



2019–2022 Business Plan

Electric Generation (Genco)

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Medicine Hat
The Gas City

Electric Generation

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Operations | Maintenance | Engineering

DEPARTMENT OVERVIEW

The Electric Generation Department (GENCO) manages the generation of power for consumption by customers of the City of Medicine Hat. Genco's responsibility is to provide safe, efficient, reliable electrical power to the service area residents and businesses at cost competitive rates while providing a 10% Return on Assets.



CORE SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- The department operates to federal, provincial, and local regulatory standards as well as industry best practices with respect to engineering, operations and maintenance.
- Effectively manage safety and the environment to protect employees, facilities and reputation.
- The department will continue to manage and maintain compliance to the City's exemption requirements under Part 95 of the Electric Utility Act (EUA).
- The department plans for activity levels based on past trends and emerging regulatory issues to ensure plans are developed to maintain N-1 generation levels for the city's future load growth.
- Collaborate with other departments on future business development opportunities.
- The department will manage plant costs and revenues effectively to provide a 10% Return On Assets

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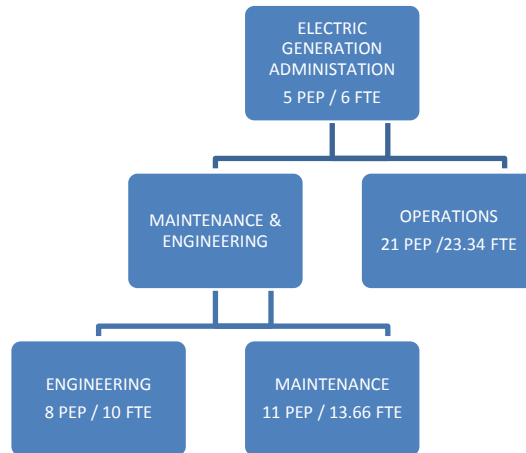
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Department Overview

Corporate Mission Statement

“Deliver value through exceptional public service.”

Department Organizational Chart



Personnel Forecast					
	2018	2019	2020	2021	2022
FTEs	55.25	53	53	53	53
PEPs	45	45	45	45	45

Core Services/Programs, Primary Customers, and Key Performance Indicators (KPIs)

Core Services/Programs	Primary Customer's Name	Key Performance Indicators (KPIs)
Indirect/External	Electrical Customers	N/A
Direct/Internal	Environment & Utilities	N/A
Direct/External	AESO	"0" Non Compliances
Direct/Eternal	Alberta Environment & Park	"0" Non Compliances
Direct/Internal	UBDS (Marketing and new business support)	N/A
Direct/Internal	Development Investment Readiness Team (DIRT)	N/A

Prior Year Service/Program Highlights and Achievements

Council Priority	Key Result	Highlights/Achievements
5. Fiscal Management	KR 5.3	<p>Short term optimization for market sales/opportunities of the generation assets increased revenue from -\$3.811M to +\$1.95M.</p> <p>Implemented long term marketing contract with power wheeler to other external markets.</p>
5. Fiscal Management	KR 5.1	<p>Enforce budget accountability at the power plant for all area managers.</p> <p>Reduced O&M expenses by \$2.3M</p>
5. Fiscal Management	KR 2.1	<p>Long Range planning processes for major equipment expenditures and sustainability.</p> <p>Asset Management System developed and initialized.</p>
6. City Government	KR 6.1	<p>Improved leadership and leadership involvement in driving actions for safety and culture (walk the talk)</p> <p>Implemented Safety Observations/Housekeeping inspections and Near Miss reporting for all employees.</p> <p>KPI's developed and tracked.</p>
6. City Government	KR 6.6	<p>Develop leading indicators for GENCO to proactively understand safety performance trends and adopt corrective actions.</p> <p>Formulate and implement an overall process for managing regulatory compliance reporting requirements.</p> <p>Electric Generation is to perform GAP assessment and implement actions to ensure Electric Generation meets the deadline for all CIP 2018 requirements.</p> <p>All completed or in progress to be completed by September 2018.</p>
6. City Government	KR 6.1	<p>Develop a detailed project management process by which all projects will be managed and executed by.</p> <p>Develop and implement an overall Project Pre-approval process to enable GENCO to develop and pre approve projects well ahead of the budgeting cycle for review, validation and selection prior to the budgeting process.</p>

