

2023

COUNTY OF ST. PAUL STRATEGIC PLAN



Approved by County Council on October 28, 2022

COUNTY OF ST. PAUL

5015 - 49 Avenue, St. Paul, AB T0A 3A4
Phone: 780-645-3301
email: countysp@county.stpaul.ab.ca
www.county.stpaul.ab.ca



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INTRODUCTION

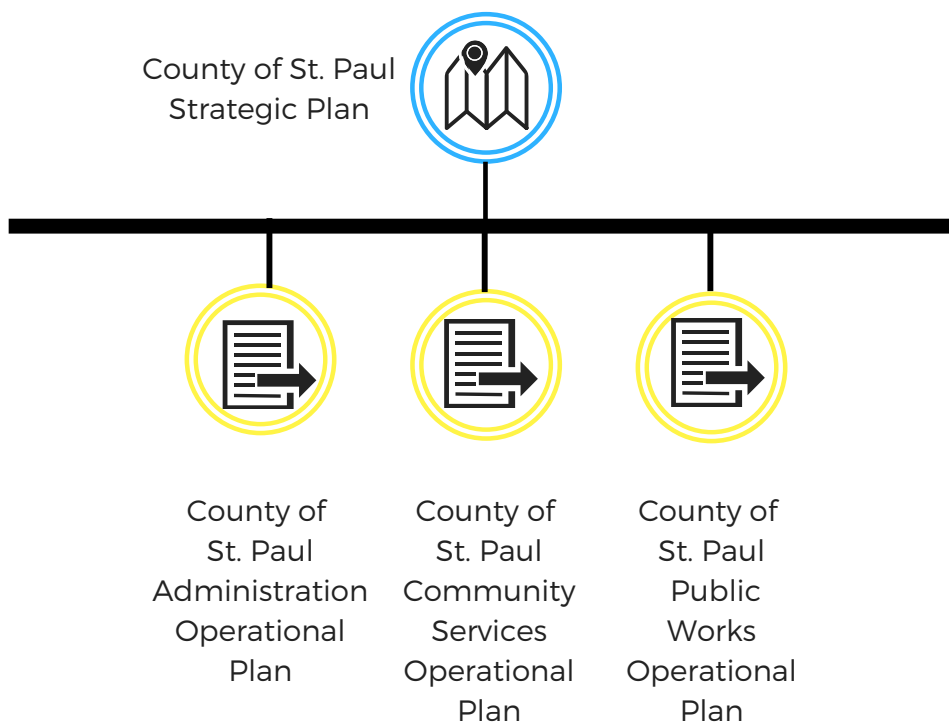
The purpose of this plan is to establish the County's attention to the importance of high quality Administration, FCSS, Community Services, Public Works and Communications.

This plan emphasizes the strategies each department will focus on in 2023 and each operational plan outlines how the County will achieve them.

Each department operational plan is aligned with the County of St. Paul Strategic Plan and will be evaluated and reviewed annually.

