



Medicine Hat



CITY AGENCIES and WORKING GROUPS

Applicant Handbook

For more information, contact:
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September 2026

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Welcome and Introduction

The Medicine Hat City Council members and City administration are pleased that you are interested in applying to become a member of a City of Medicine Hat's agency or working group.

As a member on most agencies or working groups, you would serve in an advisory capacity. Your participation will ensure valuable community involvement in the decision-making process and will also serve to enhance your own knowledge.

The following is a list of City Agencies to which public members are appointed by Council:

- Assessment Review Board
- Combative Sports Commission
- Community Vibrancy Advisory Board
- Medicine Hat Public Library Board
- Municipal Planning Commission
- Police Commission
- Subdivision and Development Appeal Board

The following is a list of working groups to which public members are appointed by administration:

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

In this handbook, you will find information about the functions and duties of each agency and working group (including schedules and time commitments) and learn more about the recruitment process and any legislated training that may be required if you are appointed as a member to certain agencies.

Thank you for your interest in serving.

GENERAL GUIDELINES FOR MEMBERS

- Work to establish a good relationship with the other members. The success or failure of the efforts of the agencies and working groups is dependent upon the degree of cooperation evident among the individual members. Each member should keep in mind these important points:
 - Show respect for another's viewpoint.
 - Allow others adequate time to fully present their views before making comments.
 - Be open and honest.
 - Make new members welcome and help them become acquainted with their duties.

- Agencies and working groups do not become involved in the administration or operation of City departments.
- City staff liaisons are available to provide general staff assistance to agencies and working groups. Agency and working group members may not direct administrative staff to initiate programs, conduct major studies, or establish official policy without the approval of City Council.
- Individual members should not publicly present their personal views or recommendations as representing the agency or working group unless such body has voted to approve such action. Typically, the agency or working group Chair will be the spokesperson.
- Public or written statements/positions should not include promises that may be construed to be binding on the agency, staff, or City Council. When making public or written statements or positions, members must indicate that the actions of the agency or working group are recommendations subject to final approval by the appropriate authority.
- Regular attendance is also a fundamental responsibility as regular attendance ensures you are able to fully participate.

PECUNIARY INTEREST AND CONFLICT OF INTEREST

You must not take part in any matter in which you have a possible direct or indirect pecuniary (financial) interest. As an example, if the Subdivision and Development Appeal Board is hearing an appeal and you own shares in the developer's company, you would have a pecuniary interest as you may benefit financially if the decision is rendered in favor of the developer.

You must also be free of undue influence and neither act, nor appear to act, to gain financial or other benefits for yourself, family, friends, or associates (business or otherwise). As an example, if the Subdivision and Development Appeal Board is hearing an appeal and your best friend is the developer, you may have, or appear to have, a conflict of interest even if you believe you would be able to make an unbiased decision.

It is up to you to determine whether you have a pecuniary interest or conflict of interest and take the following steps:

- disclose that you have a pecuniary interest or conflict of interest and its general nature,
- abstain from any discussion of the matter and from voting,
- leave the room until the matter has been dealt with, and
- ensure that your abstention and the reason are appropriately recorded.

Recruitment

Public Member Appointments Policy 0187 (included herein) applies to City Agencies.

Recruitment is done on an annual basis. The campaign begins in late August/early September and ends in late October/early November of the same year. This includes all available positions within agencies and working groups at one time.

There are multiple ways to learn about the recruitment process. A social media campaign and advertisements in the Medicine Hat News run throughout the recruitment period.

An online application will be made available through the City website's [Application Portal](#). If you are unable to use the portal, you may print and submit the application form provided at the end of this handbook. If you require additional assistance, please contact clerk@medicinehat.ca.

In addition to completing the prescribed application form, you will be able to attach documents (e.g. resume, cover letter) to provide additional information related to your unique qualifications.

If you are applying for a City Agency, you are strongly encouraged to submit a short video (no more than 90 seconds in length) to introduce yourself and to highlight your strengths and suitability.

The diversification of appointees to agencies and working groups is a continual focus. Anyone with an interest in volunteering is encouraged to apply.

Frequently Asked Questions

What are agencies and working groups?

Agencies and working groups are established by Council to assist with the efficient and orderly handling of City affairs by representing the broader community. All appointed members work together and bring their experience and expertise to achieve the defined mandate of the agency or working group. Additional details are provided within this handbook.

Who can apply?

In general, anyone who is a resident of the City of Medicine Hat, over the age of 18, and does not currently serve on an agency or working group for a term that is not expiring at the end of the year may apply. Additional specific eligibility requirements, if any, are detailed in the governing legislation.

When can I apply?

The City of Medicine Hat runs its recruitment from late August/early September to late October/early November. Please keep an eye out for recruitment information on the City's website.

How do I apply?

When recruitment opens, the online [Application Portal](#) will be live. In addition to completing the application form, you are encouraged to upload a cover letter, resume, and/or any additional documentation you feel would be beneficial to supplement your application.