		<p>This initiative will also incorporate a long range forecast function to better plan and budget capital and heavy maintenance items to the asset life end. This process will improve cash flow leveling and long range planning.</p> <p>All of these initiatives were completed in some stages of development. Remaining items will be completed in the 2018 year.</p>
5. Fiscal Management	KR 5.2	<p>Develop and implement a Risk management process/Matrix for assessing all types of risk for projects, maintenance and the MOC system.</p> <p>This item was completed in 2017 and is being utilized now.</p>

Significant Risks and Trends

Significant Risks/Trends	Description	Mitigation Plan
Capacity Market Changes	Government of Alberta implementing new capacity market. Unknown how this will impact until design is complete.	Continue to be a part of the stakeholder sessions to be cognizant of how this change will impact us.
Climate Change	Government of Alberta escalating carbon costs (tax) from \$30 to \$50 per tonne. The threshold for payment has been lowered with the new Output Based Allocation Regulation. Overall costs will be increasing.	Run as efficiently as possible with the technology we currently have. New technologies will be evaluated as they come available.
Increased City Load Exceeding N-1	<p>Increasing city loads are reducing available excess seasonal capacity reserves. In the event of a single unit failure, the plant will just have enough capacity to run the city.</p> <p>This is new territory for the operations and maintenance groups and will require a much more stringent planning, maintenance and risk based approach.</p>	<p>A project charter will be developed to create a plan for next generation asset(s). Future load will be forecasted and options will be determined to meet these needs. The project will consist of three phases:</p> <p>I) Needs and feasibility II) Permitting III) Construction</p>
Changes in Legislation	Changing limits to environmental regulations imposed by Federal and Provincial governments (i.e.: Ambient Air Quality Objectives)	Keep abreast of upcoming changes with clean air act and evaluate impacts and go forward plans to counteract.
Equipment Availability	With increased running times due to extra load being introduced into city, equipment reliability performance must be exceptional.	Develop robust pre-planning system to optimize work realized during planned and unplanned outages. Ensure all Preventative Maintenance is identified and performed as per industry best practices.

Department Plans

Strategic Objectives, Rationale, Indicators of Success, Action Plans

Strategic Objective A: Improve Safety and Regulatory Compliance Management

Rationale:

1. Improve Safety culture and performance
2. Develop and internalize environmental reporting to regulators

Indicators of Success:

1. All incidents will be captured in Intellex; investigated and if appropriate actioned to ensure that safety incidents do not reoccur.
2. Environmental and Alberta Reliability Standards reporting will be managed to ensure documentation control is developed, procedures are written, and all reporting will be performed by plant staff.
3. Higher quality job observation audits will be performed by all HSE and Plant staff.

Action Plan:

1. Develop detailed procedures and processes to ensure that Environmental/ARS and AESO reporting is being done with accuracy, repeatability and submitted to regulators on time.
2. All personnel will be required to perform job observation audits and housekeeping inspections to ensure proactive measures are being performed to eliminate and reduce likelihood of incidents.
3. Training will be managed to ensure all personnel receive appropriate training that is effective for the jobs they perform. HSE Specialist will assist in achieving training that is in compliance with provincial requirements.

Strategic Objective B: Improve Overall Asset Management for Plant and Equipment

Rationale:

1. Strong Asset Management plan will support effective management of equipment availability and future equipment retirements

Indicator of Success:

1. A long range Asset life cycle plan will be developed and utilized for all major plant equipment.
2. Pre-planning of all long term outages will be performed a minimum of 12 months prior to an outage.
3. Post Outage reporting will be compiled and recommendations for equipment sustainability will be performed by Engineering and incorporated into future planning requirements.