COUNTY OF ST. PAUL OVERVIEW

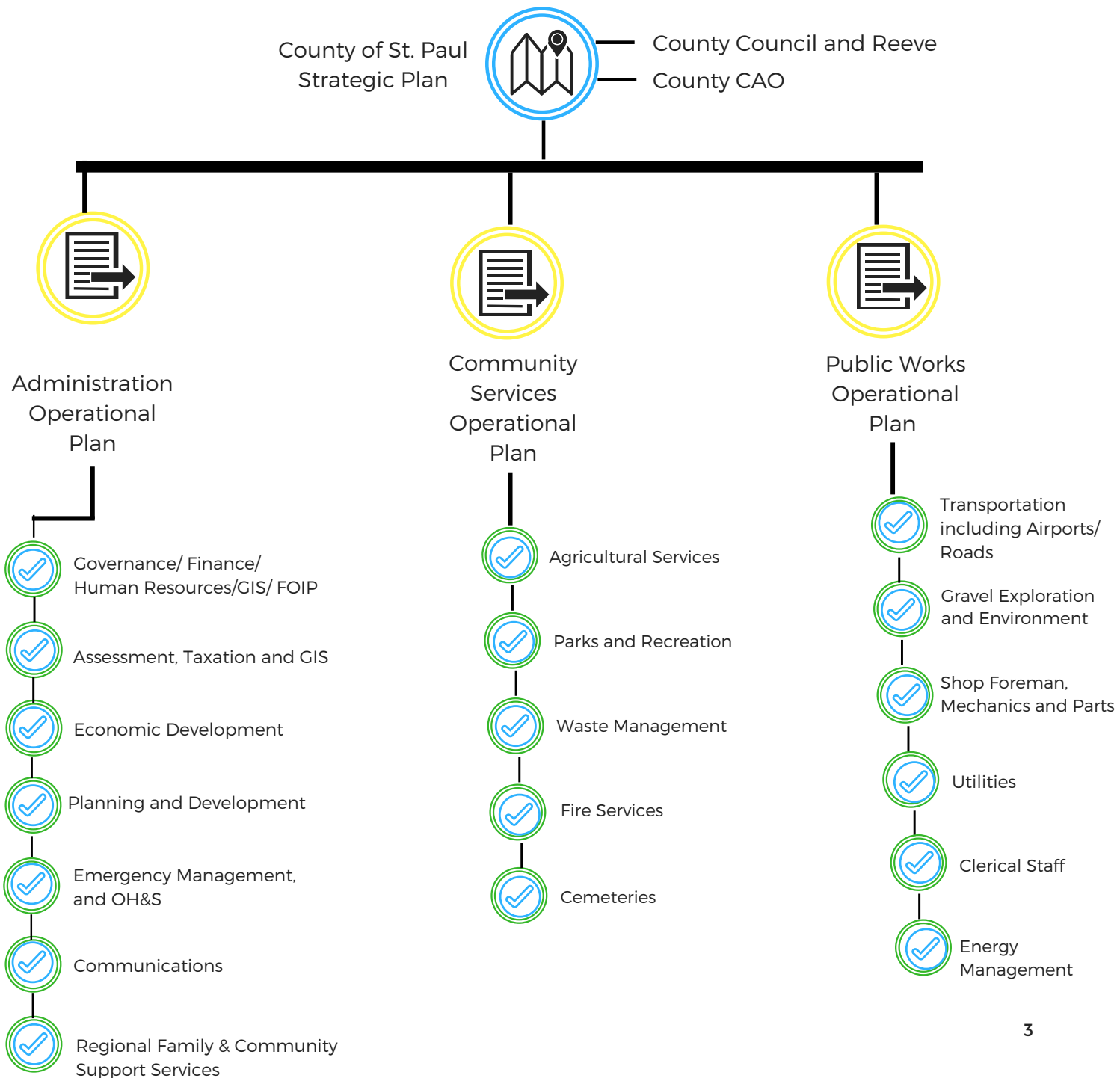
The County of St. Paul Strategic Plan includes several departments as shown below.



