

**2023**

# **ADMINISTRATION OPERATIONAL PLAN**



Approved by County Council on October 28, 2022

## **COUNTY OF ST. PAUL**

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## ACTION PLAN - 2023

# 1. GOVERNANCE

Strategy	Action
Strategy 1.1 Provide communication to demonstrate accountable governance.	<ul style="list-style-type: none"><li>• County Strategic Plan, Narrative Budget and Audited Financial Statements available on the County website.</li><li>• Proactive communication - See Communications Operational Plan (Strategy 4).</li></ul>
Strategy 1.2 Collaborate with municipal partners.	<ul style="list-style-type: none"><li>• Meet with Town of St. Paul, Town of Elk Point and Summer Village of Horseshoe Bay at least once a year to discuss collaborative opportunities.</li><li>• Continue to support Inter-municipal Agreements.</li><li>• Explore meetings with First Nations and Metis Councils.</li><li>• Complete regional Alberta Community Partnership (ACP) grant projects with our partners.</li><li>• Continue to apply for available provincial grants around collaboration.</li><li>• Explore further options for regional service delivery.</li><li>• Participate/ Coordinate in a regional municipal meeting once per year.</li></ul>
Strategy 1.3 Provide scholarships to support students in the St. Paul Regional Education Division and Ecole du Sommet.	<ul style="list-style-type: none"><li>• Provide three scholarships of \$1,000 each for students based on grades, community involvement and volunteerism entering full-time studies.</li><li>• Provide one scholarship of \$1,000 for students entering a trade.</li><li>• Council has made a three year commitment to 2024 regarding these scholarships.</li></ul>

## ACTION PLAN - 2023

# 1. GOVERNANCE

Strategy	Action
Strategy 1.4 Council to financially support community groups.	<ul style="list-style-type: none"><li>• Continue to support community groups through Recreational Facility Grant Funding. Review the list of groups the County is funding.</li><li>• Consider funding to community groups.</li></ul>
Strategy 1.5 Approve appropriate policies for the County.	<ul style="list-style-type: none"><li>• Proactively manage emerging policy issues.</li></ul>
Strategy 1.6 Support efforts to ensure safe communities in our County.	<ul style="list-style-type: none"><li>• Continue to advocate to Federal and Provincial governments for increased RCMP in rural communities.</li><li>• Increase communication with RCMP regarding safety and emerging issues in the County.</li><li>• Request increased presence of the RCMP in the County campgrounds during the summer open season.</li><li>• Continue with contracted Bylaw Enforcement Officer Services<ul style="list-style-type: none"><li>- 3 year contract until December 2023</li><li>- budget to reflect workload</li></ul></li><li>• Continue Memorandum of Understanding with Town of St. Paul regarding the speed limit on Twp Rd 582.</li></ul>



## ACTION PLAN - 2023

# 1. GOVERNANCE

Strategy	Action
Strategy 1.7 Transparency and Accountability to the Public.	<ul style="list-style-type: none"><li>• Continue to publish Council Remuneration.</li><li>• Council to report on conferences and committee meetings attended throughout the month.</li><li>• Continue to Live Stream Council Meetings and Public Works Meetings.</li><li>• Allow Councillor virtual attendance at Council meetings.</li><li>• Improve Council Room Technology.</li></ul>
Strategy 1.8 Conduct Municipal Census to ensure accurate funding for grants.	<ul style="list-style-type: none"><li>• Consider conducting Municipal Census as province will continue to accept Municipal Census in 2023. This will ensure more accurate population numbers, which are used for calculation of some grant programs and joint projects contributions with our neighbours. Historical cost \$30,000.</li></ul>
Strategy 1.9 Improve relationships with Indigenous neighbours.	<ul style="list-style-type: none"><li>• Include 'Cultural/Sensitivity' training for Council.</li><li>• Schedule meetings with our Indigenous neighbours.</li><li>• Explore grant opportunities that include Indigenous partners. i.e. Alberta Community Partnership grants, Economic Development grants</li></ul>
Strategy 1.10 Adequately fund library services in the County/Region	<ul style="list-style-type: none"><li>• Provide funding to County Library Board for operation of Ashmont and Mallaig libraries.</li><li>• Providing funding to Town of St. Paul and Town of Elk Point Libraries through the County Library Board.</li><li>• Provide funding to Northern Lights Library System as per requisition.</li></ul>

