

**5015 - 49 Avenue  
St. Paul, AB T0A 3A4  
780-645-3301**





## ***Our Stakeholders include -***

- ⇒ Permanent Residents, Temporary Residents, Visitors, Seasonal Residents and Landowners
- ⇒ Agriculture Producers, Industry, Contractors, Small Business
- ⇒ First Nations and Metis Settlements including Good Fish, White Fish, Puskiakinwenin, Unipouheos, Kehewin and Saddle Lake
- ⇒ Federal, Provincial, and First Nations Governments, and Municipal Partners
- ⇒ Students, Educators and Community Volunteers
- ⇒ Our Rural and Urban Neighbours
- ⇒ The Media
- ⇒ St. Paul Council and County Staff



Administration: 2023 Quarterly Reporting			
Department	Strategy	Action	Q1: January to March
1. Governance	Strategy		Notes that detail progress of action that supports that corresponding strategy.
	<b>Strategy 1.1</b> Provide communication to demonstrate accountable governance	County Strategic Plan, Budget Narrative and Audited Financial Statements are available on the County website.	Council is in the process of finalizing 2023 budget and will post on website in Q2.
		Proactive communications - see 4. Communications	
	<b>Strategy 1.2</b> Collaborate with municipal partners	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.	Have met with both the Town of St. Paul and Town of Elk Point to discuss Intermunicipal Area Structure Plans we are working on with them in Q1.
		Continue to support Inter-municipal Agreements.	Financial support as per agreements are included in Preliminary budget.
		Explore meetings with First Nations and Metis Councils.	County Council met with Frog Lake First Nation in February to discuss matters of mutual interest.
		Complete regional Alberta Community Partnership (ACP) grant projects with our partners.	Work is continuing on a number of ACP Grants with our partners including: Stormwater Implementation Grant - Town of St. Paul; ACP Grants for Intermunicipal Areas Structure Plans - 2 in Elk Point, 1 in St. Paul, 1 - Elk Point Airport; Regional Recreation Facility Feasibility Study; Regional Tourism Strategy; Regional Services Study; North Saskatchewan River Management Study.
		Continue to apply for available provincial grants around collaboration.	The County and our regional partners were successful in obtaining 3 new ACP Grants - Regional Trail Master Plan; Regional Investor Readiness Plan; Regional Immigration Readiness/ Newcomer Supports.
		Explore further options for regional service delivery.	Currently working with KPMG on grant funded Regional Services Study to determine what service areas the Region may wish to explore soon.
		Participate/ Coordinate in a regional municipal meeting once per year.	Regional Municipal elected officials met in January to take an Economic Development Course. Also met in January to discuss Seniors Housing in the Region.
	<b>Strategy 1.3</b> Provide scholarships to support students in the St. Paul Regional Education Division and Ecole du Sommet	Provide 3 scholarships of \$1,000 each for students based on grades, community involvement and volunteerism entering full-time studies.	Included in the Preliminary budget.
		Provide 1 scholarship of \$1,000 for students entering a trade.	Included in the Preliminary budget.
		Council has made a three year commitment to 2024 regarding these scholarships.	



1. Governance	<b>Strategy 1.4</b> Council to financially support community groups.	Continue to support community groups through Recreational Facility Grant Funding. Review the list of groups the County is funding.	Preliminary budget included funding for community groups.
		Consider funding to community groups.	
	<b>Strategy 1.5</b> Approve appropriate policies for the County	Proactively manage emerging policy issues.	Q1 Bylaws approved include: 2023-06 Keeping of Animals Bylaw; 2023-08 Meeting Procedure Bylaw; Policies updated include: HR-7 Conference & Education Attendance Policy; HR-16 Pay Administration Policy; HR-34 Driving and Vehicle Use Policy; PW-4 Vegetation Maintenance/Brushing Policy; Tangible Capital Asset Policy.
	<b>Strategy 1.6</b> Support efforts to ensure safe communities in our County	Continue to advocate to federal and provincial government for increased RCMP in rural communities.	Reeve and other Council members attended an Open house by the Minister of Justice and the Minister of Public Safety and Emergency Services in March.
		Increase communication with RCMP regarding safety and emerging issues in the County.	St. Paul Staff Sargent attended March Council meeting.
		Request increased presence of the RCMP in the County campgrounds during the summer open season.	This is part of the RCMP workplan for 2023.
		Explore Memorandum of Understanding with Town of St. Paul regarding the speed limit on Twp Rd 582.	No action taken in Q1.



1. Governance	<b>Strategy 1.7</b> Transparency and Accountability to the Public	Continue to publish Council Remuneration.	Ongoing.
		Council report on conferences and committee meetings attended throughout the month.	Ongoing.
		Allow Councillor virtual attendance at Council meetings.	Ongoing.
		Improve Council Room Technology.	Improvements completed in March 2023.
	<b>Strategy 1.8</b> Conduct Municipal Census to ensure accurate funding for grants	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.	This is not included in the 2023 budget. Municipal Affairs has only provided new documentation/rules regarding conducting a census in April 2023. This would need to be deferred to 2024 at the earliest.
	<b>Strategy 1.9</b> Improve relationships with Indigenous neighbours	Include 'Cultural/Sensitivity' training for Council.	Not yet scheduled.
		Schedule meetings with our Indigenous neighbours.	Met with Frog Lake First Nation in February 2023.
		Explore grant opportunities that include Indigenous partners i.e. Alberta Community Grant Partnership grants, Economic Development grants.	No action on this in Q1.
	<b>Strategy 1.10</b> Adequately fund Library Serves in the County/ Region	Provide funding to County Library Board for operation of Ashmont and Mallaig libraries.	Included in the Preliminary budget.
		Provide funding to Town of St. Paul and Town of Elk Point Libraries through the County Library Board.	Included in the Preliminary budget.
		Provide funding to Northern Lights Library System, as per requisition.	Included in the Preliminary budget.