If you are applying for a City Agency, you are also strongly encouraged to submit a short video (no more than 90 seconds in length) to highlight your strengths and suitability.

If you are applying for the Police Commission, the application will not be considered complete until a Police Information Check is provided. Additional information can be found on the Police Commission page in this handbook.

If you are unable to use the online portal, you may print and submit the application form provided at the end of this handbook. If you require additional assistance, please contact clerk@medicinehat.ca.

How are members selected?

Pursuant to Public Member Appointments Policy 0187, applications for the Assessment Review Board, Combative Sports Commission, Community Vibrancy Advisory Board, Medicine Hat Public Library Board, Municipal Planning Commission, Police Commission and Subdivision and Development Appeal Board are submitted to the Governance Committee for evaluation in a confidential setting.

At its discretion and with the appropriate authority provided by applicants, the Governance Committee has the option to consult with the City Agencies regarding applicant suitability. City Council receives the Governance Committee's recommendations in a confidential setting and determines the appointees.

Applications for the Heritage Resources Working Group and the Working Group for Accessibility & Inclusion are provided to an ad-hoc committee to review and make recommendations for final approval by the Director of Community Development.

How will I be notified if I am appointed?

The successful applicants for the Assessment Review Board, Combative Sports Commission, Community Vibrancy Advisory Board, Medicine Hat Public Library Board, Municipal Planning Commission, Police Commission and Subdivision and Development Appeal Board are appointed through resolution of Council at a December Council meeting. Following the announcement, all applicants are notified via email with a subsequent letter in the mail.

The successful applicants for the Heritage Resources Working Group and the Working Group for Accessibility & Inclusion are notified by the Director of Community Development.

What is the time commitment?

Many agencies and working groups meet monthly. Meetings range from 1-3 hours and are typically conducted during the late afternoon or early evening hours. The time commitment varies, and additional details are provided for each agency and working group within this handbook.

Who can I contact if I have more questions?

Please contact the City Clerk's office at clerk@medicinehat.ca or by phone at 403-529-8221.

City Agencies

SKILLS AND COMPETENCIES

Pursuant to Public Member Appointments Policy 0187, agencies are consulted each year to determine a short-list of which of the following skills and competencies would be considered ideal for the vacant positions. Applicants are encouraged to highlight how their knowledge and experience align with the required skills and competencies, as listed for each individual agency in the pages that follow.

Prior Agency Experience / Governance: Knowledge of meeting procedures; mandates; advisory authorities; agenda and business management
Leadership / Coaching / Mentorship: Experience in project management, performance management, delegating / setting deadlines
Strategic Planning: Knowledge or experience in change management, project integration, strategy development
Performance Measures / Evaluation Processes: Experience with design / implementation of business / corporate objectives (key performance indicators), metric evaluation processes for programs or projects
Risk Assessment: Experience with risk/liability analysis and mitigation measures / problem solving
Communications / Public Relations: Experience with marketing, social media advertising, event management / ability to speak in public
Legal / Legislative Compliance / Liability: Knowledge of statute law, regulations, policy, contract law
Collaborative Partnerships: Experience or knowledge of industry specific resources and networking partners
Human Resources: Experience or knowledge of labour relations / pension compensation planning / workforce planning
Organizational Effectiveness: Experience or Knowledge in Advocacy priorities / political process / government relations
Information Technology / Quantitative Literacy: Ability to locate, understand, evaluate, and synthesize information and data in a technological and data driven society
Environmental Awareness / Advocacy: Knowledge of current policy or program requirements
Community Engagement / Volunteer Experience: experience in events and entertainment industry
Financial Management: accounting / auditing processes / reporting
Equity, Diversity, Inclusivity, Accessibility Awareness: Indigenous Relations / Advocacy: experience in multi-cultural working groups / cultural awareness / unconscious bias awareness

ASSESSMENT REVIEW BOARD

[Bylaw 3968 - Assessment Review Board Bylaw](#)

Term of office: 1 - 3 years **Members:** 3 public members

Remuneration: Established by Council

The Composite and Local Assessment Review Board is established by Bylaw 3968. Under the provisions of the Municipal Government Act, the Assessment Review Board hears and decides on appeals against the assessments of any land, improvements, business, or local improvements of a commercial or multi-dwelling unit in the City of Medicine Hat.

The competencies that are considered ideal for applicants are as follows:

- Legal and/or legislative compliance/liability experience
- Prior agency board experience/governance
- Communication/public relations experience
- Financial management experience
- Organizational effectiveness
- Equity, diversity, inclusivity, accessibility awareness

Important Note: Appointed members will be required to successfully complete mandatory training at no cost to the appointed member. Additional information can be found here:

[Municipal board training and certification](#)

Meeting Details

The number of hearings depends on the number of appeals received.

Typically, hearings are held beginning at 9:00 a.m. and will continue until all affected parties have had the opportunity to present. Some hearings may involve a full-day commitment.

Deliberations occur upon conclusion of the hearing.

Members should allow time to read and understand agenda materials prior to the hearing.