## ACTION PLAN - 2023

# 2. GENERAL ADMINISTRATION

Strategy	Action
Strategy 2.1 Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure.	<ul style="list-style-type: none"><li>• Integrate Asset Management into Core County operations.</li><li>• Review the Road Classifications and continue to develop 5 to 20 year plan.</li><li>• Consider annual contribution to reserves for departmental capital equipment purchases.</li><li>• Continue implementation of Road Condition Assessment tool.</li><li>• Use Munisight Asset Management software for linear assets.</li><li>• Communicate progress on Asset Management Plans to Council and public.</li><li>• Implement the Long Term Financial Plan Model that is tied to Asset Management.</li><li>• Ensure Council discusses Levels of Service and Risk associated with all services prior to Strategic Planning - both those associated with physical assets as well as those provided by staff.</li><li>• Review TCA Policy to reflect life/replacement of equipment.</li></ul>
Strategy 2.2 Build positive relationship between County Administration Office and Public Works Shop.	<ul style="list-style-type: none"><li>• Continue Team Building for all staff – minimum of two events per year, including one Regional Team Building meeting.</li><li>• Consider team building/ leadership courses.</li></ul>

## 2. GENERAL ADMINISTRATION

## ACTION PLAN - 2023

# 3. CORPORATE SERVICES

Strategy	Action
<p>Strategy 3.1 Continue to improve Human Resources framework to improve experience for management staff and employees.</p>	<ul style="list-style-type: none"> <li>• Cross training of staff. Prepare manuals/training notes for duties - i.e. A/P, Cemeteries, Insurance, etc.</li> <li>• Provide training to front end staff to best serve residents and set expectations regarding service. Ensure everyone is on the same page regarding standardize messaging.</li> <li>• Continue to monitor and update the Performance Appraisal System to ensure it meets the needs of management and staff.</li> <li>• Conduct exit interviews.</li> <li>• Include 'Cultural/Sensitivity' training for all staff.</li> <li>• Include 'Conflict Resolution' training for appropriate staff.</li> <li>• Ensure supervisory staff are trained regarding their role for success of staff.</li> <li>• Implement employment recruitment procedures as required.</li> <li>• Implement employee on boarding process.</li> <li>• Use Work Hub for staff to access policies, handbook, safety info, etc.</li> <li>• Continue with Regional HR Consultant.</li> <li>• Consider Employee Self Serve in preparation to move to a Bi-Weekly pay for salaried staff in 2024.</li> <li>• Develop Management Succession Planning Strategy.</li> </ul>
<p>Strategy 3.2 Continue to research opportunities for grant funding.</p>	<ul style="list-style-type: none"> <li>• Continue to explore Alberta Community Partnership Grant opportunities with regional partners.</li> <li>• Explore grant opportunities related to Energy Efficiency.</li> </ul>

