

Vision:

“The County of St. Paul is a vibrant community which values a high quality of life, balancing rural heritage with a diverse economy”

This Strategic Plan provides Council’s priority direction to administration in moving St. Paul County forward in achieving the vision.

All direction give to administration is to be fulfilled adhering to the values of the County:

- ☐ Balance
- ☐ Respect
- ☐ Fairness
- ☐ Integrity
- ☐ Accountability
- ☐ Service/Serving

“Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future”

– Clark Crouch

Strategic Business Plan

County of St. Paul No. 19

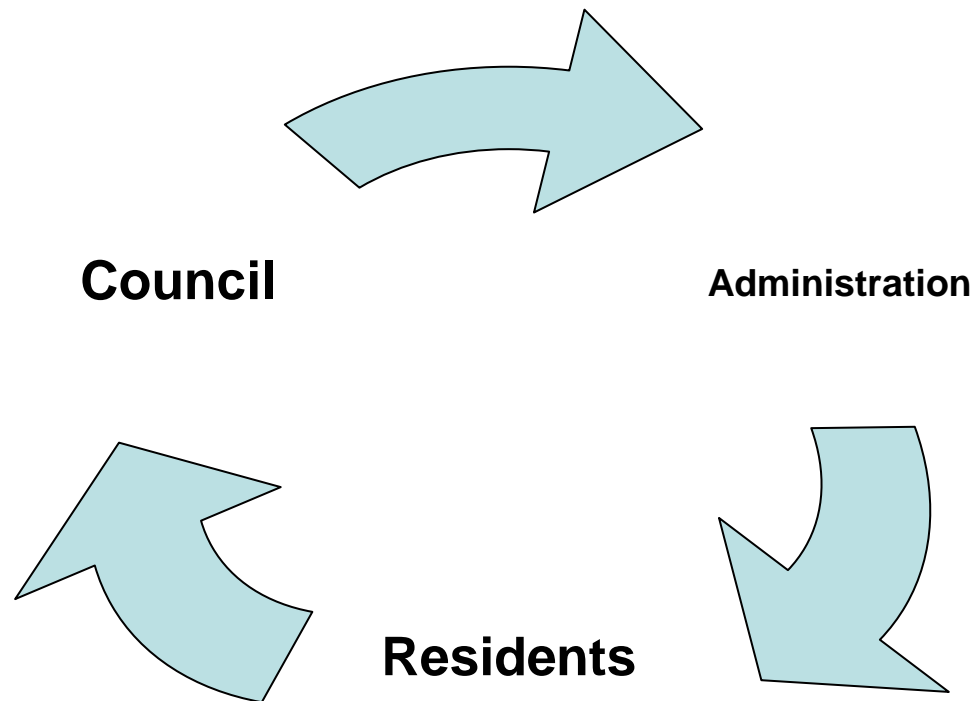


Table of Contents

Vision	-----
Core Values	-----
Guiding Principles	-----
Sustainability Priorities	-----
Goal 1 – Governance	-----
Goal 2 – Administration	-----
Goal 3 – Assessment	-----
Goal 4 – Economic Development	-----
Goal 5 – Fire/Disaster Services	-----
Goal 6 – Protective Services	-----
Goal 7 – Public Works/Transportation/Safety	-----
Goal 8 – Utilities	-----
Goal 9 – Waste Management	-----
Goal 10 – FCSS	-----
Goal 11 – Agriculture	-----
Goal 12 – Planning and Development	-----
Goal 13 – Parks & Recreation	-----
Goal 14 – Library	-----

County of St. Paul Strategic Business Plan – 2013

Vision:

The County of St. Paul is a vibrant community which values a high quality of life, balancing rural heritage with a diverse economy

Core Values:

- ☐ Balance
- ☐ Respect
- ☐ Fairness
- ☐ Integrity
- ☐ Accountability
- ☐ Service/Serving

Guiding Principles:

- 1) Balance the rural character of the County with regional vitality, orderly growth and diversified economic opportunities.
- 2) Promote environmental stewardship and conservation of natural resources.
- 3) Foster innovation and research to improve the community.
- 4) Seek collaborative approaches for effective service delivery and quality of life improvement.
- 5) Strive for operations efficiency and stability to provide affordable services to residents.