INTRODUCTION

COUNTY OF ST. PAUL OVERVIEW

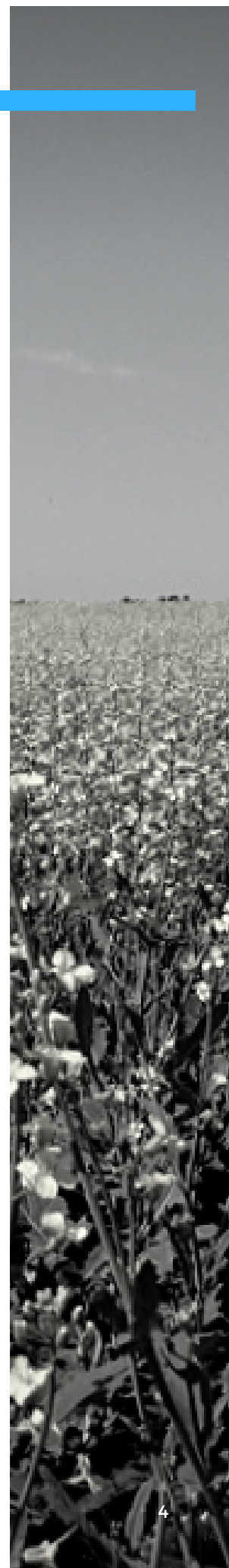
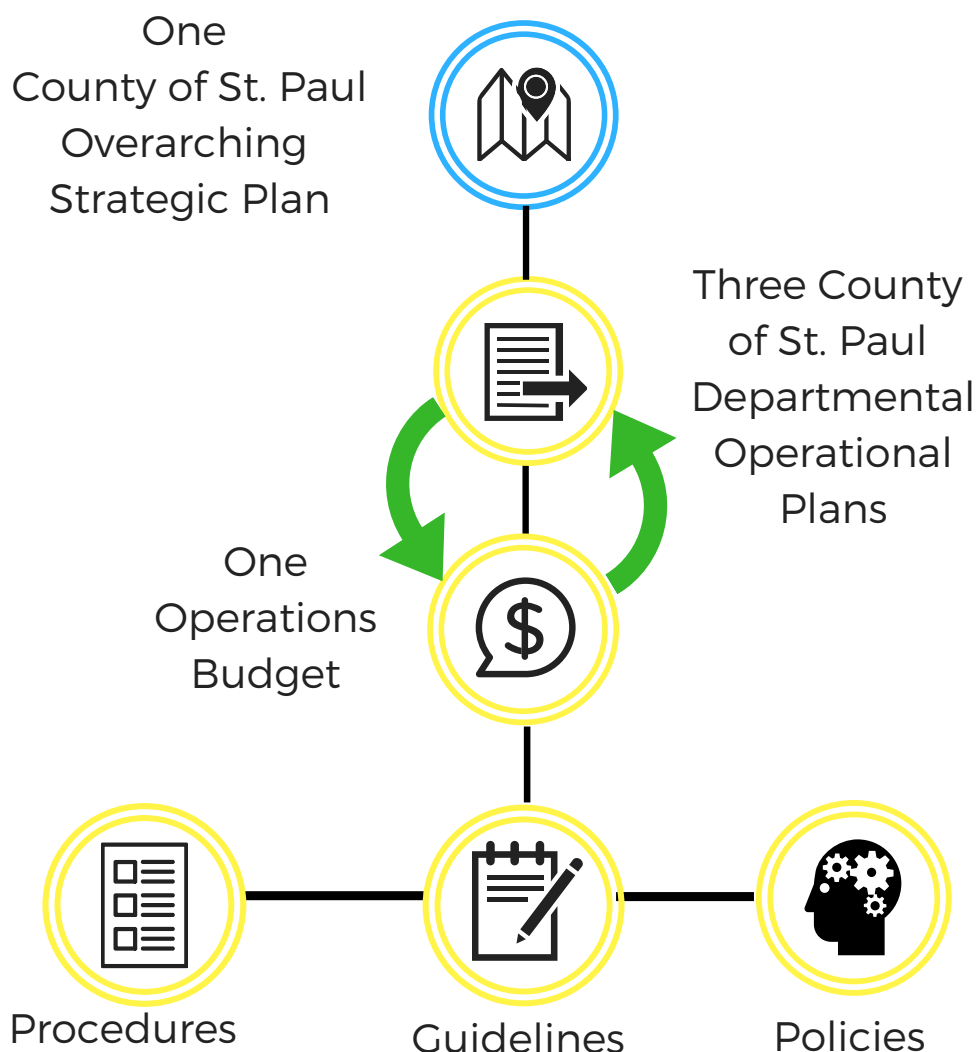
The County of St. Paul Strategic Plan includes several departments as shown below. Each department has an individual operational plan that is more detailed.