## ACTION PLAN - 2023

# 3. CORPORATE SERVICES

Strategy	Action
<p><b>Strategy 3.3</b> Re-familiarize Additional Named Organizations with insurance requirement and protocols.</p>	<ul style="list-style-type: none"> <li>• Hold meetings with or provide information to Additional Named Insured Organizations (ANI's).</li> </ul>
<p><b>Strategy 3.4</b> Continue to transfer land files into digital record system.</p>	<ul style="list-style-type: none"> <li>• Complete this project by 2022-23.</li> <li>• Continue to work on project utilizing summer staff.</li> <li>• Work with IT stakeholders to ensure that all GIS users can access scanned files.</li> <li>• Continue to incorporate current subdivision files/planning and development files into digital record system.</li> <li>• Explore options to move all files into a digital record system.</li> </ul>
<p><b>Strategy 3.5</b> Have accurate assessment of County properties.</p>	<ul style="list-style-type: none"> <li>• Work with provincial assessors to ensure accurate designated industrial property assessment.</li> <li>• Verify that designated industrial property (DIP) and linear property assessment is properly stored and recorded in the assessment software program and transferred to financial program for taxation purposes so reporting is balanced.</li> <li>• Continue to work with Accurate Assessment to ensure the DIP and linear assessments are reviewed annually to verify accuracy of assessments.</li> </ul>
<p><b>Strategy 3.6</b> Continue to maintain and upgrade Administration Building.</p>	<ul style="list-style-type: none"> <li>• Upgrade Lower Board Room.</li> <li>• Improve technology in Council Room.</li> </ul>



## ACTION PLAN - 2023

# 4. COMMUNICATIONS

Strategy	Action
Strategy 4.1 Continue to improve, review and update communication methods to create a user-friendly digital experience for everyone.	<ul style="list-style-type: none"><li>• Sustain social media account [Facebook and Instagram] and the County website.</li></ul>
Strategy 4.2 Increase proactive communication on County initiatives and information.	<ul style="list-style-type: none"><li>• Increase use of proactive communication such as media releases, public service announcements and 'free advertising [news stories that are not paid for i.e. road work, initiatives at Transfer Stations, et al].</li></ul>
Strategy 4.3 Proactively plan ahead to improve County communications with the public and support County departments.	<ul style="list-style-type: none"><li>• To communicate information in a precise, open, honest and timely manner.</li><li>• Continue to expand/ develop annual County activities scan to ensure programs/ activities are promoted.</li><li>• Continue to promote communication materials such as Tax Insert, Council Highlights, Trash Talk, ASB Newsletter, Campground brochure.</li><li>• Engage the media with positive local agriculture stories.</li></ul>
Strategy 4.4 Maintain policies related to communication methods.	<ul style="list-style-type: none"><li>• Review privacy policies related to online terms of use.</li><li>• Review 'Communication Guiding Principles' document that includes branding standards, website and social media policies, communication plans, communication best practices, et al.</li></ul>

## ACTION PLAN - 2023

# 4. COMMUNICATIONS

Strategy	Action
<p>Strategy 4.5 Ensure that all County departments are supported with quality, timely and effective communication.</p>	<ul style="list-style-type: none"> <li>• Continue building public awareness and education of County Community Services, Agriculture Services (including LARA workshops), Bylaw Officer, Fire Smart Program and Fire Prevention Week, winter maintenance and others.</li> <li>• Promote events related to regional FCSS, Parks and Waste Management.</li> <li>• Communication progress on Asset Management plan.</li> <li>• Proactively provide notice of road work to residents.</li> <li>• Promote Citizen Self-Service, monthly payments/ Autopay for taxes and utilities, and other payment options available for County Ratepayers.</li> <li>• Draft a communication plan for the Regional Emergency Management Plan that is in line with the REMP, as needed.</li> </ul>
<p>Strategy 4.6 Increase public information about County historical, tourism, economic development, events, etc. that will increase interest in local events.</p>	<ul style="list-style-type: none"> <li>• Continue to participate in the Travel Lakeland/ Alberta's Iron Horse Trail committees as a non-voting member to proactively assist with promoting the region through communications.</li> <li>• Ensure that the County campgrounds are promoted through information such as opening of reservation system, weekly campsite openings, campground brochure, paid advertising, free advertising, et. al.</li> <li>• Continue to promote local community events on the website 'Events' calendar.</li> </ul>
<p>Strategy 4.7 Employee Communication</p>	<ul style="list-style-type: none"> <li>• Continue to produce 'County Chronicle' with at least three issues per year.</li> <li>• Provide communication to employees through WorkHub.</li> </ul>

