2025**
 - City Council approval of the preferred site as the location, including required infrastructure for the proposed recreation facility construction. Exact configuration of land required is to be determined. **Q1 2025**
 - City Council approval for Administration to initiate land acquisition negotiations required to purchase land for construction of a recreation facility to be brought back to City Council for endorsement of funding request for purchase. **Q1 2025**
 - Ensure preferred site has no other future plans or easements and negotiate alternative arrangements, as needed. **Q1 2025**
 - Complete facility needs assessment and public engagement:
 - Council approval of initial funding to complete high level planning and facility needs assessment to assist in the development of required facility drawings. **Q1 2025**
 - Complete any required engagement to ensure public awareness and support. **Q1 2025**

- Determine operating model and finalize funding:
 - Presenting potential facility costs, and potential partnership funding arrangements to Council. **Q1 2025**
 - City Council decision on operating model of proposed recreation centre and implementation of potential partnership agreements based on Council direction. **Q2 2025**
 - City Council approval of a funding request for development of detailed drawings developed based on engagement. **Q4 2025**
 - City Council approval of funding for facility construction. **Q1 2026**
- City Council approval of terms, conditions and deliverables to issue a tender for construction. **Q1 2026+**
- Presentation to City Council and the public on other elements and sequencing of Phase I and Phase II of the Facilities for the Future Plan. **Q3 2025**
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Available funding is not sufficient to cover anticipated construction costs.
 - Public support of recreation centre construction is highly dependent on available information to support site selection and rationale for construction.
 - Mitigations:
 - Explore funding partnerships with regional partners, the Province of Alberta and potential Federal grant opportunities.
 - Conduct a comprehensive public engagement campaign aimed actively including user groups and the general public.

Determine the future of existing facilities (*Fleet & Facilities*)

- **Strategies to Achieve Key Objective:**
 - Determine the future of existing facilities
- **Measurement of Success:**
 - Facilities Management to prepare a schedule of existing recreational facilities including for each: (i) updated Facility Condition Assessment identifying anticipated sustaining capital for each of the next 25 years required to maintain operation of each facility as designed and constructed, (ii) potential demolition costs, and (iv) average annual operating cost – to be utilized and considered as part of Facilities for the Future analysis developed by Parks & Recreation – prepare schedule by **Q4 2024**, with further ongoing analysis and scenarios as required by **Q1 2025**.
- **Risk for Achieving Objective and Mitigation Plan:**
 - Risks:
 - Funding.
 - Public Expectations.
 - Council Election.