



Medicine Hat



Chamber Leadership Breakfast October 22, 2025

City Administration

City of Medicine Hat

We just had an election! Now what?

We follow the Municipal Governance Act:

- Council sets the vision/strategy, approves policies, bylaws and budgets
- Administration supports them with recommendations
- Administration executes within the policies and bylaws and budget to deliver the desired strategic outcomes

Our planning cycle allows an overlap to ensure business continuity while Council establishes the new direction for administration to carry out.



City of Medicine Hat Planning Cycle



2023-2026 Council Strategic Plan

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.

Economic Evolution

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

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.

Partnership & Governance

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

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.

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.



2023-2026 Council Strategic Plan

Example Successes 2024-2025



Innovation

- Energy Innovation Challenge launched
- Food waste pilot program



Partnerships and Governance

- Supported Bid to Memorial Cup
- Public participation framework
- Regional water sharing agreement



Economic Evolution

- Advanced Clear Horizon CCUS
- Southeast AB Economic Opportunity Strategy



Community Wellness

- Community Well-being Plan established
- 32 Microgrants approved



Service Orientation

- City policies, business licence directory, etc. published
- Shape your City e-news, Municipal Matters launched
- Fixed cost water & sewer trial



Resilience and Sustainability

- Adopted a new Environmental Framework
- Redefined the Financial Reserve Policy
- Launched CEIP
- Updated water rate design

Oct 2024 Strategic Plan Revisit

4 Key Priorities

To supplement the existing
2023-2026 Council Strategic
Plan



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 3

Foster a dynamic & thriving
community economy

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

Priority 2

Build a resilient & inclusive
community

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

Priority 4

Action recreation & wellness
opportunities

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

Progress Highlights

Key Priority 1: Create organizational capacity for effective and efficient service delivery

Service Level Inventory

- In early 2025, City staff began developing a catalog of all external services provided by municipal departments to better assess organizational capacity, improve the efficiency and effectiveness of service delivery, and provide clarity on what services are provided and at what level.
- Cataloguing, defining and ultimately costing City services will help the community understand what to expect from the municipality, and provide Council with the tools necessary to understand the effect of changes to service levels.
- As of Q4 2025, City staff have completed the cataloguing and costing for external-facing departments, and focus will shift to internal-facing departments in 2026.

Progress Highlights

Key Priority 2: Build a Resilient and Inclusive Community

Resilient and Inclusive Community Task Force (RITF)

- Dedicated to developing and collaboratively implementing strategies that enhance community safety, build social cohesion and strengthen Medicine Hat's capacity to address the root causes and visible impacts of crime, homelessness, and addiction.
- RITF convened in March of 2025 and continues to meet on a tri-weekly basis
- Membership includes federal, provincial, and municipal elected officials, community partners, and City staff.
- The Action Plan, approved in September 2025, outlines nine key initiatives with an anticipated completion timeline of one year.

Progress Highlights

Key Priority 4: Recreation and Wellness Opportunities

South Side Recreation Centre and Brier Run Sports Fields

- 2022's *Facilities for the Future* outlined a recommendation for the construction of a recreation facility on the south side of the City.
- Recent engagement resulted in nearly 2,900 responses with 81.9% of respondents in favour of the development of an outdoor pool and 74.8% in favour of the Brier Run sports fields.
- City Council unanimously approved \$3.9M for preliminary design.
- Next steps: Commence initial design, initiate land acquisition negotiations, return to Council for approval of funding for land acquisition.



Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction Objectives

Developed a new approach to address business challenges to

- Reduce time spent by applicants and the public seeking information
- Reduce time spent by staff searching and responding to inquiries
- Set targets and report on performance
- Reduced costs by expediting the process
- Provide more cost certainty for investors



Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction



Improved application review times



Streamlined patio application process



Predictable Servicing pricing for Environmental Utilities



Enhanced Access to Planning services and application status



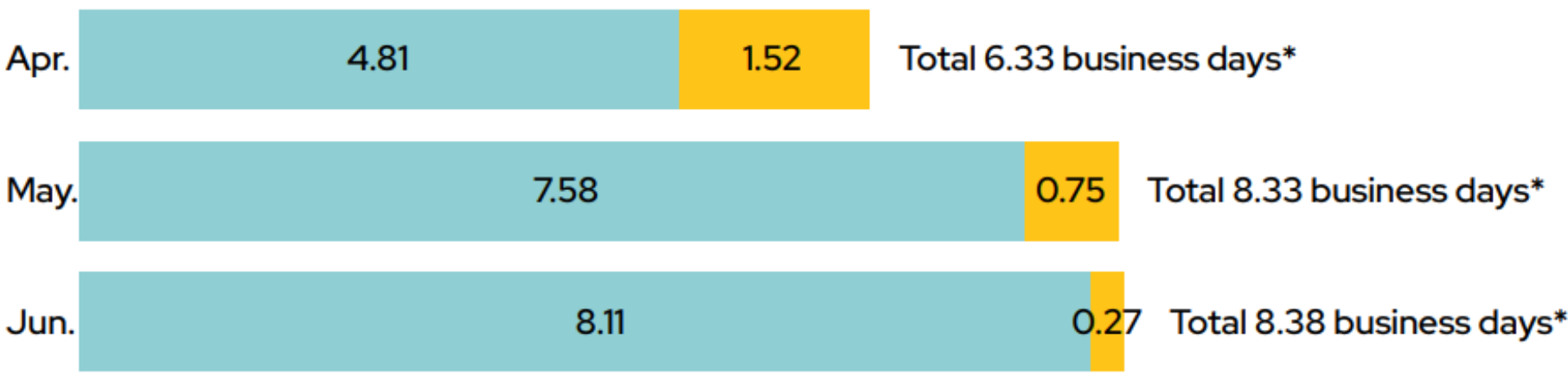
Improved public access to information

Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction

Development Permit applications Review time goal: 10 / 15⁺ business days, 80% of the time