BIG PICTURE

The County collects a certain amount of tax dollars each year. Department strategic plans influence the allocation of these dollars, detailing the amount budgeted to each department. The County also applies for several operating and capital grants each year.

As per the M.G. A requirements we must do a 3 year operating, and 5 year capital budget. We plan to do a 5 year operating budget and 5 year capital budget.



OUR STAKEHOLDERS



Permanent Residents, Temporary Residents, Visitors, Seasonal Residents, and Landowners.



The County works in partnership with our rural and urban neighbors.



County of St. Paul council includes the reeve, and six councilors that represent the six districts within our municipality.



The County employs up to about 100 people located in the administrative office and the public works office and shop.



Agriculture Producers, Industry, Contractors and Small Business.



The County is surrounded by First Nation and Metis Settlements including: Good Fish, White Fish, Fishing Lake, Puskiakinwenin, Unipouheos, Kehewin, and Saddle Lake.



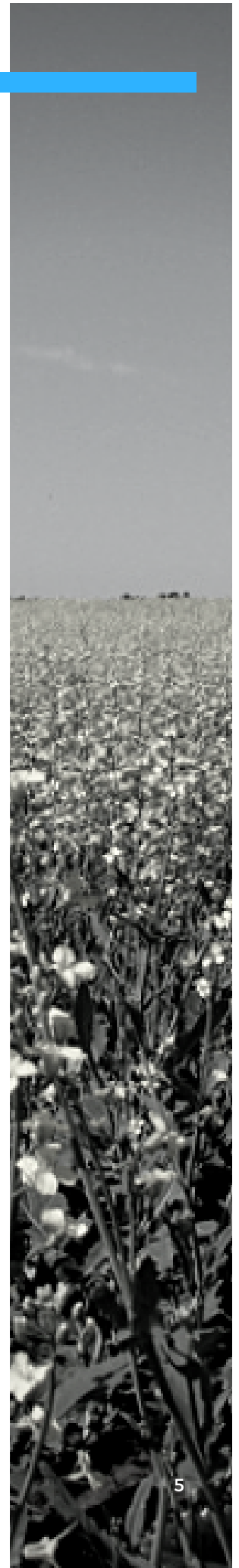
Students, Educators and Community volunteers.



The administrative office is also home to Family and Community Support Services and Alberta HUB.



Media: St. Paul Journal, Elk Point review, Lakeland Connect and Stingray Alberta.



AN OVERVIEW OF **OUR PROCESS**





MISSION

**To create
desirable rural
experiences**

VISION

**The leader in
rural success**

The background of the slide is a photograph of a rural landscape. In the foreground, a light-colored cow stands in a field of tall, dry, golden-brown grass, looking directly at the camera. In the mid-ground, several other cows are visible, some standing and some grazing. In the background, there are industrial structures, including a large black cylindrical storage tank and several tall, thin vertical pipes or chimneys. The sky is a pale blue with some light, wispy clouds.

VALUES

1. Community at the Core

2. Accountability in Action

3. Lead and Succeed

4. Unwavering Integrity

5. Innovate to Elevate

OUR VALUES

COMMUNITY at the Core

Meaning: Community and people are top-of-mind in everything we do. We build relationships, work together and support our neighbors.

Leads us to: Donate to local causes. Partner with neighboring municipalities. Develop and promote volunteer & social programs.

ACCOUNTABILITY in Action

Meaning: We are reliable, consistent, accessible and informative. We take responsibility and understand that we must answer to the public. Follow through is expected and delivered upon.

Leads us to: Develop strategic and communications plans. Provide council minutes which are easily accessible. Host public engagement opportunities in the community.

LEAD and Succeed

Meaning: Empowering people and creating positive environments which foster success. We work together to inspire & influence others. Create together, achieve together, and share in success together.

Leads us to: Engage in team building. Share successful plans, policies and other assets with partners.

Unwavering INTEGRITY

Meaning: Doing the right things for the right reasons. Open and honest communication. Taking actions that generate trust. Decisions are based around people and creating a better life for all.