Sustainable Priorities:

- Preserve the rural character of the County through the conservation of the quantity and quality of the agricultural land, maintaining the beauty and accessibility of the lakes, and good partnerships with urban neighbors.
- Encourage environmentally sound and sensitive development.
- Allow development in such a manner as to limit the removal of higher capability agricultural land, not put undue pressure on the natural environment or the provision of services and not cause unacceptable adverse effects on the agricultural economy and community.
- Utilize natural resources to promote economic diversification which is compatible with the rural environment and environmentally sound so that all residents may enjoy optimum working and living standards.
- Continue to support and promote sustainable and enhanced agricultural research, activities and practices to achieve the rational diversification and intensification of agricultural activities and a profitable and sustainable future for producers.
- Seek inter-municipal plans and cooperative service agreements such that they continue to support better relationships among rural and urban residents, better services and efficiency of services.
- Encourage the development and expansion of institutional facilities to meet the educational, social, religious and cultural needs of residents.
- Ensure the provision essential services such as emergency services, health services, education and gathering places for social and religious activities, to support the renewal and enhancement of vital components of rural lifestyle and quality of life.
- Support the continued, orderly growth of the incorporated urban centers so they can continue to provide a range of commercial, industrial, residential and institutional services to the wider community.
- Minimize the negative impact on the land by encouraging good stewardship of the land.
- Minimize conflicts between agricultural and non-agricultural land users.

Goal 1 – Governance

Goal 1. Council uses a “rural filter” in making all decisions and models transparent, participatory and inclusive leadership

Action	Lead	Target Date	Quarterly Report
Host Annual Meeting	Council/Sheila	April 2013	Quarter 1 –
Explore concept of posting information with regard to Councilor costs more often than within annual report	Council	1 st quarter	Quarter 1 –

Goal 2 – Administration

Goal 2: Excellence in services provided by Administration is premised on ensuring Council is well-informed, strengthening ties with community partners, building effective working relationships with government, promoting the rural character of St. Paul County and building corporate capacity.

Action	Lead	Target Date	Quarterly Report
Complete an asset management project to determine life of assets within municipality	Sheila/Darlene	Dec 2013	Quarter 1 – Quarter 2 –
Coordinate ads from County to create a “County” area/page in the St. Paul and Elk Point newspapers	Sheila/Janice	Jan 2013	
If grant application under the Community Broadband Infrastructure program is successful, implement the program to ensure high speed internet is available for all residents of the County of St. Paul	Sheila		
Implement automated vehicle locating (GIS)	Sheila	Summer 2013	
Implement GPS for 911	Sheila	1 st quarter 2013	
Send out Fridge Magnet with	Linda/Janice	May 2013	

Emergency numbers and spot for residents to put their rural address on – to be sent with Tax Notices, will be part of Welcome Package in the future			
Host a Municipal Intern in the Administrative Program if the grant app is successful	Sheila/all departments	Start May 2013	

Administration - Policy			
Action	Lead	Target Date	Quarterly Report
Explore dust control matrix – policy regarding who would qualify for free dust control, possible payment or contribution to dust control if not meeting requirements	Sheila/Leo	April 2013	
Bylaw to ensure consistent speed limits within subdivisions	Sheila/Leo	January 2013	
Pathways at lake subdivision policy	Sheila	Summer 2013	
Fee Schedule Bylaw/Policy	Sheila	Summer 2013	
Explore policy development regarding building of roads for access to subdivision or development. Who Pays? County or Developer?	Sheila	April 2013	
Road Access/Approaches Policy – need to look at different fees – minimum cost	Sheila	April 2013	
Bridge File replacement – policy to ensure that road construction required for Bridge File is automatically included in road planning	Sheila	April 2013	

Administration - Building Corporate Capacity			
Action	Lead	Target Date	Quarterly Report
Succession planning processes that will ensure staff are ready for new roles as senior staff retire in the coming years. \$25,000 (explore development of manuals, or leadership building courses for promotion of internal staff)	Sheila	Dec 2013	
Complete review of job duties for all positions to ensure they are clearly defined	Sheila/Managers	Dec 2013	
Team building for all staff – minimum of 2 events per year	WHSC	Fall 2013	
Training for First Responders in rural addressing	Linda	1 st quarter 2013	
Explore Short Term Disability benefits	Tim	1 st quarter 2013	

Goal 3 – Assessment

Goal 3: Assessment meets “best practice” standards, ensuring fair taxation for residents and businesses.