## 2. General Administration

<b>Strategy 2.1</b> Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure	Integrate Asset Management into Core County operations.	Continuing to work on Road condition assessment for all gravel roads to determine maintenance and mitigation strategies for level of service identified on roads. Working with Asset Management Consultant to determine path forward on infrastructure replacement phasing in plan for Ashmont, Mallaig, and Lottie Lake.
	Review the Road Classifications and continue to develop 5 to 20 year plan.	Levels of services are reviewed with Council annually in Q3.
	Consider annual contribution to reserves for departmental capital equipment purchases.	Annual Contributions for Fire and Waste trucks are included in Preliminary Budget.
	Continue implementation of Road Condition Assessment tool.	No action in Q1.
	Use Munisight Asset Management software for linear assets.	Ongoing.
	Communicate progress on Asset Management Plans to Council and public.	Working on County Communicator to be included with tax notices.
	Implement the Long Term Financial Plan Model that is tied to Asset Management.	No action in Q1.
	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.	Levels of services are reviewed with Council annually in Q3.
	Review TCA Policy to reflect life/ replacement of equipment.	TCA Policy Updated in February 2023.
<b>Strategy 2.2</b> Build positive relationship between County Administration Office and Public Works Office	Continue Team Building for all staff - minimum 2 events per year, including one Regional Team Building meeting.	No action in Q1.
	Consider team building/ leadership courses.	No action in Q1.



2. General Administration	Strategy 2.3 Improve customer experience	Promote social media (Facebook and Instagram) and website to customers as County Information source.	Ongoing.
		Promote Citizen Self-Serve using radio spots and information bulletins with monthly billings.	
		Promote various pay options for County Ratepayers.	Communication through newsletter, radio, Social media, Highlights, and website.
		Promote monthly payment/ Autopay for taxes and utilities.	Communication through newsletter, radio, Social media, Highlights, and website.
		Launch Complaint system that would be available to the public through the website. Timing to be determined.	No action in Q1.
		Promote use of GIS system available to public, realtors, lawyers.	
		Continue to promote use of County website for permits, forms, fire permits, etc.	Communication through newsletter, radio, Social media, Highlights, and website.

### 3. Corporate Services

<b>Strategy 3.1</b> Continue to improve Human Resources framework to improve experience for management staff and employees	Cross training of staff. Prepare manuals/ training notes for duties i.e. A/P, Cemeteries, Insurance, etc.	Ongoing.
	Provide training to front end staff to best serve residents and set expectations regarding service. Ensure everyone is on the same page regarding standardized messaging.	Ongoing.
	Continue to monitor and update the Performance Appraisal System to ensure it meets the needs of management and staff.	No action in Q1.
	Conduct Exit interviews.	Exit Interviews are conducted when staff leave by HR consultant.
	Include 'Cultural Sensitivity Training' for all staff.	No action in Q1.
	Include Conflict Resolution' training for appropriate staff.	Managerial/Supervisory staff provided Psychological First Aid in Q1.
	Ensure supervisory staff are trained regarding their role for success of staff.	Ongoing.
	Implement employee recruitment procedures, as required.	Postings as per policy.
	Implement employee on boarding process.	Checklist used - ongoing.
	Use WorkHub for staff to access policies, handbook, safety info etc.	This is part of the Employee Orientation Process.
	Consider Employee Self Serve in preparation to move to a Bi-weekly pay for salaried staff in 2024.	Defer to 2024 - due to new Finance position.
	Develop Management Succession Planning Strategy.	CAO working with Management Team and Council regarding this.
<b>Strategy 3.2</b> Continue to research opportunities for grant funding	Continue to explore Alberta Community Partnership grant opportunities with regional partners.	The County and our regional partners were successful in obtaining 3 new ACP Grants - Regional Trail Master Plan; Regional Investor Readiness Plan; Regional Immigration Readiness/ Newcomer Supports.
	Explore grant opportunities under Energy Efficiency.	No action in Q1.
<b>Strategy 3.3</b> Re-familiarize Additional Named Organizations with insurance requirement and protocols	Hold meetings with Additional Named Insured Organizations (ANI's).	Meetings scheduled for ANI's in April 2023.



3. Corporate Services	<b>Strategy 3.4</b> Continue to transfer land files into digital record system	Complete this project by 2022-23.	Summer staff are hired - expected to start in Q2.
		Continue to work on project utilizing summer staff.	Summer staff to start beginning of May.
		Work with IT stakeholders to ensure that all GIS users can access scanned files.	GIS/IT Coordinator is working with IT Consultants/Laserfiche/GIS companies to solve problem.
		Continue to incorporate current subdivision files/ planning and development files into digital record system.	Ongoing.
		Explore options to move all files into a digital record system.	No action in Q1.
	<b>Strategy 3.5</b> Have accurate assessment of County properties	Work with provincial assessors to ensure accurate designated industrial property assessment.	Taxation and Assessment Technician is working with Provincial Assessment staff to identify areas of oil and gas activity to ensure completeness of DIP assessment. Using Road Use Agreements as a tool to identify busy areas.
		Verify that designated industrial property assessment (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.	Balanced.
		Continue to work with Accurate Assessment to ensure DIP and linear assessments are reviewed annually to verify accuracy of assessments.	Accurate Assessment continues to monitor assessments provided from the Province to ensure accuracy.
	<b>Strategy 3.6</b> Continue to maintain and upgrade Administration Building	Upgrade Lower Board Room.	Moved Smart Board to Lower Level Board Room - improving technology there.
		Improve technology in Council Room.	Complete in March 2023.