COMBATIVE SPORTS COMMISSION

[Bylaw 4048 - Medicine Hat Combative Sports Bylaw](#)

Term of office: 1 – 3 years **Members:** 5 public members **Remuneration:** None

The Combative Sports Commission's mandate is to act in a regulatory capacity for the Commission and Council with respect to control and regulation of combative sports in the City of Medicine Hat, soliciting input from the community at large and developing regulations and fees subject to Council approval.

As defined by the Medicine Hat Combative Sports Bylaw, an Event means an exhibition, card, contest or promotion, to which the public is invited, where all the contestants are professional, that involves, any of the following: boxing, wrestling, full contact karate, kickboxing, and any other sport that holds contest where opponents strike each other with a hand, foot, knee, elbow or other part of the body.

The competencies that are considered ideal for applicants are as follows:

- Risk assessment experience
- Communication/public relations experience
- Legal and/or legislative compliance experience
- Collaborative partnerships

Meeting Details

Regular meetings at the call of the Chair.

Meetings will occur more frequently if an event is occurring.

COMMUNITY VIBRANCY ADVISORY BOARD

[Bylaw 4661 - Community Vibrancy Advisory Board Bylaw](#)

Term of office: 1 – 3 years **Members:** 9 public members **Remuneration:** None

The Community Vibrancy Advisory Board acts as an advisory group to Council through the Public Services Committee on policy and high-level plenary issues that contribute to creating a vibrant community. Such issues may include, but are not limited to, recreation, leisure, culture, arts, and social matters. The board shall directly or indirectly participate in the development and evaluation of City strategies, plans, and actions to promote community vibrancy.

- Develop recommendations about relevant policy matters and other matters
- Identify issues and opportunities pertaining to the mandate

The competencies that are considered ideal for applicants are as follows:

- Environmental awareness
- Financial knowledge
- Social, community services, industry knowledge and experience
- Organizational effectiveness
- Strategic planning

Meeting Details

Last Wednesday of each month at 5:30 PM.

MEDICINE HAT PUBLIC LIBRARY BOARD

[Bylaw 4343 - City of Medicine Hat Library Board Bylaw](#)

Term of office: 1 – 3 years **Members:** 9 public members **Remuneration:** None

The Medicine Hat Public Library Board is an autonomous legal entity governed by the Alberta Libraries Act, which has Governance responsibility for the library. This involves the setting of Board Policy, identification and assessment of the community's needs, development of long and short-term strategic plans, advocacy, fundraising and promotion of the library in the community, and the establishment of an annual budget(s).

Members are expected to serve on one of the following committees:

- Human Resources and Finances: concentrating on financial management, governance level human resources (e.g. writing human resources policies such as the anti-harassment policy), and annual evaluation of the Chief Librarian.
- Advocacy, Policy and Programs: concentrating on connecting with community, understanding community needs, managing library policies, and governance level service planning (e.g. strategic planning).

The competencies that are considered ideal for applicants are as follows:

- Prior agency board experience/governance
- Organizational effectiveness
- Human resources experience
- Equity, diversity, inclusivity, and accountability awareness
- Financial Management: accounting / auditing processes / reporting
- Legal / Legislative Compliance / Liability: Knowledge of statute law, regulations, policy, contract law

Meeting Times

First Wednesday of each month at 7:00 PM for approximately 2 hours.

Sub-Committee Meetings:

One per month for ± 2 hours each. These meetings are determined by the Board at the January Board Meeting.

Message from the Chief Librarian

Thank you for considering a role on the Medicine Hat Library Board! Serving on this board is a unique and impactful way to contribute to the cultural and educational fabric of our community. As a member, you will be part of a governance team responsible for shaping the future of our library, overseeing high-level strategic issues, and ensuring that our library services meet the evolving needs of our community.



Your role will involve crafting policies, developing long-term plans, and approving the annual operating budget. Decisions are made collectively, with the Board operating through majority votes. You will also oversee the performance of the Chief Librarian, who handles day-to-day operations and manages all other library staff.

Being on the Board requires a commitment to engaging with the community to understand their needs and advocating for those needs within the framework of the library's mission and the Board's role. You may also liaise with the City Council regarding community issues, city priorities, library funding and other issues that are of concern to the library and city.

The Medicine Hat Public Library serves as a community hub, providing equitable and convenient access to books, media, information and programs that help to educate, enrich, entertain and inform. The Library is a valued resource, fostering lifelong learning and enhancing the vitality of the community now and in the future. We are open to all members of the community; we strive to provide good service with kindness and respect. The Library supports intellectual freedom and maintains varied collections with materials to support the diverse wants and needs of library patrons.

If you are passionate about fostering educational growth, supporting community initiatives, and contributing to the strategic direction of a key community resource, then serving on the Medicine Hat Library Board could be a rewarding experience for you.

Thank you for your interest!

