



Medicine Hat

Resilient and Inclusive Community Task Force

# Terms of Reference

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Public Services Division  
City of Medicine Hat

**June, 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, challenges around 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. This work will build upon efforts already completed and underway through the Homeless & Housing Summits, which were led by the Medicine Hat Community Housing Society and took place between June 2023-April 2024.

### 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 interested 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
- Recovery Alberta
- Alberta Health Services
- Chamber of Commerce
- SafeLink Alberta
- The Root Cellar
- Three (3) public members

Applications for the three public member positions will be accepted for consideration by the Task Force. The three public members will then be determined by majority vote of the Task Force members. In the event of a tie, the Chair will cast the deciding vote. The Secretariat will notify all applicants as to the outcome of their application.

## 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 tri-weekly (once every three weeks), 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 meeting minutes 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 or through a formal request to City Council.

## 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.