2024
COUNTY OF ST. PAUL STRATEGIC PLAN

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, Community Services, and Public Works.

This plan emphasizes the strategies each department will focus on in 2024 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
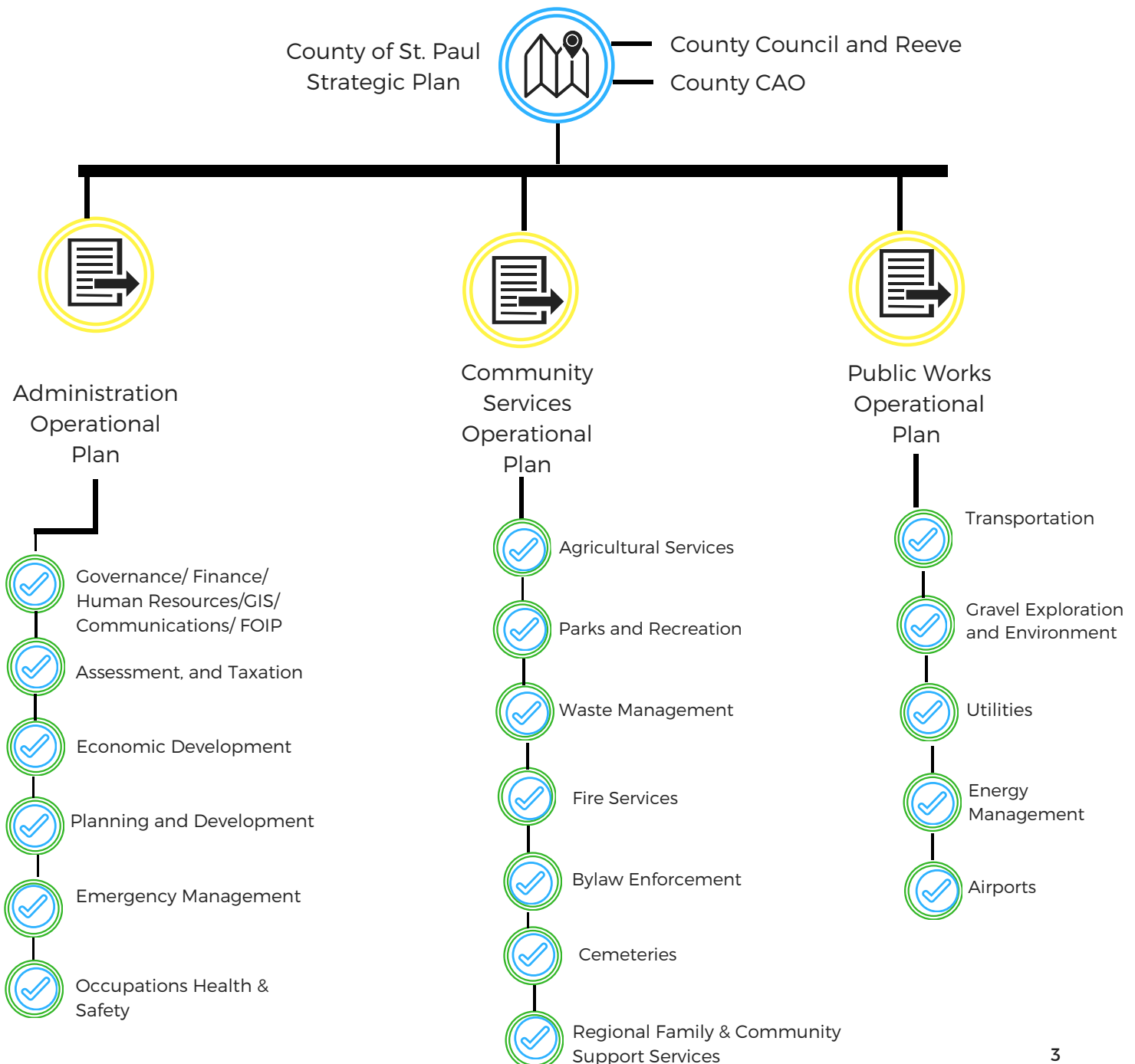
The County of St. Paul Strategic Plan includes several departments as shown below.