For more information, please feel free to contact:
Ken Feser, Chief Librarian
403-502-8528
kenf@shortgrass.ca

MUNICIPAL PLANNING COMMISSION

[Bylaw 3007 - Municipal Planning Commission Bylaw](#)

Term of office: 1 - 3 years **Members:** 5 public members **Remuneration:** None

The Municipal Planning Commission acts as the principal agency to Council in matters relating to land use planning. The Commission exercises development powers and duties on behalf of the City in accordance with the Subdivision and Development Authorities Bylaw. Additional functions or duties related to land use planning may be assigned to the Commission by Council.

The competencies that are considered ideal for applicants are as follows:

- Strategic planning
- Risk assessment
- Legal and/or legislative compliance experience
- Organizational effectiveness
- Environmental awareness/advisory experience

Meeting Times

First and third Wednesday of each month at 1:30 p.m.

Meetings last approximately 2 hours.

POLICE COMMISSION

[Bylaw 1651 - Police Commission Bylaw](#)

Term of office: 1 - 3 years **Members:** 5 public members

Remuneration: Established by Commission

The Medicine Hat Police Commission is a vital statutory body dedicated to the governance of the Police Service. It operates with a clear mandate to allocate funds provided by City Council, direct the Chief of Police to establish efficient and effective policing procedures, and represent public interests. As an independent entity, the Commission serves as a liaison between the community, the Police Service, and elected City Council members, ensuring transparency, accessibility, and responsiveness to community needs. The Commission shall have and exercise the powers authority granted to it by virtue of The Police Act and the Municipal Police Commission Bylaw #1651.

The competencies that are considered ideal for applicants are as follows:

- Prior agency board experience/governance
- Communications and public relations experience
- Legal and/or legislative compliance experience
- Information technology/quantitative literacy experience
- Organizational effectiveness
- Leadership/coaching/mentorship experience

Important note: All applicants are required to submit a completed Police Information Check along with their application. The fee is waived upon presentation of your completed application to the Medicine Hat Police Service located at 884 – 2 Street SE.

Meeting Times

Third Wednesday of each month.

Closed session is at 4:30 p.m. and the Open session is at 6:00 p.m.

Second Monday of each month is an informational session from 12:00 – 1:00 PM.

SUBDIVISION AND DEVELOPMENT APPEAL BOARD

[Bylaw 4893-2026 - Subdivision and Development Appeal Board Bylaw](#)

Term of office: 1 - 3 years **Members:** 5 public members **Remuneration:** None

The Subdivision and Development Appeal Board (SDAB) shall have and exercise the powers and authority granted to it by virtue of Bylaw 4893-2026. The SDAB hears appeals from municipal subdivision and development authorities. Its decisions shape the community and affect the lives of developers, neighbours, citizens, and businesses.

The competencies that are considered ideal for applicants are as follows:

- Prior agency board experience/governance
- Risk assessment experience
- Legal and/or legislative compliance experience
- Information technology/quantitative literacy experience
- Equity, diversity, inclusivity experience

Important Note: Appointed members will be required to successfully complete mandatory training at no cost to the appointed member. Additional information can be found here:

[Municipal board training and certification](#)

Meeting Details

Hearings are scheduled when appeals are received.

Typically, a hearing will be held at 10:00 a.m. and will continue until all affected parties have had the opportunity to present. Some hearings may involve a full-day commitment.

Deliberations occur upon conclusion of the public hearing.

Members should allow time to read and understand agenda materials prior to the hearing.

Working Group Details

HERITAGE RESOURCES WORKING GROUP

The mandate of the Heritage Resources Working Group is to assist the City of Medicine Hat with promoting the conservation, preservation, restoration, retention, and awareness of local heritage resources. Heritage resources include built structures, streetscapes, historical and archaeological sites and landscapes, archaeological specimens and natural features of heritage and historical significance.

The following principles, based upon the Province of Alberta's Historical Resources Act – R.S.A.2000, will guide the HRWG. The Heritage Resources Working Group will:

- Encourage protection of heritage resources that are representative of Medicine Hat's history;
- Promote public awareness of heritage resources, including existing and lost resources;
- Enhance public understanding of and participation in the conservation of heritage resources.

Meeting Details

Second Thursday of each month.

5:00 p.m. – 7:00 p.m.

WORKING GROUP FOR ACCESSIBILITY & INCLUSION

The primary purpose of the Working Group for Accessibility & Inclusion is to advise and support City Departments on issues related to persons with physical, developmental and mental health disabilities. The WGAI recognizes both visible and invisible disabilities with the goals of equitable participation of persons with disabilities and that all City of Medicine Hat's public facilities, programs and services are accessible and inclusive.

Meeting Times

First Wednesday of each month.

11:15 a.m. – 1:00 p.m.

Policy



Title: Public Member Appointments		Number: 0187
Reference: Administrative Committee June 4, 2025 August 19, 2026 Administrative and Legislative Review Committee June 10, 2025 Governance Committee September 15, 2026	Adopted by City Council: September 21, 2026	Supersedes: August 18, 2025
	City Clerk	
Prepared by: City Clerk Department		

STATEMENT

Medicine Hat City Council values the diverse voices of members of the public in local governance and demonstrates this value, in part, through public member appointments using a consistent, equitable, and inclusive approach.

