



Strategic Plan

Approved Dec. 14, 2021

Vision Statement

To provide a safe, reliable, cost effective energy source.

Mission Statement

To provide a consistent supply of natural gas to our members and customers.

Values

Integrity

- We are a dependable, well managed, efficient energy supplier.
- We treat our members/customers with fairness and honesty.
- We are transparent and respectful.
- We endeavor to create a culture of honesty and ethical behavior.
- We provide oversight with regard to legal compliance, regulations and safety matters.

Caring

- We have a dependable and knowledgeable staff.
- Our staff are personable and trusted by the members/customers.
- We provide steadfast, reliable source of employment in the community.

Ability

- We provide prompt 24-hour emergency service to our members/customers.
- We provide Automatic Meter Reading (AMR) meters to perform remote monitoring simply and accurately.
- We challenge the status quo and innovate.

Collaboration

- We benefit from affiliation with industry partners, The Federation of Alberta Gas Co-ops Association (Fed Gas).
- We benefit from the market knowledge and purchasing power of Gas Alberta Inc. (GAI).
- We benefit from affiliation with Co-operator's Insurance, allowing members to qualify for insurance discounts.
- We collaborate with other available services, to maintain a sustainable community with our franchise area.
- We represent all members and encourage participation of all interested.
- We keep lines of communication and responsibility well defined and transparent for Board, staff and members.
- We encourage diversity and different perspectives.

Goal Statements

Emerging Trends

- BHGC provides a reliable, safe source of natural gas.
- We monitor emerging energy sources to assess if compatible with our business model.
- BHGC strives to adopt advanced technology & adapt to the changing needs of our members.
- We continue to look for ways to be able to serve all potential customers.

Renewal

- BHGC promotes succession planning to facilitate board and staff renewal.
- BHGC continues to monitor the useful life of the infrastructure as it ages. Renewal to be undertaken proactively.

Governance

- We strive to be well governed and fiscally responsible.

Oversight

- BHGC provides oversight with regard to legal compliance, regulations and safety matters.

Community

- The presence of BHGC creates a greater interest in living within the community.
- BHGC interacts with the greater surrounding community to create a more visible presence, make people aware of what we do.

Strategies & Action Plan

Goal/Strategy	Action	By Whom	By When	Resources
(E) BHGC provides a reliable, safe source of natural gas	Continue to monitor our system in compliance with the O&M guidelines	Staff	Ongoing	Operating budget, industry partners, FedGas, Gas Alberta

<p>(E) BHGC will monitor emerging energy sources to assess if compatible with our business model</p>	<p>We will maintain connections with our industry partners to learn of emerging trends.</p>	<p>Board, Manager Staff</p>	<p>Ongoing</p>	<p>Funding to attend and participate in gatherings with our partners and ongoing research</p>
<p>(E) BHGC strives to adopt advanced technology & adapt to the changing needs of our members.</p>	<p>Monitoring alternate sources of energy and mechanization. Keeping up with regulatory changes.</p>	<p>Board, Manager Staff</p>	<p>Ongoing</p>	<p>Capital budget & Operating Budget Engineering</p>
<p>(E) We continue to look for ways to be able to serve all potential customers</p>	<p>Maintain System Load data as required. Perform engineering assessments. Contact with customer base.</p>	<p>Board, Manager</p>	<p>Ongoing</p>	<p>Operating Budget Engineering</p>
<p>(R) BHGC promotes succession planning to facilitate board and staff renewal.</p>	<p>Staff: Manager ensures others in the organization receive necessary training for promotion. Board: Board and staff make members aware of their eligibility to become board</p>	<p>Manager Board, Manager Staff</p>	<p>Ongoing</p>	<p>Operating budget Communication with members</p>

	members. Identify potential candidates for board members			
(R) BHGC will continue to monitor the useful life of the infrastructure as it ages. Renewal to be undertaken proactively.	Take sample coupons of pipe for ongoing testing. Cooperate with Fed Gas on pipe testing program.	Board, Manager Staff	Ongoing	Operating budget, Replacement Reserve Fund Engineering, FedGas, Gas Alberta
(G) We strive to be well governed and fiscally responsible	Ensure compliance to regulations Promote a safety minded culture.	Board, Manager	Ongoing	Operating budget External auditor
(O) BHGC provides oversight with regard to legal compliance, regulations and safety matters	Ensure compliance to regulations Promote a safety minded culture.	Board, Manager	Ongoing	Operating budget Regulation and O&M manual

<p>(Com) The presence of BHGC creates a greater interest in living within the community</p>	<p>Continue to supply natural gas to enable a clean, safe form of heating for existing and new residents.</p> <p>Continue to provide excellent employment opportunities for the community.</p>	<p>Board, Manager Staff</p>	<p>Ongoing</p>	<p>Operating budget</p>
<p>(Com) BHGC will interact with the greater surrounding community to create a more visible presence, make people aware of what we do.</p>	<p>Continue to run our signal ads, maintain the website and create a Facebook presence.</p>	<p>Board, Manager Staff</p>	<p>Ongoing</p>	<p>Operating budget</p>