4. Communications	<b>Strategy 4.1</b> Continue to improve, review and update communication methods to create a user-friendly digital experience for everyone	Sustain social media accounts (Facebook and Instagram) and the County website.	Ongoing. Attempting to integrate Instagram without use of Communication Coordinator's personal Facebook page.
	<b>Strategy 4.2</b> Increase proactive communication on County initiatives and information	Increase use of proactive communication tools such as news releases, public service announcements, and 'free advertising' (news stories that are not paid for i.e. road work, initiatives at Transfer Stations, etc.)	Ongoing. January to March is slow news time but communicated gravel sale and campground reservations opening on March 1, and Wild Fire Season on March 1. Prepared FireSmart Home Inspection radio et al started mid-March.
	<b>Strategy 4.3</b> Proactively plan ahead to improve County communications with the public and support County departments	To communicate information in a precise, open, honest and timely manner.	Continue to update communication scan with new initiatives/ changes to ensure information is released in timely manner. i.e. Gravel Sales, ASB/LARA events.
		Continue to expand/ develop County activities scan to ensure programs/ activities are promoted.	See above.
		Continue to produce communication materials such as Tax Insert, Council Highlights, Trash Talk and Campground brochure.	Began planning and writing of Tax Insert. Requested information from other departments/staff for inclusion. Campground brochure updated.
		Engage the media with positive local agriculture stories.	No activity.
	<b>Strategy 4.4</b> Maintain policies related to communication methods	Review privacy policies related to online terms of use.	Reviewed and no changes required.
		Review 'Communications Guiding Principles' document that includes branding standards, website and social media policies, communication plans, communication best Practises, et al.	Ongoing.



4. Communications

4. Communications	<b>Strategy 4.5</b> Ensure that all County departments are supported with quality, timely and effective communication	Continue building public awareness and education of County Services, Agriculture Services (including LARA workshops), Bylaw Enforcement Officer, Fire Smart program and Fire Prevention week, winter maintenance and others.	Generic radio ads were produced that the radio station will run to fill empty ad time and air them for free. Ads were created on the topics of payment options, keeping address up to date, development permits, safety permits, recycling at the Transfer Stations, recycling beverage containers at the Transfer Stations, fire permits.
		Promote events related to FCSS, Parks and Waste Management.	Campground online reservations opening on March 1 promotion started in mid-February (Facebook, website, radio, Council Highlights). Provided County material for Go East ad. Photo taken at Floating Stone featured prominently in ad.
		Communicate progress on Asset Management plan to the public.	Material to be included/ revised in Tax insert.
		Proactively provide notice of road work to residents.	As information becomes available. General notice about safety around snowplows pushed out.
		Promote Citizen Self-Serve, monthly payments/Autopay for taxes and utilities other payment options available for County ratepayers.	Ongoing. Worked with Director of Corporate Services and Bylaw Enforcement Officer to provide online payment option for Letter of Consent.
		Draft a communication plan for the Regional Emergency Management Plan that is in line with the REMP, as needed.	In development.
	<b>Strategy 4.6</b> Increase public information about County historical, tourism, economic development, events, etc. that will increase interest in local events	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.	Ongoing and promoting regional events on County Events Calendar, and Facebook when appropriate.
		Ensure the County campgrounds are promoted through information such as reservations opening, weekly campsite openings, campground brochure, paid advertising, free advertising, et al.	Campground online reservations opening on March 1 promotion started in mid-February (Facebook, website, radio, Council Highlights). Brochure revised.
		Continue to promote local community events on the website 'Events' calendar.	See above.
	<b>Strategy 4.7</b> Employee Communications	Continue to produce 'County Chronicle' at least 3 issues per year.	Issue planned for late spring.
		Provide communication to employees through WorkHub.	CAO/Director of Public Works/Director of Community Services reports provided to staff through Workhub monthly.

5. Freedom of Information and Protection of Privacy Act	Strategy 5.1 Provide public with the process to obtain information through the Freedom of Information and Protection of Privacy Act	Ensure the public FOIP requests are addressed in timely manner as required under legislation.	No FOIP requests this quarter.
		Ensure that FOIP page on the County Internet is up-to-date with any provincial legislative changes.	Reviewed material on website and no revisions needed.
		Promote availability of County FOIP process.	
		Ensure that FOIP records and statistics are kept for reporting, as required by FOIP/ provincial government.	
		Provide information card for Council.	Completed in February 2023.
		Develop FOIP Policy.	



6. Planning and Development

**Strategy 6.1**

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

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.

Work is continuing on this project. Public Open House is scheduled for May 24, 2023.

Work with Town of Elk Point on joint ASP grant on the north side of the town into the County - funded by ACP Grant.

Work is continuing on this project. Public Open House is scheduled for May 25, 2023.

Work with Town of Elk Point on joint ASP Grant on the south side of the town into the County - funded by ACP Grant.

Work is continuing on this project. Public Open House is scheduled for May 25, 2023.

Work with Town of Elk Point on joint Area Structure Plan at Elk Point Airport.

Work has started on this project with the consultant providing some background reports for Administration to review in Q1.

Consider other ASP projects through grant funding.

No action in Q1.

Determine zoning changes/ Land Use Bylaw Amendments for Lottie Lake area to provide clarity on Recreational Vehicles on lots.

Planning and Development Staff are working on strategy for new wording for LUB amendment. Considering engaging residents prior to bringing forward proposed wording.

**Strategy 6.2**

Resurvey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots

Finalize survey. Apply for accretion and close roadways adjacent to plan area.

Roadways have been closed. Accretion has been approved. Survey has been finalized. Lot owners have received an update from the County with next steps and to approve Core Geomatics to act on their behalf to apply for the subdivision.

Sell the land that is currently Environmental Reserve but would become the land owners after re-survey to the appropriate lot owners.

Registration of land titles and new titles issued to landowners and County.

Determine legal access for all properties.

An internal road has been improved by the County in 2021 and is included in the plan of survey to provide legal access to all lot owners once new subdivision is approved.

