# 2024

# ADMINISTRATION OPERATIONAL PLAN

## COUNTY OF ST. PAUL

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Approved by County of St. Paul Council on October 24, 2023

# ACTION PLAN - 2024
# 1. GOVERNANCE

| Strategy | Action |
|----------|--------|
| Strategy 1.1 Provide communication to demonstrate accountable governance | • County Strategic Plan, Narrative Budget and Audited Financial Statements available on the County website.<br>• Proactive communication - See Communications Operational Plan (Strategy 3.7). |
| Strategy 1.2 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.<br>• Continue to support Inter-municipal Agreements.<br>• Explore meetings with First Nations and Metis Councils.<br>• Complete regional Alberta Community Partnership (ACP) grant projects with our partners.<br>• Continue to apply for available provincial grants around collaboration.<br>• Explore further options for regional service delivery per the KPMG Report. |
| Strategy 1.3 Provide scholarships to support County students in the St. Paul Regional Education Division and Ecole du Sommet | • Provide two scholarships of $1,000 each for students based on grades, community involvement and volunteerism entering full-time studies.<br>• Provide one scholarship of $1,000 for students entering full-time studies in an Agricultural related program. (See Community Services Operational Plan)<br>• Provide one scholarship of $1,000 for students entering a trade.<br>• Council has made a three year commitment to 2024 regarding these scholarships. |
| Strategy 1.4 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 as well  funding.<br>• Review Community Recreation Facility Grants to determine if the allocation is still logical.<br>• Consider funding to community groups. |

## ACTION PLAN - 2024
# 1. GOVERNANCE

| Strategy | Action |
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| Strategy 1.5 Approve appropriate policies for the County | <ul><li>Proactively manage emerging policy issues.</li><li>Policy Issues:<ul><li>Create/update policies to assist with transitioning duties among staff</li><li>Dust Control Policy - include contribution from residents</li><li>Flexible Work Week Options for Administrative staff members</li><li>Consider amendments to Land Leases</li><li>FOIP Policy</li><li>Employee Recognition Policy which outlines recognition tools:<ul><li>Christmas Party</li><li>Staff BBQ/Camp out</li><li>Golfing</li><li>County Swag - every 2 to 3 years</li><li>Long Service/Retirement</li></ul></li><li>Consider Implementing Tow Policy</li></ul></li></ul> |
| Strategy 1.6 Support efforts to ensure safe communities in our County | <ul><li>Continue to advocate to Federal and Provincial governments for increased RCMP in rural communities.</li><li>Communicate 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. Contract until December 15, 2026 - budget to reflect workload.</li></ul> |
| Strategy 1.7 Transparency and Accountability to the Public | <ul><li>Continue to publish Council Remuneration.</li><li>Council to continue reporting on conferences and committee meetings attended throughout the month. Provide written reports to be included in agenda package.</li><li>Continue to Live Stream Council Meetings and Public Works Meetings.</li><li>Allow Councillor virtual attendance at Council meetings.</li></ul> |

ACTION PLAN - 2024
# 1. GOVERNANCE

| Strategy | Action |
|---|---|
| Strategy 1.8 Conduct Municipal Census to ensure accurate funding for grants | • Consider conducting Municipal Census as province will continue to accept Municipal Census in 2024. 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. |
| Strategy 1.9 Improve relationships with Indigenous neighbours | • Include 'Cultural/Sensitivity' training for Council.<br>• Schedule meetings with our Indigenous neighbours.<br>• Explore grant opportunities that include Indigenous partners. i.e.  Alberta Community Partnership grants, Economic Development grants |
| Strategy 1.10 Adequately fund library services in the County/Region | • Provide funding to County Library Board for operation of Ashmont and Mallaig libraries.<br>• Providing funding to Town of St. Paul, Town of Elk Point and Northern Lights Libraries through the County Library Board.<br>• Provide funding to Northern Lights Library System as per requisition based on levy with a Board. |
| Strategy 1.11 Council is represented on committees that contribute to the governance and services provided in the County | • Council appoints Councillors to appropriate committees through the Organizational Meeting each October.<br>• Consider changing structure of ASB Board/Weed Pest Appeal Board as per Community Services Strat Plan.<br>• Appoint Councillor as Chair to Regional Assessment Review Board. |