## ACTION PLAN - 2023

# 5. FOIP

Strategy	Action
Strategy 5.1 Provide public with the process to obtain information through the Freedom of Information and Protection of Privacy Act.	<ul style="list-style-type: none"><li>• Ensure that public FOIP requests are addressed in a timely manner, as required under legislation.</li><li>• Ensure that FOIP page on the County website is up-to-date with any provincial legislative changes.</li><li>• Promote availability of County FOIP process.</li><li>• Ensure that FOIP records and statistics are kept for reporting, as required by FOIP/ provincial government.</li><li>• Provide information card for Council.</li><li>• Develop FOIP Policy.</li></ul>

## ACTION PLAN - 2023

# 6. PLANNING AND DEVELOPMENT

Strategy	Action
Strategy 6.1 Development of Area Structure Plans around urban neighbours to reduce red tape and expense for developers.	<ul style="list-style-type: none"> <li>• Work with Town of St. Paul on joint Area Structure Plan (ASP) on the north side of the town into the County - funded by Alberta Community Partnership (ACP) Grant.</li> <li>• Work with Town of Elk Point on joint ASP on the north side of the town into the County - funded by ACP Grant.</li> <li>• Work with Town of Elk Point on joint ASP on the south side of the town into the County - funded by ACP Grant.</li> <li>• Work with Town of Elk Point on joint Area Structure Plan at Elk Point Airport.</li> <li>• Consider other ASP Projects through grant funding.</li> <li>• Determine Zoning changes/Land Use Bylaw Amendments for Lottie Lake area to provide clarity on Recreational Vehicles on lots.</li> </ul>
Strategy 6.2 Resurvey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots.	<ul style="list-style-type: none"> <li>• Finalize survey. Apply for accretion and close roadways adjacent to plan area.</li> <li>• Sell the land that is currently Environmental Reserve but would become the land owners after re-survey to the appropriate lot owners.</li> <li>• Registration of land titles and new titles issued to landowners and County.</li> <li>• Determine legal access for all properties.</li> </ul>
Strategy 6.3 Resurvey of Mallaig lots along Railway Avenue.	<ul style="list-style-type: none"> <li>• Complete resurvey, sell and consolidate lots.</li> </ul>
Strategy 6.4 Determine opportunities to encourage development and reduce red tape.	<ul style="list-style-type: none"> <li>• Continue to contract Superior to complete Safety Code Permits - agreement to December 2023.</li> <li>• Improve training of staff to assist residents with subdivision process.</li> <li>• Implement on-line Development Permit through Catalyst Planner program. Explore if Safety Code Permits can also be completed through this platform.</li> </ul>

## ACTION PLAN - 2023

# 7. ECONOMIC DEVELOPMENT

Strategy	Action
Strategy 7.1 Centralized Economic Development within the region.	<ul style="list-style-type: none"><li>• Regional engagement<ul style="list-style-type: none"><li>- Develop a centralized source for regional economic development information from municipalities, Government of Alberta, educational institutions, and businesses to:<ol style="list-style-type: none"><li>1. Foster information sharing;</li><li>2. Reduce duplication; and</li><li>3. Leverage economies of scale.</li></ol></li><li>- Proactively develop partnerships</li><li>- Deliver helpful business and workforce development information/resources to stakeholders</li></ul></li><li>• Marketing and Communications<ul style="list-style-type: none"><li>- Investment attraction capacity building</li><li>- Coordination of site selection info and marketing with municipalities</li><li>- Provide materials and resources as per stakeholder requests</li></ul></li><li>• Plan for future instances of regional economic disruption.</li></ul>
Strategy 7.2 Support growth of priority industry sectors.	<ul style="list-style-type: none"><li>• Leverage existing industry drivers within the region to increase economic potential (agriculture, tourism, transportation and logistics, etc.).</li><li>• Identify new and emerging economic opportunities to diversify and grow the region (artificial intelligence/machine learning, film, waste, etc.).</li><li>• Advocate and plan for expanded, lower cost, higher quality broadband across the region.</li></ul>