Leads us to: Communications planning. Build reporting measures.

INNOVATE to Elevate

Meaning: Thinking outside the box and proactively solving problems. Seeking continuous improvement and fostering growth. Actively looking for innovative ways to excel and enhance services to stakeholders.

Leads us to: Complete an economic development needs analysis. Provide professional development opportunities. Complete physical renovations. Implement new technology. Provide ways for public and internal input.

NEXT STEPS FOR **ADMINISTRATION**

DEPARTMENT STRATEGY

ADMINISTRATION

1. Governance

STRATEGY 1.1

Provide communication to demonstrate accountable governance

STRATEGY 1.2

Collaborate with municipal partners

STRATEGY 1.3

Provide scholarships to support students in the St. Paul Regional Education Division and Ecole du Sommet

STRATEGY 1.4

Council to financially support community groups

STRATEGY 1.5

Approve appropriate policies for the County

STRATEGY 1.6

Support efforts to ensure safe communities in our County

NEXT STEPS FOR

ADMINISTRATION

DEPARTMENT	STRATEGY
ADMINISTRATION	

1. Governance

STRATEGY 1.7

Transparency and Accountability to the Public

STRATEGY 1.8

Conduct Municipal Census to ensure accurate funding for grants.

STRATEGY 1.9

Improve relationships with Indigenous neighbours.

STRATEGY 1.10

Adequately fund Library Services in the County/ Region.

NEXT STEPS FOR

ADMINISTRATION

DEPARTMENT	STRATEGY
ADMINISTRATION	

2. General Administration	STRATEGY 2.1
	Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure
	STRATEGY 2.2
	Build positive relationship between County Administration Office and Public Works Shop
	STRATEGY 2.3
	Improve customer experience

NEXT STEPS FOR

ADMINISTRATION

DEPARTMENT	STRATEGY
3. Corporate Services	STRATEGY 3.1
	Continue to improve Human Resources framework to improve experience for management staff and employees
	STRATEGY 3.2
	Continue to research opportunities for grant funding
	STRATEGY 3.3
	Re-familiarize Additional Named Organizations with insurance requirements and protocols
	STRATEGY 3.4
	Continue to transfer land files into digital record system
	STRATEGY 3.5
	Have accurate assessment of County properties
	STRATEGY 3.6
	Continue to maintain and upgrade Administration Building

4. Communications

STRATEGY 4.1

Continue to improve, review and update communication methods to create a user-friendly digital experience for everyone

STRATEGY 4.2

Increase proactive communication on County initiatives and information

STRATEGY 4.3

Proactively plan ahead to improve County communication with the public and support County departments

STRATEGY 4.4

Maintain policies related to communication methods

STRATEGY 4.5

Ensure that all County departments are supported with quality, timely and effective communications

STRATEGY 4.6

Increase public information about County historical, tourism, economic development, events, et al that will increase interest in local events and attractions

STRATEGY 4.7

Employee Communications

5. FOIP

STRATEGY 5.1

Provide Public with the process to obtain information through the Freedom of Information and Protection of Privacy Act

6. Planning
and
Development

STRATEGY 6.1

Development of Area Structure Plans around urban neighbours to reduce red tape and expense for developers

STRATEGY 6.2

Re-survey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots

STRATEGY 6.3

Resurvey of Mallaig lots along Railway Avenue

STRATEGY 6.4

Determine opportunities to encourage development and reduce red tape

ADMINISTRATION

7. Economic Development

STRATEGY 7.1

Centralized Economic Development within the region

STRATEGY 7.2

Support growth of priority industry sectors

STRATEGY 7.3

Position workforce development as a cornerstone of regional economic development

STRATEGY 7.4

Support regional economic development through partnerships and advocacy

STRATEGY 7.5

Support the St. Paul/ Elk Point (STEP) Economic Development Alliance continuation beyond a pilot project

8. Emergency Management

STRATEGY 8.1

Ensure Regional Emergency Management Preparedness

STRATEGY 8.2

Increase public awareness and education on public participation.