	<b>Strategy 6.3</b> Resurvey of Mallaig lots along Railway avenue	Complete survey, sell and consolidate lots.	Road closure bylaw has been given 1st reading and is in the Alberta Transportation process for closure.
	<b>Strategy 6.4</b> Determine opportunities to encourage development and reduce red tape	Continue to contract Superior to complete Safety Code Permits - agreement to December 2023.	Superior Safety Codes has been completing Safety Code Permits since February 2022 with no issues.
		Improve training of staff to assist residents with subdivision process.	Working on scheduling an opportunity for Planning Officer to work with MPS to understand their process.
		Improve on-line Development Permit through Catalyst Planner program. Explore if Safety Code Permits can also be completed through this platform.	No action in Q1.



7. Economic Development	<p><b>Strategy 7.1</b></p> <p>Centralize Economic Development within the region</p>	<ul style="list-style-type: none"> <li>* Regional engagement - Develop a centralized source for regional economic development information from municipalities, Alberta Government, 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>* Marketing and Communications - Investment attraction capacity building; Coordination of site selection information and marketing with municipalities; Provide materials and resources as per stakeholder requests.</li> <li>* Plan for future instances of regional economic disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Represent all municipal partners in conversation and discussions in relation to economic development.</li> <li>• Work collaboratively with each municipal council and administration.</li> <li>• Confirmation of ACP funding through Summer Village Horseshoe Bay and CanExport Community Investments funding through County for Investor Readiness Project across the STEP region.</li> </ul>
	<p><b>Strategy 7.2</b></p> <p>Support growth of priority industry sectors</p>	<p>Leverage existing industry drivers within the region to increase economic potential (agriculture, tourism, transportation and logistics, etc.)</p>	<ul style="list-style-type: none"> <li>• Working with key stakeholders (i.e., Invest Alberta, Alberta Ag) and industry to drive agricultural opportunities.</li> <li>• Confirmed Northern and Regional Economic Development funding and ACP funding through County for tourism projects; continue to work with consultants on tourism strategy; working with stakeholders (Travel Alberta, Travel Lakeland, Conseil de développement économique de l'Alberta, Go East to identify and plan regional tourism.</li> <li>• Engage with stakeholders in relation to transportation and logistics corridors, including roads, rail and air.</li> </ul>
		<p>Identify new and emerging economic opportunities to diversity and grow the region (AI/ML artificial intelligence/ machine learning, film, waste, etc.)</p>	<p>Identifying and engaging in emerging trends, including film and technology conversations and drivers, that appear to be feasible in the region or with regional stakeholders (i.e., post secondary, ag, energy).</p>
		<p>Advocate and plan for expanded, lower cost, higher quality broadband across the region.</p>	<p>No activity.</p>

7. Economic Development	<b>Strategy 7.3</b> Position workforce development as a cornerstone of regional economic development	Workforce Attraction: Brand and promote the region to attract workers to the region; promote high demand jobs in the region to the workforce; support newcomer projects.	<ul style="list-style-type: none"> <li>Confirmed extension of LMP funding held by County to align with other project funding received.</li> <li>Received Rural Renewal Stream (RRS) Community Designation across the STEP region. Implementation of work plan initiated.</li> <li>Confirmed ACP funding through Town of St. Paul for implementation of RRS workplan.</li> <li>Investigation of rural/remote worker marketing opportunities.</li> </ul>
		Worker Retention: Youth retention/ Ag retention; human resources for small business.	<ul style="list-style-type: none"> <li>Implementation of RRS workplan includes newcomer supports to retain workers in the region.</li> </ul>
		Worker Development: Work with stakeholders to identify training needs; development partnerships to address training gaps, highlight and leverage customer service throughout the region.	<ul style="list-style-type: none"> <li>Labour Market Partnership project work resumed including skills gap analysis and employer toolkit.</li> <li>In partnership with Travel Lakeland, through Prairies Can funding, identify and work with Portage College to deliver Super Host Customer Service training across the region.</li> </ul>
	<b>Strategy 7.4</b> Support regional economic development through partnerships and advocacy	Build partnerships and advocate on behalf of municipalities within and beyond the region ( i.e. recreation, indigenous relations, newcomer supports, entrepreneurship, etc.)	<ul style="list-style-type: none"> <li>Building and maintaining partnerships and advocacy within and beyond the region through attendance at Economic Developers Association Conference, Alberta Aviation Council Conference and other events.</li> <li>Partner with stakeholders and other northeast Alberta communities on projects that align and leverage resources such as greenhouse feasibility, NE regional airport discussions, engagement on northern corridors.</li> </ul>
	<b>Strategy 7.5</b> Support the STEP (St. Paul and Elk Point) Economic Development Alliance continuation beyond a pilot project	Regionally budget for STEP Economic Development Alliance Officer for 5 year period ending December 2027.	No activity on long term budgeting.
		Review budget for additional staffing and operational budget, as required, and as the department grows including funds for grant matching when necessary.	Work with County CAO to leverage Intern for remainder of 2023 and budget for full time tourism coordinator/ STEP support position in 2024.

8. Emergency Management	<b>Strategy 8.1</b> Ensure Regional Emergency Management Preparedness	Maintain and update the Regional Emergency Management Plan.	No updates in Q1.
		Provide training for staff and Councillors.	Annual update provided to Council in January 2023.
		Exercise the Incident Command System Plan in conjunction with Emergency Management Agency, and in conjunction with legislation.	No action in Q1.
		Continue to collaborate with Regional Industry Partners to ensure a mutual understanding of each other's capabilities.	Emergency Management Department informed of Council's approval to use County land in Heinsburg for Western Canadian Spill Services training in June 2023.
	<b>Strategy 8.2</b> Increase public awareness and education on public participation	Communicate and educate public to improve community readiness.	No action in Q1.
		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.	Complete.