## ACTION PLAN - 2023

# 7. ECONOMIC DEVELOPMENT

Strategy	Action
Strategy 7.3 Position workforce development as a cornerstone of regional economic development.	<ul style="list-style-type: none"><li>• Worker Attraction<ul style="list-style-type: none"><li>- Brand and promote the region to attract workers to the region</li><li>- Promote high-demand jobs in the region to the workforce</li><li>- Support newcomer projects</li><li>- Support immigration into region</li></ul></li><li>• Worker Retention<ul style="list-style-type: none"><li>- Youth retention/Ag retention</li><li>- Human resource for small business</li></ul></li><li>• Worker Development<ul style="list-style-type: none"><li>- Work with stakeholders to identify training needs</li><li>- Develop partnerships to address training gaps</li><li>- Highlight and leverage customer service throughout the region</li></ul></li></ul>
Strategy 7.4 Support regional economic development through partnerships and advocacy.	<ul style="list-style-type: none"><li>• Build partnerships and advocate on behalf of the municipalities within and beyond the region (i.e. recreation, Indigenous relations, new comer supports, entrepreneurship, etc.).</li></ul>
Strategy 7.5 Support the STEP Economic Development Alliance continuation.	<ul style="list-style-type: none"><li>• Regionally budget for STEP Economic Development Alliance Economic Development Officer for 5 year period ending December 2027.</li><li>• Review budget for additional staffing and operational budget as required and as the department grows including funds for grant matching when necessary.</li></ul>

## ACTION PLAN - 2023

# 8. EMERGENCY MANAGEMENT

Strategy	Action
Strategy 8.1 Ensure Regional Emergency Management preparedness.	<ul style="list-style-type: none"><li>• Maintain and update the Regional Emergency Management Plan.</li><li>• Provide training for staff and Councillors.</li><li>• Exercise the Incident Command System Plan in conjunction with Emergency Management agency, and in conjunction with provincial legislation.</li><li>• Continue to collaborate with Regional Industry Partners to ensure a mutual understanding of each other's capabilities.</li></ul>
Strategy 8.2 Increase public awareness and education on public participation.	<ul style="list-style-type: none"><li>• Communicate and educate public to improve community readiness.</li><li>• Use Alberta Emergency Alert to notify public regarding incidents. Note the Alberta Emergency Alert will be converted to the National Public Alerting System on March 1, 2023. No action is required from the public. Staff authorized under the old system will complete migration training by the end of 2022.</li></ul>

## ACTION PLAN - 2023

# 9. OCCUPATIONAL HEALTH & SAFETY

Strategy	Action
Strategy 9.1 Continuous improvement of Safety Management System.	<ul style="list-style-type: none"><li>• Review of existing County OHS Policies.</li><li>• Refinement and amendment of County OHS Policies into Regional Safety Management System (RSMS) Structure.</li><li>• Incorporate Regional Safety Management Structure into virtual format.</li></ul>
Strategy 9.2 Continued access and use of the Regional Safety Management System.	<ul style="list-style-type: none"><li>• Continue to use and promote Workhub as the Regions web-based safety management system.</li><li>• Develop training and support materials, as required.</li><li>• Orientate new staff to use Workhub.</li></ul>
Strategy 9.3 Establish enhanced OHS training standards and tracking.	<ul style="list-style-type: none"><li>• Review and update the regional OHS orientation presentation, as required.</li><li>• Establish virtual self-paced OHS training courses for all regional positions.</li><li>• Continual monitoring of all regional training standards and renewals.</li><li>• Facilitate Safety Leadership training (LSE) for outstanding Managers, Supervisors and Foreman.</li><li>• Coordinate training specific to:<ul style="list-style-type: none"><li>- ATV Use</li><li>- Chainsaw Operation</li><li>- Flag Person</li><li>- Ground Disturbance</li><li>- First Aid</li></ul></li><li>• Conduct air quality testing at the crusher site for silica dust.</li><li>• Coordinate audio-metric testing every two years for employees exposed to high noise levels.</li><li>• Coordinate Psychological First Aid for Management with the management team providing support to employees.</li></ul>