1. AUTHORITY

- 1.1 Pursuant to Section 201 of the *Municipal Government Act* (Alberta), Council is responsible for developing and evaluating the policies of the City. Pursuant to Section 207 of the *Municipal Government Act* (Alberta), the City Manager is responsible for ensuring that the policies of the City are implemented.
- 1.2 Pursuant to the following City bylaws establishing various bodies as directed by the *Municipal Government Act* (or other provincial enactment) to perform specified functions for the City, Council has the authority to appoint public members:
 - (a) Bylaw 1651 – Police Commission
 - (b) Bylaw 3007 – Municipal Planning Commission
 - (c) Bylaw 3968 – Assessment Review Boards
 - (d) Bylaw 4048 – Combative Sports Commission
 - (e) Bylaw 4343 – Public Library Board
 - (f) Bylaw 4661 – Community Vibrancy Advisory Board
 - (g) Bylaw 4893-2026 – Subdivision and Development Appeal Board

This policy is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

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- 1.3 This policy works in conjunction with, but does not supersede, City bylaws establishing various City Agencies and the Procedure Bylaw. In the event of a discrepancy, a bylaw shall prevail.

2. DEFINITIONS

- 2.1 For the purposes of this policy:

- (a) **“City Agency”** means any board, committee, or commission established as permitted or required in the *Municipal Government Act*, or as required by other enactments, to which Council appoints public members.
- (b) **“City”** means the municipal corporation of the City of Medicine Hat and, where the context requires, means the area included within the boundary of the City.
- (c) **“City Manager”** means the chief administrative officer of the City of Medicine Hat, or delegate.
- (d) **“Council”** means the governing body of the City.
- (e) **“Resident”** means a public member who resides in the City and includes temporary residents, permanent residents of Canada, and Canadian citizens.

3. PRINCIPLES

- 3.1 The opportunity for members of the public to participate in City Agencies is an important aspect of public engagement to:
- (a) bring specific skills and expertise that contribute to good governance;
 - (b) represent people interested in, and impacted by, City decisions and processes;
 - (c) provide a wide variety of perspectives; and
 - (d) reflect the diversity of the community.
- 3.2 Public members will be recruited through a consistent, equitable, and inclusive process applicable to both annual appointments and unexpected vacancies.
- 3.3 The City Clerk will facilitate all duties related to recruitment, including advertising of vacancies, producing an Applicant Handbook, creating an application form including a self-assessment questionnaire, establishing application deadlines, and compiling applications for the evaluation process.
- 3.4 The annual recruitment period must be a minimum of four weeks, and the recruitment period related to an unexpected vacancy must be a minimum of two weeks.
- 3.5 Information provided by an applicant must include:
- (a) a completed application form as established by the City Clerk; and
 - (b) a completed self-assessment questionnaire as established by the City Clerk related to the Skills and Competencies Framework detailed in Appendix A;
- and may include supplemental information such a cover letter, resume, or short video in which the applicant highlights suitability for the role.

This policy is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

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- 3.6 Late applications will not be accepted except as deemed necessary by the Governance Committee in unusual circumstances.
- 3.7 Personal information or records collected during the recruitment and selection process will be used solely for conducting the appointment process and will be stored and destroyed in accordance with applicable legislation.

Eligibility of Public Members

- 3.8 Applicants must meet any eligibility requirements provided for by the bylaw for the applicable City Agency and, unless the bylaw allows otherwise, applicants must:
 - (a) be 18 years of age at the time of appointment;
 - (b) be a current Resident or business owner within the City;
 - (c) not be an employee of the City;
 - (d) not be in arrears to the City;
 - (e) not be in litigation with the City; and
 - (f) have reliable access to email and be able to view web links and documents provided as email attachments.
- 3.9 Subject to any specific attendance provisions within a bylaw establishing a City Agency, a public member is ineligible to continue a term with a City Agency or reapply for a subsequent term if the public member is absent:
 - (a) for more than 3 consecutive regular meetings of the City Agency; or
 - (b) for more than 1/3 of the total regular meetings in a calendar year.

A public member is not disqualified by being absent if the absence is authorized by a majority vote of the City Agency.
- 3.10 Public members must maintain eligibility status through their term on a City Agency.

4. APPOINTMENT GUIDELINES

- 4.1 The Governance Committee will evaluate applications in closed session and make recommendations to Council in closed session regarding public member appointments to City Agencies based the information provided by the applicant and a scoring matrix against criteria provided by the City Agency based upon the Skills and Competencies Framework detailed in Appendix A.
- 4.2 At its discretion, the Governance Committee may seek input from City Agencies.
- 4.3 Annual public member appointments will occur no later than the second Regular Council meeting in December.
- 4.4 Subject to any specific termination provisions within a bylaw establishing a City Agency, public member appointments to City Agencies will be at the pleasure of Council regardless of the term of the appointment and Council may terminate an appointment by resolution in a public meeting.
- 4.5 Council has the discretion to stagger terms to ensure that all terms do not expire simultaneously.