County of St. Paul Strategic Plan

County of St. Paul Administration Operational Plan

County of St. Paul Community Services Operational Plan

County of St. Paul Public Works Operational Plan
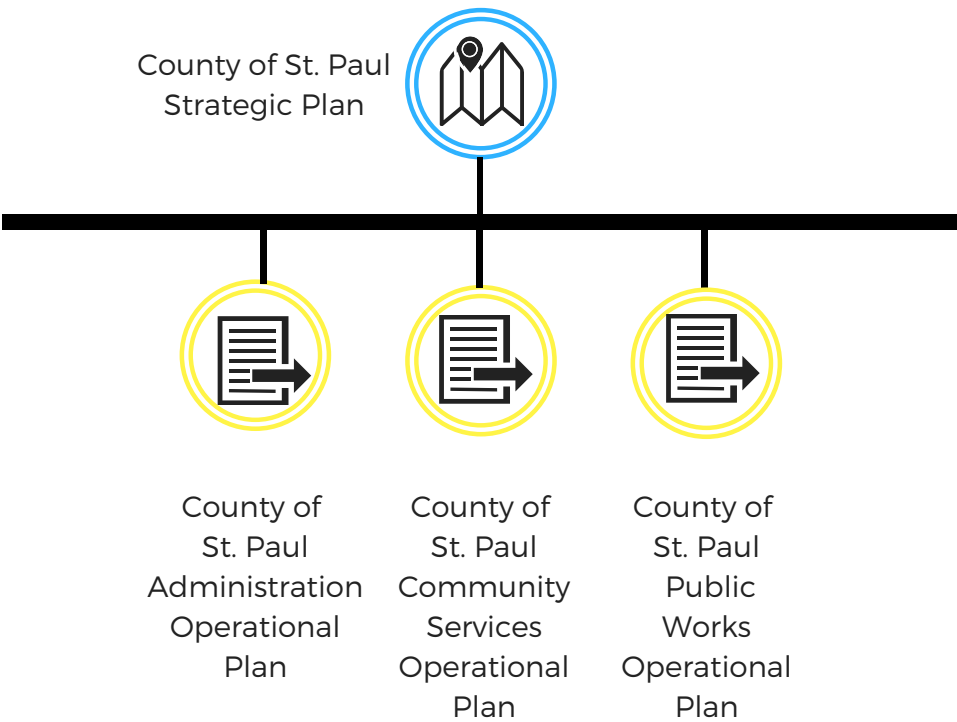
INTRODUCTION

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.

County of St. Paul Strategic Plan — County Council and Reeve / County CAO

Administration Operational Plan
- Governance/ Finance/ Human Resources/GIS/ Communications/ FOIP
- Assessment, and Taxation
- Economic Development
- Planning and Development
- Emergency Management
- Occupations Health & Safety

Community Services Operational Plan
- Agricultural Services
- Parks and Recreation
- Waste Management
- Fire Services
- Bylaw Enforcement
- Cemeteries
- Regional Family & Community Support Services

Public Works Operational Plan
- Transportation
- Gravel Exploration and Environment
- Utilities
- Energy Management
- Airports

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 *Municipal Government Act* requirement, municipalities must do a 3 year operating, and 5 year capital budget. The County of St. Paul conducts 5 year operating budget and 5 year capital budget.