## ACTION PLAN - 2023

# 9. OCCUPATIONAL HEALTH & SAFETY

Strategy	Action
Strategy 9.4 Establish system for the assurance of competency assessment.	<ul style="list-style-type: none"><li>• Review existing competency assessment components of various municipal departments.</li><li>• Establish web-based assurance and filing of competency assessments.</li><li>• Identify tasks and positions requiring development of competency assessments.</li><li>• Establish timeline for competency assessment review.</li></ul>
Strategy 9.5 Continued use of enhanced system for the collection and completion of incident reports/analysis along with corrective action tracking.	<ul style="list-style-type: none"><li>• Continued use of web-based incident investigation process for completion of incident analysis.</li><li>• Monthly monitoring of supervisor centered corrective action system for inspection and incident corrective actions.</li></ul>
Strategy 9.6 Identify and implement efficiencies relative to administration of regional safety management system.	<ul style="list-style-type: none"><li>• Maintain web-based system for collection, storing and tracking of safety management forms (inspections, incidents, meetings, training).</li><li>• Work with Workhub to establish web-based system, replacing hardcopy reports, for submitting Field Level Risk Assessments and Daily Tailgate Meetings.</li></ul>

## ACTION PLAN - 2023

# 10. REGIONAL FAMILY & COMMUNITY SUPPORT SERVICES (FCSS)

Strategy	Action
Strategy 10.1 Support funding for Family & Community Support Services (FCSS).	<ul style="list-style-type: none"> <li>• Provide funding to the Town of St. Paul for the Regional FCSS program.</li> <li>• Provide \$30,000 to the Family Social Liaison Worker (FSLW) program.</li> </ul>
Strategy 10.2 Reporting	<ul style="list-style-type: none"> <li>• Complete the Annual Report as required by the province.</li> <li>• Complete Outcome Measures as required by the province.</li> </ul>
Strategy 10.3 Provide support, information and programming for Seniors.	<ul style="list-style-type: none"> <li>• Coordinate Seniors Week events in Elk Point, Mallaig, Ashmont, Heinsburg, and St. Paul.</li> <li>• Coordinate Seniors Festival/ Meal in a Bag.</li> <li>• Assist seniors with Seniors Benefits.</li> </ul>
Strategy 10.4 Provide support, information and programming for residents.	<ul style="list-style-type: none"> <li>• Administer the 'Meals on Wheels' program. Volunteers deliver the meals.</li> <li>• Manage the 'Welcome Baby' program, administer and implement changes as required throughout the year.</li> <li>• Administer the Mallaig and Ashmont 'Moms and Tots' program throughout the year.</li> <li>• Manage the 'Care Kits', administer and implement changes as required through the year.</li> <li>• Administer the Home Alone program on a cost recovery basis.</li> <li>• Administer the Baby Sitting course on a cost recovery basis.</li> <li>• Administer Community Counseling program throughout the year.</li> <li>• Administer the Volunteer Income Tax Program.</li> <li>• Coordinate Elk Point Community Information Night.</li> </ul>



ACTION PLAN - 2023

10. REGIONAL FAMILY & COMMUNITY SUPPORT SERVICES

Strategy	Action
	<ul style="list-style-type: none"><li>• Coordinate 'Color Run' in Elk Point.</li><li>• Block Parties with locations to be determined by the new Board.</li><li>• Five 'Movies in the Communities' with location to be determined by the new Board.</li><li>• Coordinate 'Summer Programs' in Ashmont, Ferguson Flats and Mallaig.</li></ul>
Strategy 10.6 Recognize Volunteers	<ul style="list-style-type: none"><li>• Administer Volunteer Appreciation during Volunteer Week.</li></ul>