Action Plan:

1. Complete and fully implement Long Range Asset Management System.
2. Pre and post outage planning and reporting by Engineering and Maintenance will be developed and managed to ensure all future outages are pre-planned and resourced. Lessons learned will be utilized to improve future outages.

Strategic Objective C: Ensure Reliability/Availability and Profitability of Electric Generation**Rationale:**

1. With increasing city load, reliability and availability of GENCO will become even more critical. Ensure that we have robust maintenance processes in place and also have backups or contracts in place to ensure continued availability.
2. Achieve an annual return on assets by ensuring contractedness or supply to energy markets

Indicator of Success:

1. Plant reliability KPI will maintain at 93.75% or better. Have engine spares or leases in place.
2. Reduced forced and optimize planned outage events.
3. Achieve an annual return on assets of 10%.

Action Plan:

1. Update and review Risk Register quarterly to ensure risks are identified and have risk mitigation plans in place for both O&M and Capital.
2. Work with UBDS and Accounting to ensure that revenue forecasts and OM&A expenses are optimized through effective marketing and focused attention on expenditures.
3. Optimize planned outage durations by ensuring adequate planning and resourcing of work (maximum amount of work performed in least amount of time).

Strategic Objective D: Planning for Increased City Load**Rationale:**

1. Develop forward plan and action for new generation to meet city load growth
2. Assist as required for new business growth
3. Support and manage additional new load demand additions within the city.

Indicator of Success:

1. Decision on what type of next build gas generation is needed.
2. Opportunities to implement renewables within city are assessed and integrated where possible.
3. Evaluate cost effectiveness of uneconomical assets.

Action Plan:

1. Work with local industry to see explore synergies and collaborative efforts for the next gas build. Depending on outcome of this, finalize size, location for new build and submit applications to AUC and AEP.
2. Support and manage new industrial/large commercial load constructs. Actively be involved in design, installation, start-up/commissioning, load control and contract control changes as required.
3. Work with UBDS to include renewable development in forward plan. Complete 15 year planning study with consultant and utilize recommendation for the Next Generation go forward plan.

Strategic Objective E: Ensuring Success for the Future**Rationale:**

1. Develop forward leaders through succession planning
2. Obtain maintenance planner for effective proactive maintenance

Indicator of Success:

1. Have detailed succession plan developed for all key positions
2. Maintenance planning role will be developed and resourced (utilize current PEP vacancies for this position)

Action Plan:

1. Finalize maintenance planning needs and process, develop job functions and then resource for planner role.
2. Plan for retirements in Maintenance group. Look at potential apprenticeships.

Strategic Objective F: Prepare for Changing Regulatory and Technology Changes**Rationale:**

1. Keep current on new and emerging technologies, funding and how to integrate into process
2. Keep current on changing market conditions and how these will affect GENCO
3. Keep current on government funding for new technologies

Indicator of Success:

1. Proactive approach will ensure the plant is ahead of change and not caught unaware
2. Be aware of changing technologies and new equipment can lead to better reliability for the plant

Action Plan:

1. Keeping current on new equipment and technologies, renewable energy changes and improvements and any new disruptive technologies.
2. Be aware and understand what new government funding may be available to offset capital outlays to implement new technologies.
3. Actively participate in stakeholder sessions on changing market conditions and advocate for amenable outcomes for GENCO.