County of St. Paul Overarching Strategic Plan

County of St. Paul Departmental Operational Plans

Operations Budget

Procedures

Guidelines

Policies
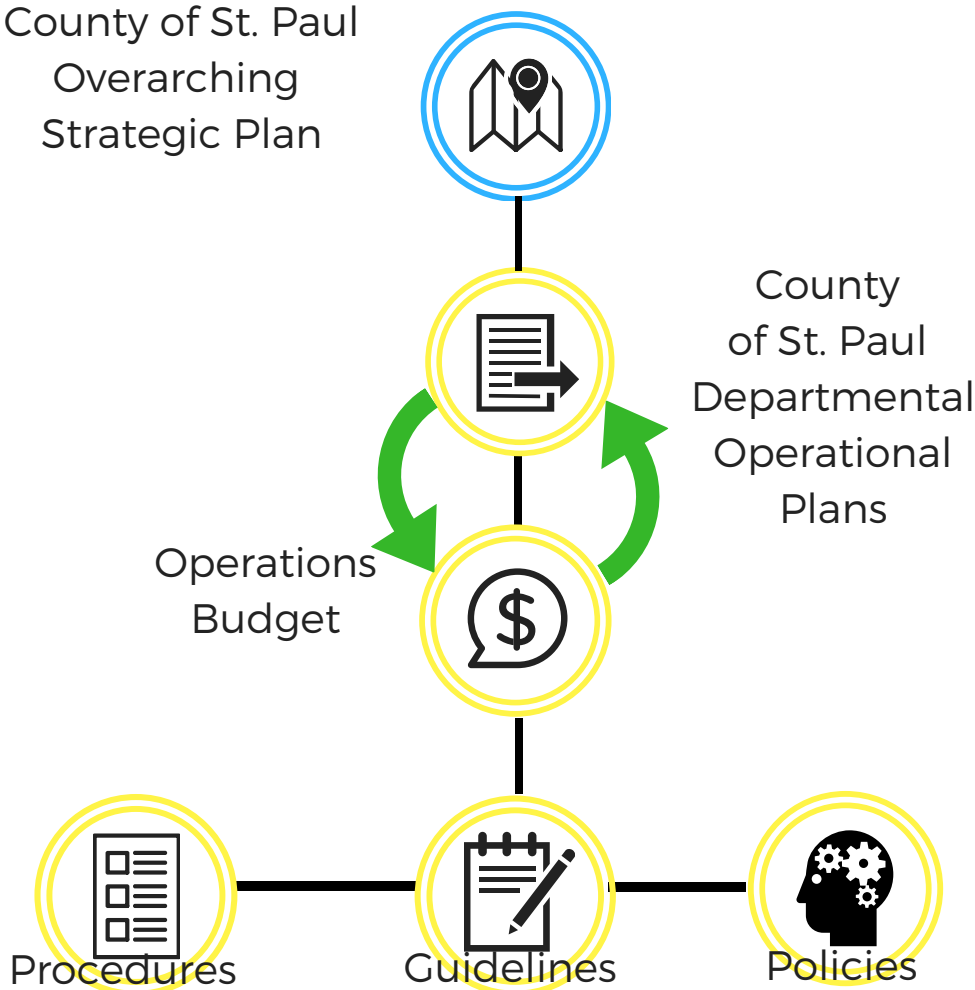
OUR STAKEHOLDERS

- 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.
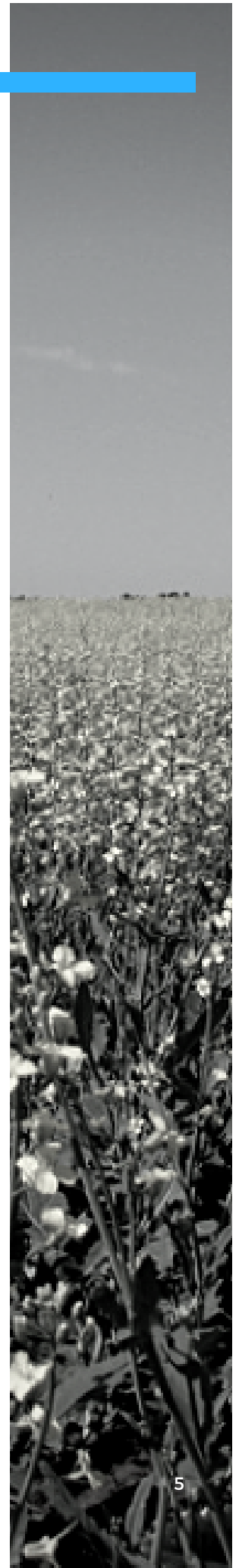
- Students, Educators and Community volunteers.

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

- Key Regional Media: Lakeland This Week, Lakeland Connect and Stingray Alberta.

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AN OVERVIEW OF
OUR PROCESS

Develop the County's Vision, Mission and Values

Establish our Goals

Determine our Actions

Deliver Results

Evaluate Results

Review Vision, Mission, Values and Goals

MISSION

To create desirable rural experiences

VISION

The leader in rural success

VALUES

1. Community at the Core

2. Accountability in Action

3. Lead and Succeed

4. Unwavering Integrity

5. Innovate to Elevate

Photo Credit: Infinity Photography

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 develop 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** Transparancy 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
	STRATEGY 1.11 Council is represented on committees that contribute to the governance and services provided in the County

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. Review and update communication methods to create a user-friendly digital experience for everyone

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 Ensure Additional Named Insured Organizations understand insurance requirements, protocols and tools
	STRATEGY 3.4 Develop could-based Records Management System that includes Land Files and general documents

NEXT STEPS FOR

ADMINISTRATION

DEPARTMENT	STRATEGY
3. Corporate Services	**STRATEGY 3.5** Have accurate assessment of County properties
	STRATEGY 3.6 Continue to maintain and upgrade County owned buildings/facilities
	STRATEGY 3.7 Increase proactive communication on County initiatives and information
	STRATEGY 3.8 Ensure all County departments are supported with quality, timely and effective communication
	STRATEGY 3.9 Increase public information about County historical, tourism, economic development, events, etc. that will increase interest in local events
	STRATEGY 3.10 Employee Communication

NEXT STEPS FOR
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY
DEPARTMENT   STRATEGY

Freedom of Information and Protection of Privacy (FOIP)

STRATEGY 4.1

Provide public with the process to obtain information through the *Freedom of Information and Protection of Privacy Act*.