9. Occupational Health & Safety	<b>Strategy 9.1</b> Continuous improvement of Safety Management System	Review of existing County OHS policies.	Ongoing.
		Refinement and amendment of County OHS policies into Regional Safety Management System (RSMS) Structure.	All policies are uploaded in Workhub.
		Incorporation of Regional Safety Management Structure into virtual format.	
	<b>Strategy 9.2</b> Continued access and use of the Regional Safety Management System	Continue to use and promote WorkHub as the Region's web-based safety management system.	Ongoing. Refresher training on WorkHub for returning seasonal staff.
		Development training and support materials, as required.	Added psychological first aid in certificate section.
		Orientate new staff to use WorkHub.	Ongoing.
	<b>Strategy 9.3</b> Establish enhanced OHS training standards and tracking	Review and update the current OHS orientation presentation, as required.	
		Establish virtual self-paced OHS training courses for all regional positions.	Updating as positions change e.g. Joint Health and Safety Committee.
		Continued monitoring of all regional training standards and renewals.	Ongoing.
		Facilitate Safety Leadership training (LSE) for outstanding managers, supervisors and foreman.	
		Coordinate training specific to ATV use, Chainsaw operation, Flag Person, Ground Disturbance, First Aid.	Ground disturbance and first aid complete.
		Conduct air quality testing at the Crusher site for silica dust.	Will be completed in the Q2.
		Coordinate audio-metric testing every two years for employees exposed to high noise levels.	Obtaining quotes for testing.
		Coordinate Psychology First Aid for management with the management team providing support to employees.	First session completed March 23, 2023.

9. Occupational Health & Safety	<b>Strategy 9.4</b> Establish system for the assurance of competency assessment	Review existing competency assessment components of various municipal departments.	
		Establish web-based assurance and filing of competency assessments.	
		Identify tasks and positions requiring development of competency assessments.	
		Establish timeline for competency assessment review.	
	<b>Strategy 9.5</b> Continued use of enhanced system for the collection and completion of incident reports/analysis along with corrective action tracking	Continued use of web-based incident investigation process for completion of incident analysis.	Ongoing.
		Monthly monitoring of supervised centered corrective action system for inspection and incident corrective actions.	Ongoing.
	<b>Strategy 9.6</b> Identify and implement efficiencies relative to administration of regional safety management system	Maintain web-based system for collection, storing and tracking of safety management forms (inspections, incidents, meetings, training).	Ongoing.
		Work with WorkHub to establish web-based system, replacing hardcopy reports for submitting Field Level Risk Assessments and Daily Tailgate meetings.	

Community Services: 2023 Quarterly Reporting			
Department	Strategy	Action	Q1: January to March
1. Parks and Recreation			Notes that detail progress of action that supports that corresponding strategy.
	<b>Strategy 1.1</b> Increase usage of our parks, campgrounds and recreation facilities	Increase public awareness of our parks through promotions, marketing, social media and events.	Radio, Facebook, website, Council Highlights promotion initiated in mid-February. Initial radio ads ran until mid-March. Addition radio to be added. Floating Stone beach featured in Go East ad for 2023 publication.
		Promote on-line reservation system opening on March 1, 2023.	See above.
		Conduct public engagement survey for campground needs.	Deferred to Q2.
		Consider the recommendations of the Regional Tourism Opportunity Identification & Destination Development Strategy.	No update from consultant.
	<b>Strategy 1.2</b> Maintain, streamline and upgrade parks and recreation facilities and operations	Maintain and improve boat launches. Consider construction and installation of one boat launch each year as the budget allows.	Lac Bellevue Boat Launch to be completed during Q2. No new boat launch construction approved in the 2023 budget.
		Continue to work with Alberta Environment and Parks to get approval to perform regular routine maintenance at County-owned boat launches.	No update from Urban Systems.
		Continue to maintain equipment and buildings in the parks.	Deferred to Q2.
		Repurpose tennis court at Westcove.	Deferred to Q2.
		Contract wood processing.	3 year Service Contract signed with A & T Water & Septic Ltd. on January 24, 2023.
		Reroof washroom/shower building/garage/cook shack at Floating Stone Park and Office at Westcove.	Deferred to Q2.



1. Parks and Recreation	Strategy 1.3 Review Parks and Recreation Operations	Continue to conduct playground and campground inspections.	Deferred to Q2.
		Continue to train staff.	Deferred to Q2.
		Complete an Emergency Response and Safety exercise.	Deferred to Q2.
		Work with local RCMP Detachment to provide a police presence at the campgrounds during the summer open season.	Deferred to Q2.
		Provide playground installation/inspection certification training as well as Pool Operator Level I Water Systems certification for Parks Foreman.	Park Foreman is schedule to take the Pool Operator Level 1 Water Systems certification on March 28 & 29, 2023.

2. Waste Management	<b>Strategy 2.1</b> Increase recyclable segregation options.	Continue to explore other options for recycling and waste diversion.	Started to divert mattresses at our 6 Transfer Stations. Exploring local options for metal recycling. Approved a new contractor for propane cylinder pickup at our 6 Transfer Stations.
		Explore composting options for waste diversion at County Transfer Stations.	No update.
	<b>Strategy 2.2</b> Public awareness about waste management.	Consider a customer satisfaction survey.	Deferred to Q2.
		Continue to include work on Waste Management webpage with Communications Coordinator.	Webpage updated as required.
		Continue to provide information about waste management on County social media, the website and other communication such as the 'Trash Talk' publication.	Ongoing information on website.
		Continue with Spring Clean-up program during May to remove Freon from fridges, freezers and water coolers.	Annual spring cleanup promotion for the month of May approved on March 28, 2023.
		Consider using not-for-profit organizations to help with fugitive waste collections at Transfer Stations.	No update.
		Promote school group tours of Transfer Stations.	Deferred to Q2.
	<b>Strategy 2.3</b> Maintain, streamline, and upgrade Waste Management facilities, equipment and facilities	Review Transfer Station operating days and hours to ensure they accommodate the public needs.	Hours promoted on social media and updated on website as they seasonally change.
		Annual capital contribution for waste management vehicles to be set up in reserves.	Annual capital replacement contribution of \$120,000 approved in the 2023 budget.
		Continue to hold bi-annual training workshops for Transfer Station staff and regional municipalities.	Deferred to Q2.
		Replace PT-11 2011 Landpride Mower.	Grass mowing to be consolidated with Public Works for 2023. Replacement of PT-11 not in the 2023 budget.
		Replace LB-15 2007 Enclosed Cargo Trailer.	2023 Enclosed Cargo Trailer purchased on January 19, 2023.
		Replace LB-17 2009 Gooseneck Trailer.	No update.
		Explore the purchase of a sandblaster to refurbish used bins.	No update.