SUMMARY OF STRATEGIC OBJECTIVES					
Objective Name	Council's Strategic Priority (SP)	Key Result (KR)	Action Plan	Assigned To (Sub department)	Timeline
Improve Safety And Regulatory Compliance Management	6. City Government	6.2	Develop detailed procedures and processes to ensure that Environmental/ ARS and AESO reporting is being done with accuracy, repeatability and submitted to regulators on time.	Operations	April 2019
			Support any EHS management system initiatives that are rolled out.		
			All personnel will be required to perform job observation audits and housekeeping inspections to ensure proactive measures are being performed to eliminate and reduce likelihood of incidents	All departments	April 2019
			Training will be managed to ensure all personnel receive appropriate training that is effective for the jobs they perform.	All Departments	August 2019
			HSE Specialist will assist us in achieving training that is in compliance with provincial and city requirements.		
Improve Overall Asset Management For Plant And Equipment	3. Infrastructure Renewal	KR 3.1	Finish development of and fully implement Long Range Asset Management System.	Engineering	August 2019
			Pre and post outage planning and reporting by Engineering and Maintenance will be developed and	Maintenance/Engineering	August 2019

			managed to ensure all future outages are pre-planned and resourced.		
			Utilize Risk Register to manage and keep risks up to date.	Engineering	December 2019
Manage Reliability/Availability And Profitability Of GENCO	1. Fiscal Responsibility	KR 1.1	Update and review Risk Register quarterly to ensure risks are identified and have risk mitigation plans in place for both O&M and capital.	Engineering	April 2019
			Work with UBDS and Accounting to ensure that revenue forecasts and OM&A expenses are optimized through effective marketing and focused attention on expenditures.	General Manager	April 2019
			Optimize planned outage durations by ensuring adequate planning and resourcing of work (amount of work performed in least amount of time).	Maintenance	December 2019
Planning For Increased City Load	2. Economic Vitality	KR 2.2	Work with local industry to see if there are synergies and collaborative efforts for the next gas build. Depending on outcome of this, finalize size, location for new build and submit applications to AUC and AEP.	General Manager	April 2019
			Support and manage new industrial/large commercial load constructs. Actively be involved in design, installation, start-up/commissioning, load control and contract control changes as required.	Ops/Eng/Maintenance	April 2019
			Work with UBDS to include renewable development in forward plan. Complete 15 year planning study with consultant and utilize recommendation for the Next Generation go forward plan.	GM and Engineering	December 2019

Ensuring Success For The Future	6. City Government	KR 6.3	Have detailed succession plan developed for all key positions.	All departments	April 2019
			Finalize maintenance planning needs, develop job functions and then resource for planner role.	Maintenance	April 2019
Prepare For Changing Regulatory And Technology Changes	6. City Government	KR 6.2	Keeping current on new equipment and technologies, renewable energy changes and improvements and any new disruptive technologies.	General Mgr/Engineering Mgr.	August 2019
			Be aware and understand what new government funding may be available to offset capital outlays to implement new technologies.	General Manager	April 2019
			Actively participate in stakeholder sessions on changing market conditions and advocate for amenable outcomes for GENCO.	General Manager	December 2019

Financial Plan Summary & Highlights

Financial Summary (in thousands of dollars)