ACTION PLAN - 2024

# 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, buildings and infrastructure | • Continue Integrating Asset Management into Core County operations.<br>• Complete Traffic Count on specific roads to inform the Road Classification system and update General Municipal Servicing Standards.<br>• Consider annual contribution to reserves for departmental capital equipment purchases. Annually review formulas to determine capital reserve contribution factoring in inflation costs.<br>• Use Road Condition Assessment for gravel and cold mix roads to inform capital and maintenance plans.<br>• Use GIS Asset Management software for linear assets.<br>• Communicate progress on Asset Management Plans to Council and public.<br>• Determine process for subdivision road assessment.<br>• Utilize the Draft Long Term Financial Plan Model to assist Council in understanding financial impacts of capital and operational spending.<br>• Ensure Council discusses Levels of Service and Risk associated with all services prior to Strategic/Operational Planning - associated with physical assets as well as those provided by staff.<br>• Annually review TCA Policy to reflect life/replacement of equipment.<br>• Ensure County owned buildings are included in Asset Management - Inventory, Inspection, Risk and Planning. |
| Strategy 2.2 Build positive relationship between County Administration Office and Public Works Shop | • Continue Team Building for all staff – minimum of two events per year, including one Regional Team Building meeting.<br>• Consider team building/ leadership courses. (consider starting in mid-November to complete in March 2024 - last held in 2016). |

ACTION PLAN -  2024

# 2. GENERAL ADMINISTRATION

| Strategy | Action |
| --- | --- |
| Strategy 2.3 Improve customer experience.  Review and update communication methods to create a user-friendly digital experience for everyone | <ul><li>Promote social media (Facebook and Instagram) and website to customers as County information source.</li><li>Continuously improve functionality of website.</li><li>Promote Citizen Self-Serve - using radio spots and information bulletins with monthly billings.</li><li>Promote the various online payment options for County Ratepayers.</li><li>Promote monthly payments/ Autopay for taxes and utilities.</li><li>Launch Complaint system that would be available to public through the website. Timing to be determined.</li><li>Promote use of GIS system available to public, realtors, lawyers.</li><li>Continue to promote use of County website for permits, forms, fire permits, etc.</li><li>Consider implementation of County App.</li><li>Implement Government Frameworks FARMER Solution for forms.  Consider expanding into other solution products.</li></ul> |

ACTION PLAN - 2024
# 3. CORPORATE SERVICES

| Strategy | Action |
|---|---|
| Strategy 3.1 Continue to improve Human Resources framework to improve experience for management staff and employees | <ul><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, utilizing standardized 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 through Workhub.</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 Workhub for staff to access policies, handbook, safety info, etc.</li><li>Continue with HR Consultant.</li><li>Consider moving to Bi-Weekly pay for salaried staff in 2025 in conjunction with implementation of new financial software.</li><li>Develop Management Succession Planning Strategy.</li></ul> |
| Strategy 3.2 Continue to research opportunities for grant funding | <ul><li>Continue to explore Alberta Community Partnership Grant opportunities with regional partners.</li><li>Explore grant opportunities related to Energy Efficiency.</li></ul> |
| Strategy 3.3 Ensure Additional Named Insured Organizations understand insurance requirements, protocols, and tools | <ul><li>Meet with ANIs and RMA to discuss insurance coverage options and potentially reduced premiums.</li><li>Promote the use of Instant Risk Coverage (IRC) for liability/PAL for Community Organizations.</li></ul> |

ACTION PLAN -  2024
# 3. CORPORATE SERVICES

| Strategy | Action |
|---|---|
| Strategy 3.4 Develop cloud based Records Management System that includes Land Files and general documents | • Complete transfer of land files into Laserfiche by 2024 utilizing summer staff.<br>• Continue to incorporate current subdivision files/planning and  development files into digital record system.<br>• Explore options to move all files into a digital record system.<br>• Use Government Frameworks FARMER Solution to enhance transfer of data into Laserfiche. |
| Strategy 3.5 Have accurate assessment of County properties | •  Work with provincial assessors to ensure accurate designated industrial property assessment.<br>• 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.<br>• Continue to work with Accurate Assessment to ensure the DIP and linear assessments are reviewed annually to verify accuracy of assessments. |
| Strategy 3.6 Continue to maintain and upgrade County owned buildings/facilities | • Consider Upgrading Lower Board Room.<br>• Include County owned buildings in Asset Management Plans.<br>• Consider adding "facility management" to a staff member's job duties to ensure all buildings/facilities are maintained properly. |
| Strategy 3.7 Increase proactive communication on County initiatives and information | •  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]. |