3. Agriculture Services	<b>Strategy 3.1</b> Build public awareness about Agricultural Services	Communicate effectively about Agricultural Service Board (ASB) programs and services.	Ongoing. Monitor and promote LARA events.
		Discuss ASB Board structure/ membership.	Council approved 2 members at-large with voting rights to sit on the ASB. Members attended their first ASB meeting on February 28, 2023.
		Produce a bi-annual ASB newsletter for public.	In development for insertion with taxes.
		Communicate Lakeland Agricultural Research Association (LARA) initiatives and newsletter.	Ongoing as events come up. Monitor LARA Facebook and website.
		Continue with clubroot education, surveying and notifications.	ASB board approved to continue to provide the same of level of service for clubroot surveying as previous years at the ASB meeting on February 28 2023.
	<b>Strategy 3.2</b> Maintain and improve programs for Agricultural Service Board.	Continue to improve ASB program planning.	
		Continue with Beaver Reduction Program.	\$10,500 approved for the Beaver Incentive Reduction Program in the 2023 budget.
		Continue to work with the County Bylaw Enforcement Officer to assist with the Dog Control Bylaw.	Ongoing.
		Explore mowing based on road classifications.	Roadside mowing contracted out in 2023.
		Coordinate seeding and spraying programs with Public Works Road projects and back sloping program/ vegetation maintenance.	Community Services and Public Works Supervisor meet on March 10 to coordinated 2023 scopes of work.
		Explore Wild Boar control in the County.	No update.
		Explore option for the control of Richardson Ground Squirrels.	ABS staff to look into purchasing Zinc Phosphide for the 2023 season, with reports back to this Committee regarding the efficiency of the product.
	<b>Strategy 3.3</b>		
		Replace 2017-M-01 Degelman Mower.	ASB approved to contact out roadside mowing for the 2023 season. Capital replacement of mower not in 2023 budget.
		Replace 2012 M-01 Degelman Wet Blade.	ASB approved to contact out roadside mowing for the 2023 season. Capital replacement of wetblade not in 2023 budget.



4. Fire Services	<b>Strategy 4.1</b> Maintain fire equipment and facilities.	Fund annual service/supply operations for Ashmont, Mallaig, Elk Point and St. Paul Fire Departments.	Annual supply budget maintained at previously funded levels in the 2023 budget.
		Complete annual building and safety inspections of the fire halls.	Deferred to Q2.
		Continue annual reserve capital contribution for general fire equipment replacement.	Annual reserve capital contributions for \$163,000 approved in the 2023 budget.
		Explore annual reserve capital contribution for replacement of VHF radios with Alberta First Responders Radio Communications System (AFRRCS).	Council to consider using a portion of the 2022 surplus to fund the future capital replacement of VHF radios with AFRRCS.
		Replace capital equipment as per the capital replacement schedule.	No capital purchases approved in the 2023 budget.
		Implement recommendations from the 2021 radio study.	No update.
		Landscape live fire training area for Elk Point Fire Department at Elk Point Landfill.	CIP Grant application denied. Project not scheduled for 2023.
		Re-establish cell phone backups for 911 to dispatch if communication link is down for Ashmont and Mallaig.	Ongoing.
	<b>Strategy 4.2</b> Attract and retain volunteer fire fighters.	Hold appreciation/ recruiting event at each Firehall.	Deferred to Q2.
		Provide Administrative support to help Fire Departments when recruiting.	Ongoing.
		Explore fund raising event with regional departments.	Deferred to Q2.

4. Fire Services	<b>Strategy 4.3</b> Share common strategies for policies, procedures and operations between departments.	Share policies and procedures through the use of the St. Paul Regional Deputy Fire Chief.	Ongoing.
		Standardize training and reporting	Ongoing.
		Continue to offer regional training coordinated by the St. Paul Regional Deputy Fire Chief.	Ongoing.
		Hold semi-annual regional Fire Chiefs meeting.	Joint Fire Chiefs meeting scheduled for March 23, 2023 at the St. Paul Fire Hall.
	<b>Strategy 4.4</b> Engage residents in fire safety information and programs.	Engage and educate residents in Fire Smart program, Fire Smart Home Inspections and Fire Prevention Week.	Promotion of FireSmart Home Inspections began in mid-March on radio. Information provided in Council Highlights, Facebook and website. Wildfire Season (March 1) awareness communicated.
		Support Fire Departments when participating in community events.	Ongoing.

5. Bylaw Enforcement	<b>Strategy 4.5</b> Maintain and consider new opportunities for regional collaboration with our neighbours.	Review and update Mutual Aid Agreements and Fire Protection Services Agreements with rural and urban neighbours.	Ongoing.
		Explore agreement with Saddle Lake.	No update.
	<b>Strategy 5.1</b> Bylaw Enforcement Officer	Continue to contract Bylaw Enforcement Officer Services. * 3 year contract until December 2023 * budget to reflect workload.	Contract to be discussed with Council when approving 5 year operating and capital plans at March budget meetings. Contract extended to December 31, 2026.