This policy is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

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- 4.6 If an appointment is to fill a vacancy, the appointment shall be for the remainder of the vacant term. If the remainder of the vacant term is less than six months, Council will have the discretion to extend the term by up to three years if allowed by the bylaw for the applicable City Agency.
- 4.7 A public member seeking reappointment must re-apply and be considered with all other applications received.
- 4.8 Members of Council and members of City Agencies may encourage qualified applicants to submit applications to enrich the applicant pool.

5. ROLE OF COUNCIL

- 5.1 Receive, review and adopt this policy and any recommended amendments to this policy.
- 5.2 Receive and evaluate recommendations for public member appointments to City Agencies from the Governance Committee in a closed session.
- 5.3 Appoint public members to City Agencies by Council resolution at a regular Council meeting. The resolution shall include the names of the successful applicants, the City Agencies to which they are appointed, and the term of the appointments.

6. ROLE OF CITY MANAGER

- 6.1 The City Manager is responsible for implementing this policy, which includes, but is not limited to, ensuring that appropriate procedures are established to guide recruitment processes, preparation of evaluation materials, and notification of appointment decisions.

Policy 0187 – Public Member Appointments		APPENDIX A
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APPENDIX A**SKILLS AND COMPETENCIES FRAMEWORK**

Applicants will be required to complete a self-assessment questionnaire related to all skills and competencies listed below. City Agencies will be consulted each year to determine a short-list of which of the skills and competencies listed below would be considered ideal for the vacant positions.

Prior Agency Experience / Governance: Knowledge of meeting procedures; mandates; advisory authorities; agenda and business management
Leadership / Coaching / Mentorship: Experience in project management, performance management, delegating / setting deadlines
Strategic Planning: Knowledge or experience in change management, project integration, strategy development
Performance Measures / Evaluation Processes: Experience with design / implementation of business / corporate objectives (key performance indicators), metric evaluation processes for programs or projects
Risk Assessment: Experience with risk/liability analysis and mitigation measures / problem solving
Communications / Public Relations: Experience with marketing, social media advertising, event management / ability to speak in public
Legal / Legislative Compliance / Liability: Knowledge of statute law, regulations, policy, contract law
Collaborative Partnerships: Experience or knowledge of industry specific resources and networking partners
Human Resources: Experience or knowledge of labour relations / pension compensation planning / workforce planning
Organizational Effectiveness: Experience or Knowledge in Advocacy priorities / political process / government relations
Information Technology/Quantitative Literacy: Ability to locate, understand, evaluate, and synthesize information and data in a technological and data driven society
Environmental Awareness / Advocacy: Knowledge of current policy or program requirements
Community Engagement / Volunteer Experience: experience in events and entertainment industry
Financial Management: accounting / auditing processes / reporting
Equity, Diversity, Inclusivity, Accessibility Awareness: Indigenous Relations / Advocacy: experience in multi-cultural working groups / cultural awareness / unconscious bias awareness

Procedure



Medicine Hat

Title: Public Member Appointments		Number: 0187
Approved by the Administrative Committee: August 19, 2026		Supersedes: June 4, 2025
City Clerk	City Manager	
Prepared by: City Clerk Department		

1. DEFINITIONS

1.01 For the purposes of this procedure:

- (a) **“City Agency”** means a board, committee, or commission established by Council under the authority of the Municipal Government Act, or as required by other enactments, to which Council appoints public members.

2. RESPONSIBILITIES

2.01 Administrative Committee

- (a) Receive, review and approve this procedure and any recommended amendments to this procedure.

2.02 City Clerk Department

- (b) Manage the recruitment process, preparation of evaluation materials, and notification of appointments.

3. PROCEDURES

3.01 The application period for annual recruitment to City Agencies will open in late August or early September of each year. The application period for recruitment for unexpected vacancies will be determined by the City Clerk.

3.02 The City Clerk will establish the application deadline, to be no earlier than four weeks after the start of the application period for annual recruitment and no earlier than two weeks after the start of the application period for unexpected vacancies.

3.03 All vacancies will be advertised through:

- (a) public notice in the Medicine Hat News;
 (b) the City’s social media channels; and
 (c) if deemed necessary, any other method as determined by the City Clerk.