ADMINISTRATION

5. Planning and Development

STRATEGY 5.1

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

STRATEGY 5.2

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

STRATEGY 5.3

Resurvey of Mallaig lots along Railway Avenue

STRATEGY 5.4

Determine opportunities to encourage development and reduce red tape

STRATEGY 5.5

Public Planning Education

DEPARTMENT	STRATEGY

ADMINISTRATION

6. Economic Development

STRATEGY 6.1

Centralized Economic Development within the region

STRATEGY 6.2

Support growth of priority industry sectors

STRATEGY 6.3

Position workforce development as a cornerstone of regional economic development

STRATEGY 6.4

Support regional economic development through partnerships and advocacy

STRATEGY 6.5

Support the St. Paul/ Elk Point Economic Development Alliance (STEP) continuation

7. Emergency Management

STRATEGY 7.1

Ensure Regional Emergency Management Preparedness

STRATEGY 7.2

Increase public awareness and education on public participation.

DEPARTMENT	STRATEGY

ADMINISTRATION

8. Occupational Health & Safety

STRATEGY 8.1

Continuous improvement of Safety Management System

STRATEGY 8.2

Continued access and use of the Regional Safety Management System

STRATEGY 8.3

Establish enhanced OHS training standards and tracking

STRATEGY 8.4

Establish system for the assurance of competency assessment

STRATEGY 8.5

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

STRATEGY 8.6

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

STRATEGY 8.7

Ensure Contractor Compliance to Safety Program

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

DEPARTMENT STRATEGY

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 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 information and programs

STRATEGY 4.5

Maintain and consider new opportunities for regional collaboration with our neighbors

COMMUNITY SERVICES

5. Bylaw Enforcement

STRATEGY 5.1

Effective and Efficinet Bylaw Enforcement

STRATEGY 5.2

Engage and Educate the Community

STRATEGY 5.3

Continuous Improvement in Bylaw Enforcement

COMMUNITY SERVICES

6. Cemeteries

STRATEGY 6.1

Maintain County owned Cemeteries

STRATEGY 6.2

Maintain and update Records Management

STRATEGY 6.3

Assist Privately owned cemeteries within the County

COMMUNITY SERVICES

7. Regional Family & Community Support Services (FCSS)

STRATEGY 7.1

Support funding for Regional Family & Community Support Services

STRATEGY 7.2

Reporting

STRATEGY 7.3

Report on programming within the County completed by Regional FCSS

STRATEGY 7.4

Provide suppport, information and programming for residents

STRATEGY 7.5

Provide summer programming throughout the region

STRATEGY 7.6

Recognize Volunteers

STRATEGY 7.7

Increase Youth Support

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 Eequipment and Facilities

NEXT STEPS FOR
PUBLIC WORKS

DEPARTMENT	STRATEGY
PUBLIC WORKS	
2. Utilities	**STRATEGY 2.1** Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines
	STRATEGY 2.2 Ensure maintenance of sanitary lagoons and collections systems
	STRATEGY 2.3 Consider consistent rate structure for use of County wastewater facilities
	STRATEGY 2.4 Explore alternative wastewater treatment processes at Ashmont or Mallaig lagoons to reduce maintenance costs and improve effluent quality

NEXT STEPS FOR

PUBLIC WORKS

| DEPARTMENT	STRATEGY
PUBLIC WORKS	
3. Energy Management	**STRATEGY 3.1** Improve energy efficiency at all County 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.
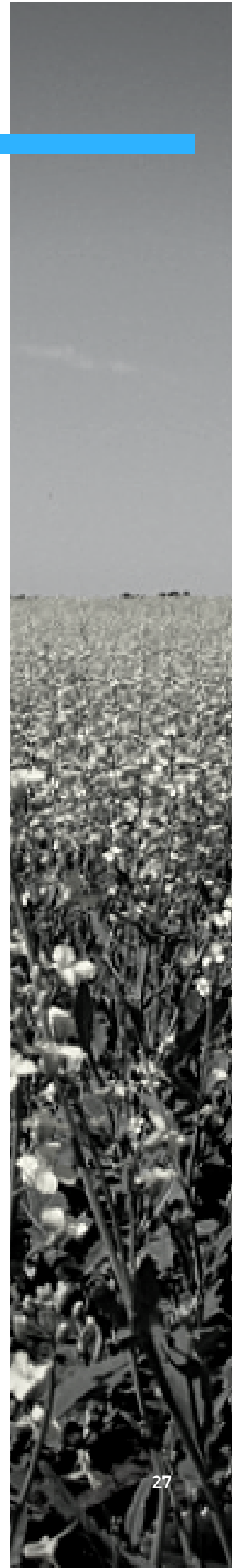
SMART GOALS

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.
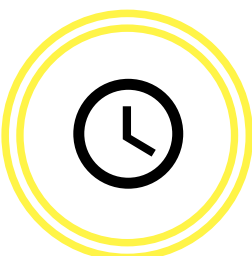
Achievable:

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?"
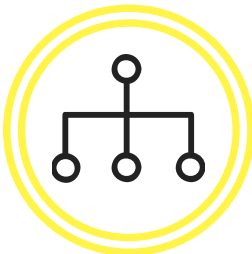
Relevant:

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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