9. Occupational Health & Safety

STRATEGY 9.1

Continuous improvement of Safety Management System

STRATEGY 9.2

Continued access and use of the Regional Safety Management System

STRATEGY 9.3

Establish enhanced OHS training standards and tracking

STRATEGY 9.4

Establish system for the assurance of competency assessment

STRATEGY 9.5

Continued use of enhanced system for the collection and completion of incident reports/ analysis along with corrective action tracking

STRATEGY 9.6

Identify and implement efficiencies relative to administration of regional safety management system

ADMINISTRATION

10. Regional Family & Community Support Services (FCSS)

STRATEGY 10.1

Support funding for Family & Community Support Services

STRATEGY 10.2

Reporting

STRATEGY 10.3

Provide support, information and programming for seniors

STRATEGY 10.4

Provide support, information and programming for residents.

STRATEGY 10.5

Provide summer programming throughout the region

STRATEGY 10.6

Recognize volunteers

NEXT STEPS FOR

COMMUNITY SERVICES

DEPARTMENT STRATEGY

COMMUNITY SERVICES

1. Parks and Recreation

STRATEGY 1.1

Increase usage of our parks, campgrounds and recreation facilities

STRATEGY 1.2

Maintain, streamline and upgrade parks and recreation facilities and operations

STRATEGY 1.3

Review Parks and Recreation operations.

2. Waste Management

STRATEGY 2.1

Increase recyclable segregation options

STRATEGY 2.2

Public awareness about waste management

STRATEGY 2.3

Maintain, streamline and upgrade Waste Management facilities, equipment and operations

COMMUNITY SERVICES

3. Agriculture
Services

STRATEGY 3.1

Build public awareness about Agricultural Services

STRATEGY 3.2

Maintain and improve programs for Agricultural Service Board

STRATEGY 3.3

Maintain equipment and facilities

4. Fire Services

STRATEGY 4.1

Maintain fire equipment and facilities

STRATEGY 4.2

Attract and retain volunteer firefighters

STRATEGY 4.3

Share common strategies for policies, procedures and operations between departments

STRATEGY 4.4

Engage residents in fire safety programming

STRATEGY 4.5

Maintain and consider new opportunities for regional collaboration with our neighbors

COMMUNITY SERVICES

5. Cemeteries

STRATEGY 5.1

Maintain County-owned Cemeteries

STRATEGY 5.2

Maintain and update Records Management

STRATEGY 5.3

Assist Privately-owned cemeteries within the County

NEXT STEPS FOR

PUBLIC WORKS

DEPARTMENT	STRATEGY
PUBLIC WORKS	
1. Transportation	STRATEGY 1.1
	Ensure safe road infrastructure for public
	STRATEGY 1.2
	Improve communications with residents about Public Works
	STRATEGY 1.3
	Improve the Aggregate Management Program
	STRATEGY 1.4
	Leverage the Gravel Sales Program
	STRATEGY 1.5
	Maintain Equipment and Facilities

NEXT STEPS FOR **PUBLIC WORKS**

DEPARTMENT	STRATEGY
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PUBLIC WORKS	
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2. Utilities	
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	STRATEGY 2.1
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	Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines
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	STRATEGY 2.2
--	---------------------

	Ensure maintenance of sanitary lagoons and collections systems
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	STRATEGY 2.3
--	---------------------

	Consider consistent rate structure for use of County wastewater facilities
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	STRATEGY 2.4
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	Explore alternative wastewater treatment processes at Ashmont or Mallaig lagoons to reduce maintenance costs and improve effluent quality
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NEXT STEPS FOR **PUBLIC WORKS**

DEPARTMENT STRATEGY

PUBLIC WORKS

3. Energy Management

STRATEGY 3.1

Work with the regional municipalities on improving energy efficiency throughout the municipal-owned buildings and facilities.