6. Cemeteries	<b>Strategy 6.1</b> Maintain County Owned cemeteries	Complete annual inspections.	Deferred to Q2.
		Perform annual vegetation management.	Deferred to Q2.
		Upgrade infrastructure, as required.	Deferred to Q2.
		Replace chain link fence at St. George's cemetery.	Deferred to Q2.
		Purchase 'Rules and Regulations' signs.	Deferred to Q2.
		New sign for Holy Eucharist Cemetery in Elk Point.	Deferred to Q2.
	<b>Strategy 6.2</b> Maintain and Update Records Management	Update Plot maps.	Ongoing.
		Update records into County Software System.	Ongoing.
		Plot cemetery locations with headstone's identified into County's Web Map.	Ongoing.
		Transfer title of non-owned County managed cemeteries into County's name.	Ongoing.
		Approve Memorandum of Understanding (MOU) with the St. Michael Cemetery Community Committee.	Draft MOU completed. Site inspection of Union Cemetery planned in March. Draft MOU will then be forwarded to Town of St. Paul.
	<b>Strategy 6.3</b> Assist Privately Owned Cemeteries within the County	Provide grant funding upon request.	Ongoing.
		Offer Administrative support for records management.	Ongoing.
		Plot sites into County's Web Map.	Deferred to Q2.
		Improve access road into St. Williams Cemetery NW 36-55-10-W4.	Deferred to Q2.
		Enter into a Memorandum of Understanding with the Town of St. Paul regarding Union Cemetery.	Draft MOU completed. Site inspection of Union Cemetery planned in March. Draft MOU will then be forwarded to Town of St. Paul.

7. Regional Family & Community Support Services (FCSS)

<b>Strategy 7.1</b>		
Support funding for Regional Family & Community Support Services (FCSS)	Provide funding to the Town of St. Paul for the Regional FCSS program.	Approved in the 2023 budget.
	Provide \$30,000 to the Family Social Liaison Worker (FSLW) program.	Approved in the 2023 budget.
<b>Strategy 7.2</b>		
Reporting	Complete the Annual Report, as required by the province.	Ongoing.
	Complete Outcome Measures, as required by the province.	Ongoing.
<b>Strategy 7.3</b>		
Report on Programming within the County completed by Regional FCSS	Coordinate Seniors Week events in Elk Point, Mallaig, Ashmont, Heinsburg, and St. Paul.	
	Coordinate Seniors Festival/ Meal in a Bag.	
	Assist seniors with Seniors Benefits.	
<b>Strategy 7.4</b>		
Provide support, information and programming for residents	Administer the 'Meals on Wheels' program. Volunteers deliver the meals.	
	Manage the 'Welcome Baby' program, administer and implement changes as required throughout the year.	
	Administer the Mallaig and Ashmont 'Moms and Tots' program throughout the year.	
	Manage the 'Care Kits', administer and implement changes as required throughout the year.	
	Administer the Home Alone program on a cost recovery basis.	
	Administer the Baby Sitting course on a cost recovery basis.	
	Administer Community Counseling program throughout the year.	
	Administer the Volunteer Income Tax program.	
	Coordinate Elk Point Community Information Night.	
<b>Strategy 7.5</b>		
Provide summer programming throughout the region	Coordinate 'Color Run' in Elk Point.	
	Block Parties with locations to be determined by the new Board.	
	Five 'Movies in the Communities' with location to be determined by the new Board.	

		Coordinate 'Summer Programs' in Ashmont, Ferguson Flats and Mallaig.	
	<b>Strategy 7.6</b> Recognize volunteers	Administer Volunteer Appreciation during Volunteer Week.	



Public Works: 2023 Quarterly Reporting			
Department	Strategy	Action	Q1: January to March
1. Transportation	Strategy		Notes that detail progress of action that supports that corresponding strategy.
	Strategy 1.1 Ensure safe road infrastructure for public	Continue with our Maintenance Program.	
		Continue with our Road Construction program.	Road Construction budget is reviewed by Council for 2023.
		Continue monthly reporting to Council.	Director of Public Works provides monthly report to Council.
		Continue to utilize road condition assessment software.	GIS/IT Coordinator has set up 10 year plan to review all gravel roads in County.
		Continue applications for grants to improve roads.	No Action in Q1.
		Continue to improve service for winter maintenance and blading services.	New Snow Flag Program implemented in 2022/23 Winter season. Improvements identified and implemented throughout winter.
		Continue to produce high quality aggregate for road maintenance and construction.	No crushing in Q1. Crusher maintenance completed in Q1.
		Consider implementation of an annual capital contribution for Public Works to be set up in Reserve for specific Road Construction and Maintenance equipment.	Not included in Preliminary budget.
		Consider purchasing a Cold Mix Plant and implementing a small crew to start operating in 2023.	Not included in Preliminary budget.
		Continue to work with our industry partners to offset road maintenance and new construction.	Letters sent to CNRL/Strathcona Resources for consideration of assistance with needed upgrades to Moosehills Road - planned for 2024.
		Continue to maintain Bridge files, as necessary.	1 BF to complete from 2022 planned for in 2023. Also BF 70747 planned for 2023.
		Implement and execute per the Snow Flag Policy for 2022/23 winter season.	Completed.
	Strategy 1.2 Improve communications with residents about Public Works	Continue to use concern/complaint tracking system that creates work orders.	No action taken in Q1.
		Be proactive in providing advance notice of road work to residents via Social Media, website and road signage.	As information becomes available. Communicated safety information around snowplows.
		Communicate about winter maintenance and brushing scopes of work.	
		Publicize and share the dollars saved through self performing the levels of service the County provides.	Council made a resolution to remove sign along TWP 582 in Q1.
		Continue to educate all of our partners and clients on the efficiencies that have been gained.	Heavy Oil Meeting held in Q1 to finalize 2022 results.