Action	Lead	Target Date	Quarterly Report
Succession Planning – Head Assessors plans to retire in 2014. Will he continue in-house or combo or contract out?	Glen	1 st quarter	Quarter 1 – Quarter 2 –

Goal 4 – Economic Development

Goal 4. Economic development that is environmentally sound, focuses on sustaining agriculture, enhancing rural-based oil and gas utilization or is compatible with rural lifestyle, is encouraged

Action	Lead	Target Date	Quarterly Report
Participate in provincial government Community Investment Readiness Strategy – a report card of our Economic Development readiness	Sheila	Dec 2013	Quarter 1 – Quarter 2 – Quarter 3 – Quarter 4 -
Work together with partners to make grant application for study for affordable housing/housing for our community. FCSS, HUB, Industry		1 st quarter	

Goal 5 – Fire/Disaster Services

Goal 5: Fire and Disaster services increase safety for residents and respond to rural living as effectively as possible

Action	Lead	Target Date	Quarterly Report
Take a lead role in facilitating the development of a regional emergency management and disaster social services plan	Janice, Dennis, Sheila	Summer 2013	Quarter 1 –
Tender/Build Ashmont/Mallaig Fire Hall	Dennis	January 2013	
Training required for emergency preparedness and to be part of provincial team (e.g. DSS, CISM training)	Janice	Dec 2013	

Goal 6 – Protective Services

Goal 6: Efficacious law enforcement

Action	Lead	Target Date	Quarterly Report
Develop a plan to clean up	Sheila	1 st quarter 2013	

unsightly areas			
-----------------	--	--	--

Goal 7 – Public Works/Transportation/Safety

Goal 7: Services provided by Public Works minimize negative impact on agricultural land, are provided in a safe, cost-effective manner and enhance quality of life for residents.			
Action	Lead	Target Date	Quarterly Report
Implement SCC Gravel Levy and determine use of funds collected	Leo/Sheila	1 st quarter 2013	
Review private sales of gravel (e.g. rates, whether to continue selling)	Leo	January 2013	

Goal 7A: Road system is maintained and upgraded on a regular basis to ensure safety and good quality roads			
Actions	Lead	Target Date	Quarterly Report
Road and Bridge Construction			
Develop a plan for the control of vegetation along County roadways to increase visibility and safety	Leo/Dennis	1 st quarter 2013	
MG30 Trial for road oiling	Leo/Ken	Summer 2013	
Explore the costs and process of paving all subdivisions	Leo	January 2013	
See Appendix A for listing of road and bridge construction	Leo		
See Appendix B for listing of oiling and dust control	Leo		
Goal 7B: Public works equipment is maintained and upgraded on a regular basis			
Action	Lead	Target Date	Quarterly Report
Shop building efficiency – lighting and overhead doors, air handling and heating.	Sheila/Ken	August 2013	Quarter 2 – almost complete
See Appendix C for listing of equipment purchases	Leo		

Install GPS on defined equipment	Sheila/Linda	Dec 2013	
Auto greasers on defined equipment	Leo	Summer 2013	

Goal 7C: Successful Safety			
Actions	Lead	Target Date	Quarterly Report
Have a more organized safety orientation process to ensure all new employees receive training before beginning work.	Bryan	ongoing	

Goal 8 - Utilities

Goal 8: Utility systems are maintained and upgraded on a regular basis to ensure effective and efficient delivery of services			
Action	Lead	Target Date	Quarterly Report
Install new water meters in Lottie Lake, Ashmont, Mallaig		Lottie Lake – 1 st quarter Ashmont/Mallaig – Dec 2013	
Improve communication in Utility Department – work order systems, weekly meetings, communication protocols		January 2013	
Work towards improved water quality in Ashmont and Mallaig - Determine water supply for Ashmont, Lottie Lake – WTP or Transmission line from Spedden - Move Wiggen Test plant to Mallaig following Ashmont project to enhance water quality there		WTP – March 2014 Test Plant – spring 2013	
Locate all cc valves with accurate		Summer 2013	

GPS equipment and put in GIS system			
Explore joint Lagoon with the County of Two Hills for Lac Sante area	Sheila	Summer 2013	Quarter 1 – Quarter 2 –
Explore Tank loaders for non-potable water	Sheila, Dennis, Leo	Fall 2013	Quarter 1 – Quarter 2 –
When requested, explore providing water to Developments	Sheila	2013 as requested	
Decommission non-potable wells in subdivisions on municipal land	Utilities staff	Summer 2013	
Make application under new Federal Program for upgrade of water distribution systems in Lottie Lake, Ashmont, Bayview Beach, potential Co-ops off St. Paul/Elk Point line (with the municipal portion funded by residents)	Sheila/Tim	When announced	
Upgrade Mallaig lagoon for sewage truck dumping	Bryan	Summer 2013	Quarter 2 – in permit stage
Implement preventative maintenance program for utilities	Bryan	January 2013	

Goal 9 – Waste Management

Goal 9: Waste management enhances and encourages “best practices” in waste disposal			
Action	Lead	Target Date	Quarterly Report
Waste Storage Sites for Garner Lake and Perch Lake	Dennis	Fall 2013	
Negotiate agreement with Smoky Lake regarding non-county use of transfer stations vs. lagoon use	Dennis	January 2013	

Goal 10 – FCSS

Goal 10: FCSS services conserve and enhance the rural lifestyle of residents.