	Prior Year Actuals 2017	Current Year Budget 2018	Budget Request 2019	Budget Request 2020	Budget Request 2021	Budget Request 2022	Change 2018- 2022 Increase/ (Decrease)	Ref No.
Revenue								
Sales to Retail	49,223	65,626	71,859	77,061	76,790	73,806	8,180	1
Sales to Power Pool	4,710	16,569	20,008	17,492	20,071	18,675	2,106	2
Miscellaneous Revenues	4,778	5,424	24,230	23,919	25,187	25,470	20,046	3
Interest Earnings	932	-	-	-	-	-	-	
Total Revenues	59,643	87,619	116,097	118,472	122,048	117,951	30,332	
Expenses								
Salaries, Wages & Benefits	7,535	8,627	9,467	9,700	9,848	10,029	1,402	4
Contracted Services	4,616	5,755	7,597	7,563	12,926	19,578	13,823	5
Materials & Supplies	1,266	1,703	2,039	1,969	1,922	1,784	81	
Other Operating Expenses	344	0	1	1	1	1	1	
Interdepartmental Charges	3,520	4,578	5,673	5,735	5,796	5,858	1,280	6
Fuel	16,187	19,314	23,313	23,692	26,792	28,610	9,296	7
Electrical Energy Purchases	8,338	10,241	10,263	9,197	9,720	10,453	212	8
Interest & Debt	2,466	2,857	2,408	2,115	1,897	1,671	(1,186)	9
Amortization	12,352	15,728	14,947	15,708	15,713	14,833	(896)	10
Gain/(Loss) on Disposal of Assets	6						-	
Payment in Lieu of Tax	687	4,040	5,443	4,828	5,404	4,727	687	11
Transfer To/(From) Retail	339	4,507	6,694	7,151	6,391	3,831	(675)	12
Total Expenses	57,657	77,351	87,845	87,660	96,409	101,375	24,025	
Net Earnings/(Loss)	1,986	10,268	28,252	30,812	25,638	16,576	6,308	
Dividend Contribution	39,517	7,986	22,884	38,215	32,926	22,258	14,272	

Incremental annual increases or decreases in the current operating budget requests are primarily due to the following factors:

(in thousands of dollars)

Financial Plan Summary Ref. No.	Reason	2019 \$	2020 \$	2021 \$	2022 \$
1	Increase due to volume increase partially offset by decrease in sales price	6,233	5,202	(271)	(2,984)
2	Increase due to expected market heat rate	3,439	(2,516)	2,579	(1,395)
3	Increase due to sales to large commercial customers and Ancillary Services	18,806	(311)	1,268	283
4	Wage increases, wages included previously budgeted for capital/WTP, inter-department wage now budgeted here, increased overtime for scheduled outages	840	233	148	182
5	Carbon Cost increases, Steam Turbine inspections (2019/20), Hot Sections (2021/22), Enhanced PMS during outages, new Unit 16 expenses	1,842	(34)	5,363	6,652
6	Increase in internal allocations (organizational realignment)	1,095	62	60	62
7	Increase due to more volume sales.	3,999	380	3,099	1,818
8	Electric Energy Purchases	22	(1,067)	524	733
9	Decrease in debenture borrowing for capital projects	(449)	(293)	(217)	(227)
10	Decrease in projected capital investment	(781)	760	5	(880)
11	Increase due to increased sales to pool.	1,403	(614)	576	(677)
12	The change in transfer is the result of difference between the transfer price (cost of power) and the retail commodity contracts (particularly Energy Supply Price (ESP) contract).	2,188	457	(760)	(2,559)

Capital Plan Summaries

The major capital projects for the current Business Plan Years are listed in summary format in the tables below.

Refer to Section II Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

TCA Decision Package Summary

Refer to the Corporate Multi-Year Capital Plan for detailed information on each decision package.