4. Airports

STRATEGY 4.1

Collaborate with Town of St. Paul and Town of Elk Point for maintenance and improvements at local airports.

EVALUATION

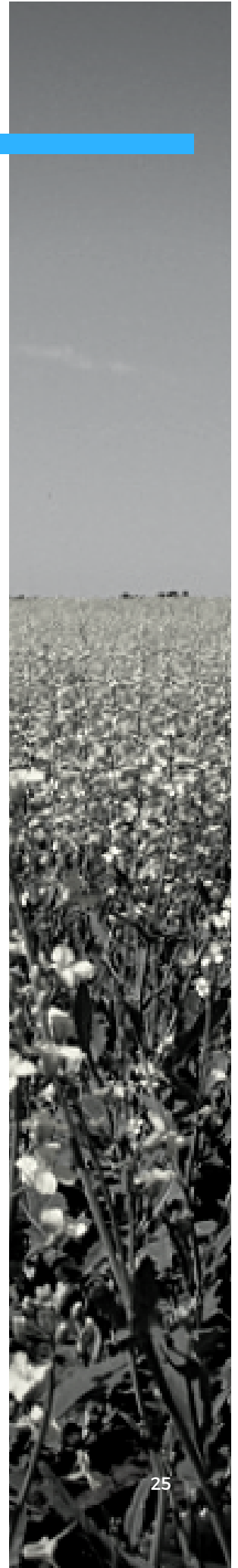
The County will include a summary of overall progress in implementing the plan based on the evaluation data collected using the strategic planning tool: SMART goals.

S.M.A.R.T. is the acronym used to develop measurable goals for an organization. This means that each goal, action or objective should be: Specific, Measurable, Achievable, Relevant, and Time – Bound.

This tool is helpful when planning ahead, and each action item should demonstrate alignment with the overarching mission, vision, values and goals of the organization.

Each description of the action will follow these criteria and if an action item does not meet at least four out of five of the requirements, it may need to be reconsidered.

The evaluation reports will be included in each individual operational plan.



SMART GOALS



Specific:

The action item is detailed, and answers the questions: who, what, where, when, why? And describes the results of the product. To ensure that an objective is specific, is to make it observable. Observable means that anyone can see or hear about the action being done.



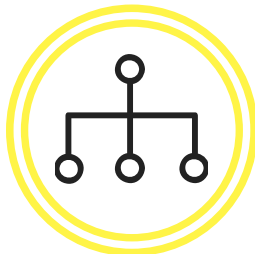
Measurable:

The action item will describe how the County will know it has met expectations. And defines the objective using assessable tools, terms and standards. An objective with a quantity measurement uses terms of amount, percentages, etc. For example, a frequency measurement could be daily, weekly, 1 in 3. Or, an objective with a quality measurement would be done through a SWOT analysis, to assess the strengths, weaknesses, opportunities, and threats.



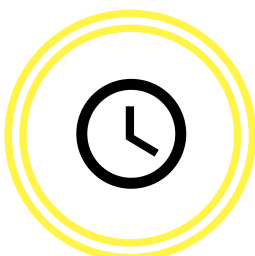
Achievable:

The action item answers the questions: "Can the person do it?" "Can the measurable objective be achieved by the person?" "Do they have the experience, knowledge or capability of fulfilling the expectation?"



Relevant:

The action item description answers the questions, "should it be done?" and "why?" and is the objective aligned with the County Communication Plan and the County Strategic Plan?



Time Bound:

Time-bound answers the question, "when will it be done?" It refers to the fact that an objective has end points and check points built into an achievable timeframe.

NEED MORE INFORMATION?

CONTACT US

SHEILA KITZ, CHIEF ADMINISTRATIVE OFFICER

EMAIL: skitz@county.stpaul.ab.ca

COUNTY OFFICE

ADDRESS:

5015 - 49 Avenue, St. Paul, Alberta, Canada T0A 3A4

PHONE: 780-645-3301

WEBSITE: www.county.stpaul.ab.ca

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