Actions	Lead	Target Date	Quarterly Report
Meet the target set by the province to spend 50% of the budget on children and youth programs	Janice	Dec 2013	
Assist the general public with ongoing support and direction including the Alberta Seniors program	Janice	ongoing	
Implement County welcome packages	Janice	Summer 2013	
Hold a senior's clinic on Alberta Seniors Benefits programs once per year	Janice	Fall 2013	
Apply for New Horizon Grant for Elder Abuse Awareness	Janice	Spring 2013	
Organize a Seniors Festival	Janice/Katie	Dec 2013	
More recognition and involvement of small communities	Janice	ongoing	
Provide support to Rural Crime Watch as requested	Janice	ongoing	
Have joint board meetings with the Town of St. Paul FCSS twice per year to insure no overlap of services	Janice	Dec 2013	
Update FCSS policy and procedure manual as required	Janice	ongoing	
Continue to build on the Welcome Baby Program in partnership with the Town of St. Paul FCSS	Janice	ongoing	
Continue to run Ashmont summer program	Janice	Summer 2013	
Continue Moms N Tots in Mallaig and Ashmont	Janice	ongoing	
Assist residents with volunteer	Janice/Katie	April 2013	

income tax program			
Organize Block parties – Mallaig, Ashmont, Heinsburg, Lottie Lake	Janice	Summer 2013	
Explore ideas for more family activities	Janice	ongoing	
Complete outcome measures as required by the Alberta Gov't	Janice	Dec 2013	

Goal 11 – Agriculture

Goal 11: Agricultural services are designed to assist the continuation and enhancement of agricultural activities.

Actions	Lead	Target Date	Quarterly Report
Implement the AIMS system through Accurate Assessment to GPS location and actions taken on weed infestations in the County	Keith/Jack	April 2013	
GPS on mowing equipment	Keith/Jack	April 2013	
Work with highway maintenance contractor to ensure weeds are controlled around those highways	Dennis/Keith	April 2013	
Purchase a 7 ft. rotary mower for smaller areas – subdivisions \$5000	Keith/Jack	May 2013	
Coyote Bounty for predation control - \$20,000 for Jan-Mar 2013 and additional \$10,00 for fall 2013	Keith /Jack	Dec 2013	Quarter 1 – Quarter 2 –
Beaver control policy (address problem and private land issues)	Dennis/Keith	Summer 2013	
Re-evaluate rental of innovative and popular agricultural equipment	Dennis/Keith	Summer 2013	
Distribute restricted pest control products (e.g. strychnine)	Keith/Jack	Fall 2013	
Explore options to resolve dog issues within the County – contract out?	Keith/Jack	Fall 2013	

Provide timely advice and information to producers and ratepayers on agricultural issues	ASB Staff	ongoing	
--	-----------	---------	--

Goal 12 – Planning & Development

Goal 12: Development is environmentally sound and sensitive			
Actions	Lead	Target Date	Quarterly Report
LUB/MDP implementation – education of public	Dennis/Krystle Crystal	2013	
Review of County owned land – possible sale of properties	Linda	Dec 2013	Quarter 1 –

Goal 13 – Parks & Recreation

Goal 13: Recreation opportunities are available to the public through the County of St. Paul or partnerships			
Action	Lead	Target Date	Quarterly Report
Power at Stoney Lake campground	Leo/Ken	Spring 2013	
Playground - Floating Stone	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2013
Playground - Stoney Lake	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2013
Playground – Lottie Lake	Leo/Ken	Nov 2013	Quarter 1 – due date by late fall
Playground - Lindbergh	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2013
Explore developing more hiking trails within parks		Dec 2013	
Explore options and costs for a “gathering place” at Lottie Lake		Summer 2013	

Goal 14 – Library

Goal14: Public libraries conserve and enhance the rural lifestyle of residents by providing easy access to information, reading and educational materials			
Action	Lead	Target Date	Quarterly Report
Review the library board structure and committee(s)	Sheila	Summer 2013	Quarter 1 – Quarter 2 –