PAGE	PROJECT DESCRIPTION	BUDGET REQUEST				BUDGET FORECAST					10 YEAR	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	TOTAL
												-
	ELE ELG TCA EG - ENGINE REPLACEMENTS	-	-	-	-	7,000	7,000	6,500	7,000	-	6,500	34,000
	ELE ELG TCA EG - SUMP EVACUATION SYSTEM	150	-	-	-	-	-	-	-	-	-	150
	ELE ELG TCA EG - 7 PLANT IMPROVEMENTS	1,226	-	-	-	-	-	-	-	-	-	1,226
	ELE ELG TCA EG - 7 PUMPHOUSE CONDITION ASSESSMENT	150	-	-	-	-	-	-	-	-	-	150
	ELE ELG TCA EG - NEXT GENERATION PHASE 1 & 2	1,000	-	-	-	-	-	-	-	-	-	1,000
	ELE ELG TCA EG - BLACKSTART IMPROVEMENTS	1,100	-	-	-	-	-	-	-	-	-	1,100
	ELE ELG TCA EG - GAS CHROMATOGRAPH	60	-	-	-	-	-	-	-	-	-	60
	ELE ELG TCA EG - BACKUP PROTECTION FOR GENERATORS ON UNIT 3R, 12, 10 & 11	240	-	-	-	-	-	-	-	-	-	240
	ELE ELG TCA EG - BOILER DRUM LEVEL INDICATION STANDARDIZATION	-	95	-	-	-	-	-	-	-	-	95
	ELE ELG TCA EG - UNIT 10 & 11 EXHAUST COLLECTOR REPLACEMENTS	-	-	225	225	-	-	-	-	-	-	450
	ELE ELG TCA EG - REMOTE DUCT FIRING CONTROL	2,000	-	-	-	-	-	-	-	-	-	2,000
	ELE ELG TCA EG - UNIT 10 COMBUSTION SECTION RECONDITION	3,000	-	-	-	-	-	-	-	-	-	3,000
DEPARTMENTAL TOTAL		\$ 8,926	\$ 95	\$ 225	\$ 225	\$ 7,000	\$ 7,000	\$ 6,500	\$ 7,000	\$ -	\$ 6,500	\$ 43,471
FUNDING SOURCES												
GG)	Government Grants	-	-	-	-	-	-	-	-	-	-	-
DEB)	Debtenture	-	-	-	-	-	-	-	-	-	-	-
OP)	Operating / Working Capital	3,476	-	-	-	-	-	-	-	-	-	3,476
INT)	Internal Loans	-	-	-	-	-	-	-	-	-	-	-
EXT)	Other External Sources (Third Party / Trade-in)	-	-	-	-	-	-	-	-	-	-	-
OFF)	Offsites	-	-	-	-	-	-	-	-	-	-	-
RES)	Reserves	5,450	95	225	225	7,000	7,000	6,500	7,000	-	6,500	39,995
FINANCING TOTAL		\$ 8,926	\$ 95	\$ 225	\$ 225	\$ 7,000	\$ 7,000	\$ 6,500	\$ 7,000	\$ -	\$ 6,500	\$ 43,471
EFFECT ON OPERATIONS WHEN FULLY OPERATIONAL												
	Loan Interest	-	-	-	-	-	-	-	-	-	-	-
	Operating / Maintenance	-	-	-	-	-	-	-	-	-	-	-
	Amortization	291	619	671	703	1,219	2,219	3,183	3,923	4,198	4,646	
TOTAL NET OPERATING EFFECT:		\$ (000's)										
	Loan Principal	-	-	-	-	-	-	-	-	-	-	-
	FTEs	0	0	0	0	0	0	0	0	0	0	0