1. Transportation		Utilize Munisight to its fullest extend and share our construction, oiling, road gravelling, dust control, mowing and spraying scopes with our clients and residents through our website.	Council has been provided maps to update to show requested scopes of work for 2023 and forward. This will be updated on GIS and available for Council members.
	<b>Strategy 1.3</b> Improve the Aggregate Management Program	Continue with the Aggregate Cap Levy.	Ongoing.
		Review Aggregate Pit Status and reclamation.	This is part of the Financial Audit each year. Planning by Crusher Supervisor and Construction Manager.
		Review and amend the planning and development permitting for active pits and new pit registrations.	Ongoing.
		Continue to administer quarterly reporting structure on producing pits.	Ongoing.
		Continue to explore for new gravel sources and testing.	Gravel testing commenced in Q1.
	<b>Strategy 1.4</b> Leverage the Gravel Sales Program	Continue Aggregate Private Sales Program.	Private sales orders commenced March 1, 2023.
		Increase private gravel sales to \$18/T.	Completed.
	<b>Strategy 1.5</b> Maintain Equipment & Facilities	Continue to maintain equipment & facilities.	Ongoing.
		Reduce costs towards repairs on equipment & facilities	
		Plan for replacement of aging equipment.	Equipment replacement planning part of budget process.
		Minimize equipment that is outside of warranty.	Graders on order - long delivery due to supply chain issues.
		Ensure efficient utilization of equipment and assets.	Ongoing.
		Maximize resale of all equipment.	Review sale options through auction or advertisement. No direct sales.
		Continue with a high level of maintenance by all operators and mechanics.	Ongoing.
		Maintain our facilities/reduce unnecessary repairs.	Planning for upgrade of washroom facilities at Public Works shop.
		Leverage the Energy Management Program to efficiently operate our facilities.	Ongoing.



2. Utilities	<b>Strategy 2.1</b> Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines	Maintenance of transmission and distribution lines.	
		Review costs of water rates for those communities.	
		Track water line breaks on GIS.	Ongoing.
		Pursue new infrastructure for those hamlets.	
		Repair outlet line at Lottie Lake to prevent the seepage back into the system.	
		Work towards strategy to implement and fund the replacement of water distribution systems. Consider prioritizing problem areas in phase one including: * 4" Main water line that sits directly under the main street in Ashmont * Bore a line under the contaminated section of trail in Ashmont * Inspect manifold system on distribution lines in plant and replace worn out equipment.	Council is considering funds to further examine underground infrastructure in Ashmont to finalize proposed cost for increased maintenance, relining of sewer lines, and replacement of water lines.
	<b>Strategy 2.2</b> Ensure maintenance of sanitary lagoons and collection systems	Continue to report on maintenance.	Ongoing.
		Budget to clean all sanitary lines prior to inspections. Focus on the trouble spots where camera could not access (Ashmont & Mallaig).	
		Continue with annual enzyme treatment program.	Ongoing.
		Work towards strategy to implement and fund the replacement of water distribution systems. Consider prioritizing problem areas in phase one including: Replace a sewer main that crosses Hwy 28 due to sagging of pipe.	Council is considering funds to further examine underground infrastructure in Ashmont to finalize proposed cost for increased maintenance, relining of sewer lines, and replacement of water lines.
	<b>Strategy 2.3</b> Consider consistent rate structure for use of County wastewater facilities	Review fees for truck dumping at lagoons and Lafond Transfer Station.	Fees increased effective January 1, 2023.
		Review permitting process for sewage haulers.	Completed.
		Implement a reporting structure for all sewage haulers.	Completed.



2. Utilities	<b>Strategy 2.4</b> Explore alternative wastewater treatment processes at all lagoons to reduce maintenance costs and improve effluent quality	Continue to gather more information from wastewater treatment.	No action in Q1.
		Continue to explore funding opportunities for new technologies.	No action in Q1.
		Continue to discharge Whitney Lake Lagoon onsite per Banner and Alberta Energy Regulation approved guidelines.	Winter - no discharge.
		Consider upgrade to alarm systems for sewer/ water in Ashmont and Mallaig.	No action in Q1.
		Implement aeration pilot with STW Environmental Solutions at Whitney Lake Lagoon and analyze results. Consider further use of this technology at other lagoons.	Winter - no action.
	<b>Strategy 3.1</b> Work with the regional municipalities on improving energy efficiency throughout the municipal owned buildings and facilities	The Grant Funded MEM (Municipal Energy Manager) is in place until May 30, 2023.	
		Continue to perform energy scans on all facilities owned by the municipalities and community organizations.	Ongoing.
		Continue to review and apply for all available grants to support the improvement of facilities to become energy efficient.	No grant applications in Q1.
		Consider the Solar PV Project for Public Works main shop.	Not included in Preliminary budget.
		Consider implementation of the Clean Energy Improvement Program.	Council has received presentation - will need to make decisions regarding grant application/funding for program.
3. Energy Management			
	<b>Strategy 4.1</b> Collaborate with Town of St. Paul and Town of Elk Point for maintenance and improvements at local airports	Continue with snow/ice removal at both airports.	Ongoing - Working with HM Aero - consultant working on Elk Point Airport IASP to complete operations plans for both Elk Point and St. Paul Airports as part of ACP project.
		Utilize Industry Standard ice control products for 2023/24 winter season.	This will be part of operations plan.
		Participate in capital upgrades for both airports.	No upgrades planned for 2023.
		Apply for funding for capital upgrades.	No action in Q1.
		Investigate funding for St. Paul Airport Runway Overlay.	Condition Assessment completed on St. Paul Airport. Will need to look for funding for asphalt overlay in 2024.
4. Airports			