This procedure is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

Procedure 0187 – Public Member Appointments		
Approved by:	Administrative Committee – August 19, 2026	Page 2 of 2

- 3.04 Advertising shall provide:
 - (a) a list of City Agencies with public member vacancies;
 - (b) the deadline for submissions; and
 - (c) direction to the City's website for more detailed information on vacancies and the process to apply.
- 3.05 A City Agency Applicant Handbook will be developed by the City Clerk Department each year, which shall include, but not necessarily be limited to, the following:
 - (a) introduction to City Agencies, including general guidelines and information regarding pecuniary interest and conflict of interest;
 - (b) details of each City Agency and the number of vacancies to be filled;
 - (c) details of the recruitment process;
 - (d) frequently asked questions;
 - (e) priority skills and competencies sought by each City Agency for that year's vacancies;
 - (f) any additional City Agency specific requirements, such as background checks; and
 - (g) an application form which shall include a self-assessment questionnaire.
- 3.06 The City Clerk Department will receive applications for all vacant roles.
- 3.07 Once the application period closes, the City Clerk Department will review the applications for completeness and, if necessary, contact applicants to rectify any deficiencies.
- 3.08 All reasonable efforts will be made to ensure that personal information of the applicants is appropriately protected from unauthorized access during the evaluation process, including password protection and limited distribution of evaluation packages.
- 3.09 The City Clerk will compile all applications received to create an evaluation package for the members of the Governance Committee to review. Late applications will be appropriately flagged and provided to the Governance Committee to consider eligibility.
- 3.10 Once the Governance Committee makes its recommendations, the City Clerk will compile an evaluation package for Council review. In the case of annual recruitment, Council will review the evaluation package in closed session at its first meeting in December.
- 3.11 The City Clerk Department will make reasonable efforts to advise the applicants of the date of the regular Council meeting at which the public member appointments are expected to be made.
- 3.12 Following Council's appointment of public members at a regular meeting, the City Clerk Department will notify applicants of the decision via email and will follow up with appointment or regret letters, as appropriate.

4. APPENDICES

None.

This procedure is subject to any specific provision of the *Municipal Government Act* or other relevant legislation or union agreement.

CITY AGENCIES and WORKING GROUPS

Application Form

Name of Agency or Working Group:			
Name:			
Street Address:			
City:		Postal Code:	
Preferred Phone:	Type: Home ☐ Mobile ☐ Work ☐		
Alternate Phone:	Type: Home ☐ Mobile ☐ Work ☐		
Alternate Phone:	Type: Home ☐ Mobile ☐ Work ☐		
Email:			
Note: You are required to complete the included Self-Assessment Questionnaire and are encouraged to include a resume, short video, and/or other attachments such as a cover letter to provide additional information.			
Why are you interested in volunteering for this Agency or Working Group?			
What qualifications would you highlight that make you a suitable candidate for this role?			
Describe your past volunteer experiences, including the organizations you have volunteered for and the roles you have held.			

How do you believe your involvement in this Agency/Working Group would benefit the community?

What is your current understanding of the issues considered by this Agency/Working Group?

Describe any potential conflicts of interest that may arise from your appointment to this Agency/Working Group. How would you address them?

How do you plan to engage with the community to ensure that concerns and opinions are represented?

Please provide any additional information or comments that you believe would be relevant to your application.

Self-Assessment Questionnaire

Please rate each statement by placing an “x” in the applicable box, where:

1 = Beginner – little real-world experience / significant guidance needed

2 = Developing – some practical experience / some guidance needed

3 = Proficient – solid amount of experience / can work independently with confidence

4 = Advanced – extensive hands-on experience / can support or guide others

5 = Expert – years of hands-on experience / ability to serve as a mentor

and then input the total for each section in the appropriate area.

Prior Agency Experience / Governance	Total: _____	1	2	3	4	5
I have experience working with volunteer groups.		☐	☐	☐	☐	☐
I understand how meetings should be run and organized.		☐	☐	☐	☐	☐
I understand the laws and regulations about agency governance.		☐	☐	☐	☐	☐
Leadership/Coaching/Mentorship	Total: _____	1	2	3	4	5
I am good at leading and encouraging a team to reach shared goals.		☐	☐	☐	☐	☐
I know how to give helpful feedback to improve performance.		☐	☐	☐	☐	☐
I can provide clear instructions to achieve shared goals.		☐	☐	☐	☐	☐
Strategic Planning	Total: _____	1	2	3	4	5
I help build trust and teamwork to create positive change.		☐	☐	☐	☐	☐
I make sure plans match the organization’s goals and vision.		☐	☐	☐	☐	☐
I focus on the most important tasks and use resources wisely.		☐	☐	☐	☐	☐
Performance Measures / Evaluation Processes	Total: _____	1	2	3	4	5
I know how to set measurable goals that show progress.		☐	☐	☐	☐	☐
I look at data to find strengths, weaknesses, and areas to improve.		☐	☐	☐	☐	☐
I take feedback seriously and use it to make better future decisions.		☐	☐	☐	☐	☐
Risk Assessment	Total: _____	1	2	3	4	5
I follow rules carefully to avoid legal and reputational risks.		☐	☐	☐	☐	☐
I use information and tools to predict, measure, and control risks.		☐	☐	☐	☐	☐
I create smart plans to reduce or remove risks.		☐	☐	☐	☐	☐
Communications / Public Relations	Total: _____	1	2	3	4	5
I have experience speaking in front of an audience.		☐	☐	☐	☐	☐
I know how to promote events or organizations through marketing.		☐	☐	☐	☐	☐
I share messages clearly to build trust and understanding.		☐	☐	☐	☐	☐
Legal / Legislative Compliance / Liability	Total: _____	1	2	3	4	5
I understand laws related to city government.		☐	☐	☐	☐	☐
I use my knowledge to prevent risks and follow legal rules.		☐	☐	☐	☐	☐
I make sure records and paperwork are properly kept and managed.		☐	☐	☐	☐	☐

Self-Assessment Questionnaire

Please rate each statement by placing an "x" in the applicable box, where:

1 = Beginner – little real-world experience / significant guidance needed

2 = Developing – some practical experience / some guidance needed

3 = Proficient – solid amount of experience / can work independently with confidence

4 = Advanced – extensive hands-on experience / can support or guide others

5 = Expert – years of hands-on experience / ability to serve as a mentor

and then input the total for each section in the appropriate area.