ACTION PLAN - 2024
# 3. CORPORATE SERVICES

| Strategy | Action |
|---|---|
| Strategy 3.8 Ensure all County departments are supported with quality, timely and effective communication | • 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.<br>• Continue promoting events related to Regional FCSS, Parks and Waste Management.<br>• Communicate progress on Asset Management plan.<br>• Proactively provide notice of road work to residents.<br>• Continue to expand/ develop annual County activities scan to ensure programs/ activities are promoted.<br>• Continue to promote communication materials such as Tax Insert, Council Highlights, Trash Talk, ASB Newsletter, campground brochure.<br>• Maintain 'Communication Guiding Principles' document that includes branding standards, website and social media policies, communication plans, communication best practices, et al.<br>• Maintain/update communication contacts for the Regional Emergency Management Plan that is in line with the REMP, as needed. |
| Strategy 3.9 Increase public information about County historical, tourism, economic development, events, etc. that will increase interest in local events | • Communications Coordinator to continue participating in the Travel Lakeland/ Alberta's Iron Horse Trail committees as a non-voting member to proactively assist with promoting the region through communications.<br>• 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.<br>• Continue to promote local community events on the website 'Events' calendar. |
| Strategy 3.10 Employee Communication | • Continue to produce 'County Chronicle' with a minimum of three issues per year.<br>• Provide communication to employees through Workhub.<br>• Provide staff with Lunch and Learn Opportunities to be better equipped to fully utilize technology/programs, i.e. Teams, Outlook, Phones, GIS, Laserfiche |

## ACTION PLAN - 2024
# 4. FOIP

| Strategy | Action |
|---|---|
| Strategy 4.1 Provide public with the process to obtain information through the *Freedom of Information and Protection of Privacy Act* | • Ensure that FOIP requests are addressed in a timely manner, as required under legislation.<br>• Ensure that FOIP page on the County website is up-to-date with any provincial legislative changes.<br>• Promote availability of County FOIP process.<br>• Ensure that FOIP records and statistics are kept for reporting, as required by FOIP/ provincial government.<br>• Develop FOIP Policy. |

ACTION PLAN -  2024

# 5. PLANNING AND DEVELOPMENT

| Strategy | Action |
|---|---|
| Strategy 5.1 Development of Area Structure Plans around urban neighbours to reduce red tape and expense for developers | • Work with Town of Elk Point on joint ASP on the north side of the town into the County - funded by ACP Grant.<br>• Consider other ASP Projects through grant funding.<br>• Complete and adopt Zoning changes/Land Use Bylaw Amendments for Lottie Lake area to provide clarity on Recreational Vehicles on lots. |
| Strategy 5.2 Resurvey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots | • Complete the subdivision and plan approved for this neighbourhood.<br>• Sell the land that is currently Environmental Reserve but would become the land owners after re-survey to the appropriate lot owners.<br>• Registration of land titles and new titles issued to landowners and County.<br>• Determine legal access for all properties. |
| Strategy 5.3 Resurvey of Mallaig lots along Railway Avenue | • Complete resurvey, sell and consolidate lots. |
| Strategy 5.4 Determine opportunities to encourage development and reduce red tape | • Go to RFP for Safety Code Permits - Current Agreement expires March 2024.<br>• Implement online Development Permit application process through online permitting program.  Explore if Safety Code Permits can also be completed through this platform. Research options for on-line Development Permits. |
| Strategy 5.5 Public Planning Education | • Organize and host a World Town Planning Day event.<br>• Update information for distribution to the public via hard copy or via the website. |

ACTION PLAN - 2024

# 6. ECONOMIC DEVELOPMENT

| Strategy | Action |
|---|---|
| Strategy 6.1 Centralized Economic Development within the region | <ul><li>Centralize Coordination for economic initiatives and programs for the regional municipal partners.</li><li>Support Council with regional perspective on economic development trends, government priorities and investment opportunities.</li><li>Develop a centralized source for regional economic development information from municipalities, Government of Alberta, educational institutions, and businesses to foster information sharing, reduce duplication and leverage economies of scale.</li><li>Deliver helpful business and workforce development information/resources to stakeholders.</li><li>Investment attraction capacity building and marketing across the region.</li></ul> |
| Strategy 6.2 Support growth of priority industry sectors | <ul><li>Leverage existing industry drivers within the region to increase economic potential across priority sectors: agriculture, energy and tourism.</li><li>Identify new and emerging economic opportunities to diversify and grow the region (artificial intelligence/machine learning, film, waste, etc.).</li><li>Identify top site selection criteria in relation to priority industries.</li></ul> |
| Strategy 6.3 Position workforce development as a cornerstone of regional economic development | <ul><li>Worker Attraction<ul><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><li>Youth retention/Ag retention</li><li>Identify quality of life factors that impact retention and liveability</li></ul></li><li>Worker Development<ul><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> |