Appendix A - Council's Strategic Priorities (SP) and Key Results (KR) Coding

Code	Key Results
SP 1	Council Strategic Priority 1 – Fiscal Responsibility
KR 1.1	Using the Financially Fit for the Future framework, reduce the City's reliance on annual energy dividend subsidies to the municipal operating budget by a further target of \$12 million during the 2019-2022 budget term.
KR 1.2	Establish and review service level standards for core municipal services, including but not limited to emergency services, transit, parks and roads, with a view to reducing future operational costs.
KR 1.3	Where more efficient or effective, explore alternative models for delivery of internal and external City services, including but not limited to not-for-profit and contracted service delivery.
KR 1.4	Review reliance of partner agencies and organizations on City funding. Encourage agencies to embrace innovation and develop partnerships in order to become increasingly self-sustaining.
KR 1.5	Reduce the City's facility costs through sale or demolition of surplus or derelict buildings, and seeking cost-effective, increasingly flexible, higher intensity office space solutions.
KR 1.6	Following adoption of the Municipal Development Plan, update the Municipal Servicing Standards Manual with a view to reducing future asset/infrastructure capital and maintenance costs.
KR 1.7	Optimize NGPR's asset portfolio in order to ensure that current asset retirement obligations are completely funded either by dedicated reserves or by projected surplus cash from operations.
SP 2	Council Strategic Priority 2 – Economic Vitality
KR 2.1	Update and implement a coordinated framework for economic development to define the roles and responsibilities of all stakeholders.
KR 2.2	Implement systematic approaches to be "investment-ready" and "open for business" including more effective internal City processes and practices.
KR 2.3	Land bank and assemble properties to facilitate private sector redevelopment within prioritized areas, specifically downtown and the river valley.
KR 2.4	Seek to sell land inventory that is not part of the City's land development strategy nor required for municipal purposes, with a focus on intensification and private development.
KR 2.5	Develop portions of Airport Commercial, Brier Run Commercial & Industrial and NW Industrial.
KR 2.6	Develop a future state plan for the Historic Clay District.
KR 2.7	Evaluate and recommend solutions to expand campground capacity.
KR 2.8	Conduct a high-level viability assessment of a river footbridge connecting Strathcona and Police Point Parks to increase trail connectivity within the City's trail system.
SP 3	Council Strategic Priority 3 – Infrastructure Renewal
KR 3.1	Implement a comprehensive risk-based asset management policy and operational plan across all asset classes with a view to balancing capital investment with operational efficiency and costs.
KR 3.2	Following completion of the Municipal Development Plan, update the City's Offsite Levy Bylaw and development incentive program to facilitate strategic investment attraction to areas identified for development.
KR 3.3	Implement policy, incentive programs, and operational plans prioritizing new development opportunities that will maximize the use of existing infrastructure and support intensification.

SP 4	Council Strategic Priority 4 – Community Safety and Vibrancy
KR 4.1	Update the City's Municipal Development Plan, putting in place the vision and principles to help create a more prosperous, livable and sustainable city over a 30-year horizon.
KR 4.2	Enhance community safety and vibrancy through intentional urban design in parks, streets, residential and commercial areas.
KR 4.3	Prioritize mature neighbourhoods including continued focus on the Downtown by supporting renewed investment, infill development, and a variety of housing and commercial options.
KR 4.4	Improve the efficacy of the community's social safety net by reviewing the City's facilitation, funding and direct service provision of social services, including the distribution of Family and Community Support Services funds.
KR 4.5	Maintain community safety, developing policies, standards, partnerships, programs and services to meet emerging issues including cannabis legalization and ride share services.
KR 4.6	Completion of the Flood Mitigation Plan and on-going resiliency to river/creek overland flooding.
SP 5	Council Strategic Priority 5 – Sunshine Hospitality
KR 5.1	Develop a comprehensive plan for development of the downtown river corridor, specifically from City Hall to Athletic Field, which looks to capitalize on the synergies between recreational and economic development assets and opportunities.
KR 5.2	Enrich the City's arts and culture scene by continuing to showcase a diverse range of talent, offer a variety of programs and services, and celebrate and preserve local history.
KR 5.3	Develop future state plan for Echo Dale Regional Park to guide lifecycle renewal investments over next 10 years. Identify and develop a plan for future development opportunities for the park.
KR 5.4	Develop and implement a Medicine Hat ambassador program to support residents to increasingly be positive ambassadors for Medicine Hat.
KR 5.5	Work collaboratively with the tourism industry to increase visits and stays in Medicine Hat by 10 to 20 percent from 2017 levels by the end of 2022.
SP 6	Council Strategic Priority 6 – City Government
KR 6.1	Promote public participation and transparency by providing increased information on significant issues, developing a public participation policy and creating new opportunities for the public to provide input and feedback.
KR 6.2	Maintain focus on workplace safety, engagement and wellness through demonstrated leadership, policy oversight, employee training and development, and wellness programs.
KR 6.3	Ensure the organization is resilient and positioned to carry out Council's direction through development of succession plans for priority positions, leadership training, and individual learning and development plans.
KR 6.4	Identify, and communicate the City's environmental principles and goals, ensuring environmental as well as financial stewardship.