Collaborative Partnerships	Total: _____	1	2	3	4	5
I have experience working with city agencies and partners.		☐	☐	☐	☐	☐
I actively look for new partnership opportunities.		☐	☐	☐	☐	☐
I build strong and trusting relationships with partners.		☐	☐	☐	☐	☐
Human Resources	Total: _____	1	2	3	4	5
I know about workplace laws and employee rights.		☐	☐	☐	☐	☐
I can predict staffing needs and plan ahead.		☐	☐	☐	☐	☐
I help find skill gaps and create ways to improve workforce abilities.		☐	☐	☐	☐	☐
Information Technology / Quantitative Literacy	Total: _____	1	2	3	4	5
I have the tools I need to attend online meetings.		☐	☐	☐	☐	☐
I am comfortable using different software and technology.		☐	☐	☐	☐	☐
I check information carefully to make sure it's trustworthy and useful.		☐	☐	☐	☐	☐
Organizational Effectiveness	Total: _____	1	2	3	4	5
I work with others to strengthen advocacy efforts.		☐	☐	☐	☐	☐
I focus on the most important problems and how to solve them.		☐	☐	☐	☐	☐
I understand how government decisions are made.		☐	☐	☐	☐	☐
Environmental Awareness / Advocacy	Total: _____	1	2	3	4	5
I stay updated on city agencies and their responsibilities.		☐	☐	☐	☐	☐
I quickly adjust to new rules and changes.		☐	☐	☐	☐	☐
I correctly interpret policies to ensure they work as planned.		☐	☐	☐	☐	☐
Community Engagement / Volunteer Experience	Total: _____	1	2	3	4	5
I have a lot of experience in volunteer roles.		☐	☐	☐	☐	☐
I have experience in the events entertainment industry.		☐	☐	☐	☐	☐
I use creative ways to connect with and involve different audiences.		☐	☐	☐	☐	☐
Financial Management	Total: _____	1	2	3	4	5
I know how to handle accounting.		☐	☐	☐	☐	☐
I have experience with auditing and checking financial accuracy.		☐	☐	☐	☐	☐
I understand financial reporting and budgeting.		☐	☐	☐	☐	☐
Equity, Diversity, Inclusivity, Accessibility Awareness	Total: _____	1	2	3	4	5
I treat people equally and with respect in all interactions.		☐	☐	☐	☐	☐
I question unfair ideas and work toward an inclusive environment.		☐	☐	☐	☐	☐
I make sure different viewpoints are considered to avoid bias.		☐	☐	☐	☐	☐

Consent pursuant to the *Protection of Privacy Act* (the “Act”)

Pursuant to s.4 (c) of the Act, the personal information collected on this form is for the purpose of an operating program or activity of the City of Medicine Hat. The personal information in this form and any attached documents will be protected under the Act and will be used for administering the selection and management of members of City Agencies.

Authorization is required to share an application pursuant to Public Member Appointments Policy 0187, which authorizes the Administrative and Legislative Review Committee, at its discretion, to seek input from City Agencies regarding applications.

☐ I hereby authorize the City Clerk Department to provide my name and/or a copy of my application to the applicable City Agency for the purposes of the Administrative and Legislative Review Committee seeking input. Input received from City Agencies will be taken into consideration during the selection process; however, Council is responsible for the final decision regarding appointments.

☐ I hereby authorize that the following personal information may be made public:

Name:	☐ Yes ☐ No	Address:	☐ Yes ☐ No
Home phone:	☐ Yes ☐ No ☐ N/A	Mobile phone:	☐ Yes ☐ No ☐ N/A
Work phone:	☐ Yes ☐ No ☐ N/A	E-mail:	☐ Yes ☐ No ☐ N/A

☐ I confirm that I have reviewed Public Member Appointments Policy 0187 and the Applicant Handbook.

Signature: _____

Date: _____

Police Commission Applicants: Present your completed application to Police Services when you request a Police Information check, and the fee will be waived. Submit the results of the search along with your application.

Return application to:

City Clerk Department
Third Floor, City Hall
580 First Street SE
Medicine Hat, Alberta T1A 8E6

Phone: 403.529.8221
Fax: 403.529.8324
Email: clerk@medicinehat.ca

Questions regarding the collection and use of personal information can be directed to the City Clerk Department.