## ACTION PLAN - 2024
# 6. ECONOMIC DEVELOPMENT

| Strategy | Action |
| --- | --- |
| Strategy 6.4 Support regional economic development through partnerships and advocacy | • Build partnerships and advocate on behalf of the municipalities within and beyond the region (i.e. Industry, Associations/Organizations, Indigenous relations, Municipalities etc.). |
| Strategy 6.5 Support the STEP Economic Development Alliance continuation | • Regionally budget for STEP Economic Development Alliance Economic Development Officer for 5 year period ending December 2027.<br>• Review budget for additional staffing and operational budget as required and as the department grows including funds for grant matching when necessary. |

ACTION PLAN - 2024

# 7. EMERGENCY MANAGEMENT

| Strategy | Action |
|---|---|
| Strategy 7.1 Ensure Regional Emergency Management preparedness | • Ensure the Regional Emergency Management Plan is maintained and updated as needed.<br>• Provide training for staff identified to play a part in the Region's Incident Management Team (IMT)<br>• Ensure Elected Officials have taken the required training as identified in the Local Authority Emergency Management Regulation (LAEMR)<br>• Continue to collaborate with Regional Industry Partners to ensure a mutual understanding of each other's capabilities. |
| Strategy 7.2 Increase public awareness and education on public participation | • Communicate and educate public to improve community readiness.<br>• Use Alberta Emergency Alert to notify public regarding incidents. |

# ACTION PLAN - 2024

## 8. OCCUPATIONAL HEALTH & SAFETY

| Strategy | Action |
|---|---|
| Strategy 8.1 Continuous improvement of Safety Management System | • Review of existing County OHS Policies.<br>• Refinement and amendment of County OHS Policies into Regional Safety Management System (RSMS) Structure. |
| Strategy 8.2 Continued access and use of the Regional Safety Management System | • Continue to use and promote Workhub as the Regions web-based safety management system.<br>• Develop training and support materials, as required.<br>• Orientate new staff to use Workhub.<br>• Ensure new hires complete all Workhub requirements during their orientation, prior to commencing work. |
| Strategy 8.3 Establish enhanced OHS training standards and tracking | • Review and update the regional OHS orientation presentation, as required.<br>• Establish virtual self-paced OHS training courses for all regional positions.<br>• Continual monitoring of all regional training standards and renewals.<br>• Facilitate refresher training for Supervisor Drug and Alcohol Awareness.<br>• Coordinate audio-metric testing and earplug fit testing every two years for employees exposed to high noise levels.<br>• Coordinate Psychological First Aid for any staff that are interested in taking it. |
| Strategy 8.4 Establish system for the assurance of competency assessment | • Review existing competency assessment components of various municipal departments.<br>• Establish procedure for competency assessment (in-house or contracted)<br>• Establish web-based assurance and filing of competency assessments.<br>• Identify tasks and positions requiring development of competency assessments.<br>• Establish timeline for competency assessment review. |

ACTION PLAN - 2024

# 8. OCCUPATIONAL HEALTH & SAFETY

| Strategy | Action |
|---|---|
| **Strategy 8.5** 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.<br>• Monthly monitoring of supervisor centered corrective action system for inspection and incident corrective actions.<br>• Hold post incident meetings with employee(s) involved and their supervisor to discuss root cause and corrective actions to promote accountability.<br>• Continue incident cost tracking reporting. |
| **Strategy 8.6** 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).<br>• Find alternative to hard copy reports, for submitting Field Level Risk Assessments and Daily Tailgate Meetings as Workhub does not have this feature. Explore using Government Frameworks FARMER solution.<br>• Upload SOP's policies and positional hazard assessment in "other forms" section of Workhub to ensure all employees have access to them when needed. |
| **Strategy 8.7** Ensure Contractor Compliance to Safety Program | • Supervisors to inform OHS Department of contractors that will be performing work for the County or working on County property.<br>• OHS Department certifies Contractor's safety program along with WCB Clearance or provide necessary orientation prior to the commencement of work. |