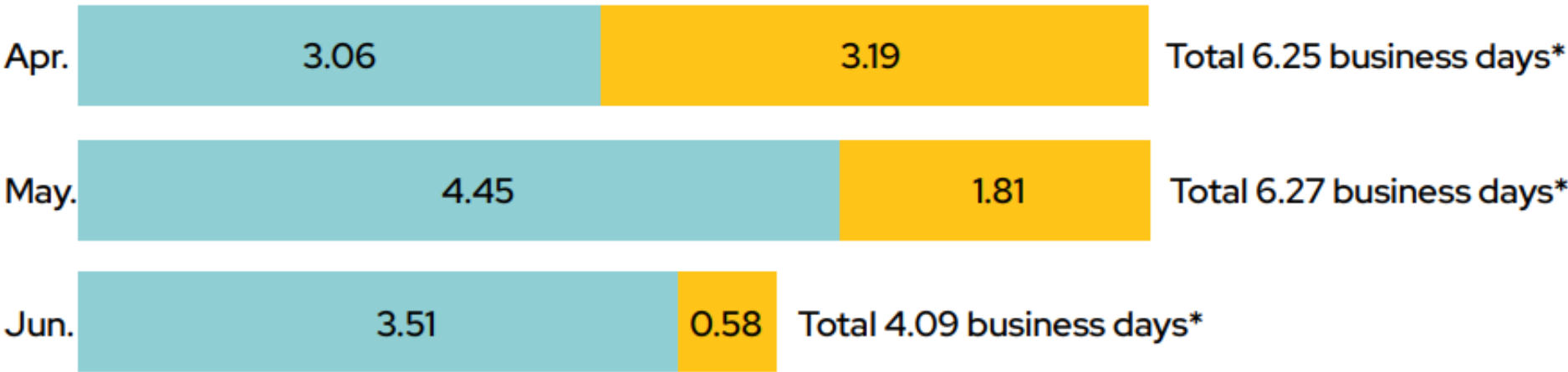
Goal was met
90%
of the time

Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction

Building Permit applications Review time goal: 15 business days, 80% of the time



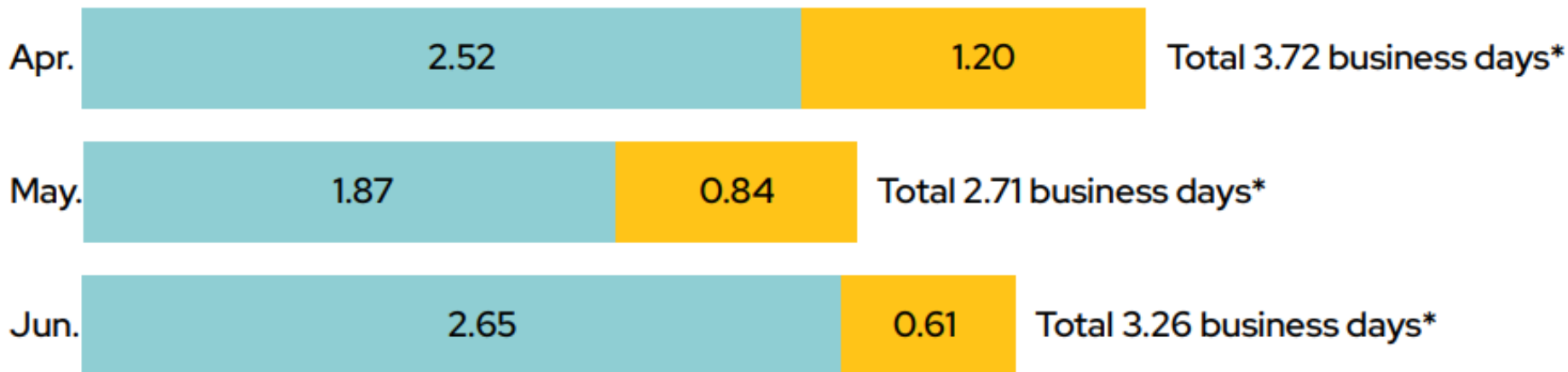
Goal was met
100%
of the time

Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction

Trade Permit applications Review time goal: 15 business days, 80% of the time
(electrical, plumbing, mechanical, gas)



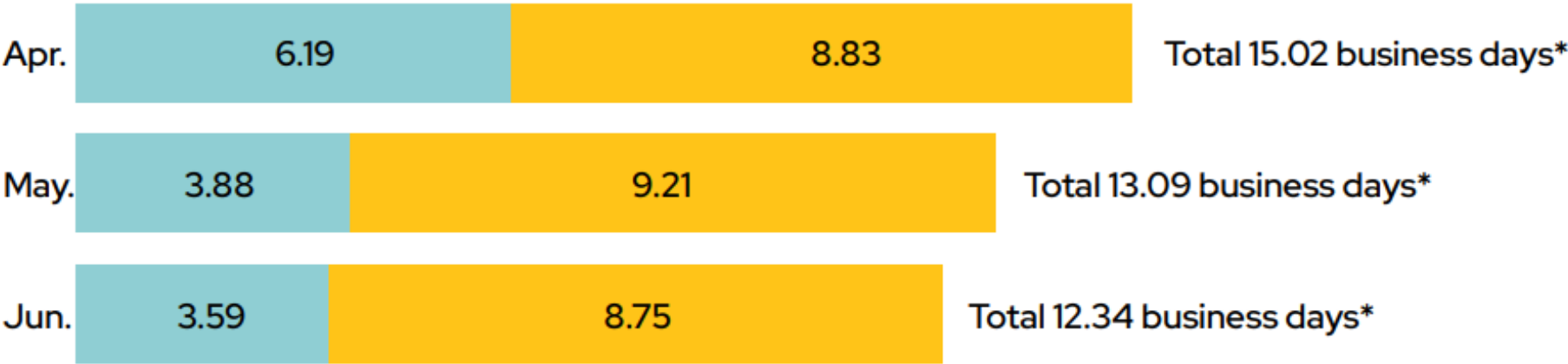
Goal
was met
100%
of the time

Progress Highlights

Key Priority 3: Foster a Dynamic and Thriving Community Economy

Red Tape Reduction

Business License applications Review time goal: 15 business days, 80% of the time



Goal was met
92%
of the time

From Here?

Next steps

We are here to serve Council and action their direction.

Administration will progress the 2023-2026 Strategic Plan and 4 Key Priorities using existing 2026 Budget unless and until Council makes decisions otherwise.

Early in 2026, City Council will complete a new Strategic Plan. Administration will respond by developing Business Plans and Budgets to actively deliver on their Strategic Plan through the 2027-2030 cycle period (next municipal election is in 2029.)



From Here?

Primed for the future

