

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

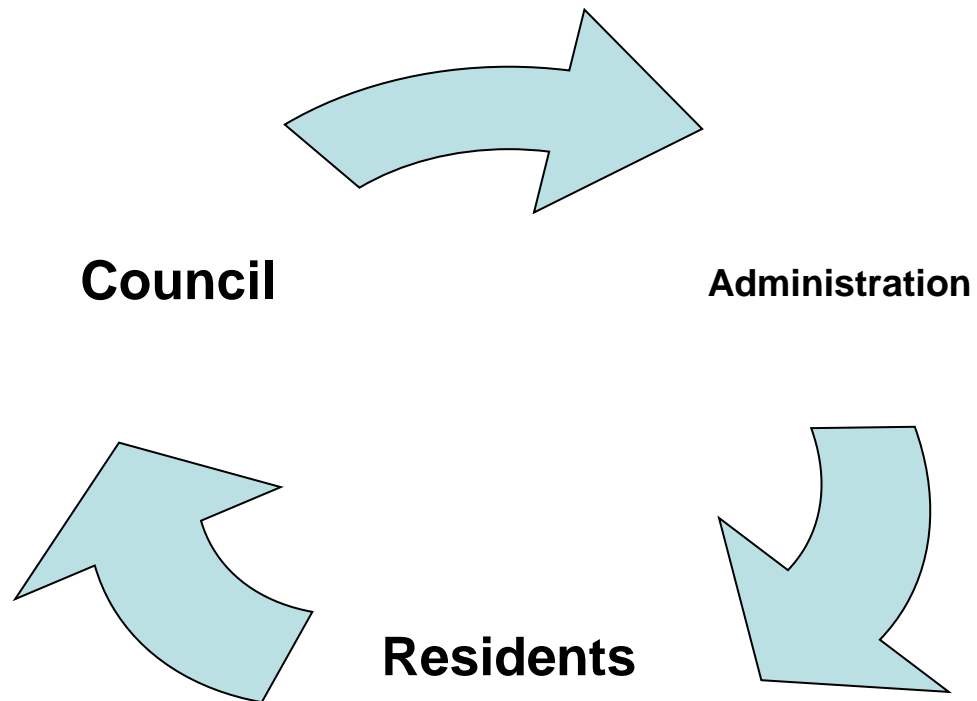


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County of St. Paul Strategic Business Plan – 2013

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 – Annual meeting held May 2 – 27 people attended.
Explore concept of posting information with regard to Councilor costs more often than within annual report	Council	1 st quarter	Quarter 1 – No action taken yet.

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	<p>Quarter 1 – Accurate Assessment still working on road identification for 1 miles segments of road. Following their work, Urban Systems will complete Engineering Standards which will take into account Road Classifications. Darlene and Bryan scheduled to attend an Asset Management Course in Red Deer in June – this course will result in the Asset Management Plan</p> <p>Quarter 2 – Bryan and Darlene attended Course and came out with Basic Asset Management Plant for Utilities. Darlene to finalize then proceed with other departments. Bryan to present Asset Management Policy to Committee for consideration. (B&D).</p> <p>We are hoping to have the road information completed by August. (Sheila)</p>
Coordinate ads from County to create a “County” area/page in the	Sheila/Janice	Jan 2013	Quarter 1 - - Phyllis has coordinated this with the St. Paul Journal. Katie from FCSS is coordinating the County’s ads –

St. Paul and Elk Point newspapers			they are located on page 8 Quarter 2 –Implemented and ongoing.
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		Quarter 1 - The County was successful in obtaining the Community Broadband Infrastructure grant. We will be erecting 9 new communication towers in the County that will increase the ability to connect to high-speed internet. Quarter 2 - Agreements have been signed with Province and MCSNet regarding the project. Grant funds have been received. The project is currently in the hands of MCSNet – completion date to be March 2014.
Implement automated vehicle locating (GIS)	Sheila	Summer 2013	Quarter 1 – AVL equipment installed in Fire equipment, not running live yet. When this is complete, Administration will evaluate which other County vehicles to implement the system in. Quarter 2 - All Fire departments have had training regarding AVL as well as the 911 Dispatch Centre and 2 admin staff. Fire departments should be running on AVL system now.
Implement GPS for 911	Sheila	1 st quarter 2013	Quarter 1 – the 911 Dispatch is set up to use the AVL system for routing fire vehicles. Quarter 2 - 911 Dispatch has access to the AVL software and is now routing fire trucks. Complete.
Send out Fridge Magnet with 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	Linda/Janice	May 2013	Quarter 1 - Received magnets and going in tax notices Quarter 2 – Completed all tax notices had a magnet inserted.
Host a Municipal Intern in the Administrative Program if the grant app is successful	Sheila/all departments	Start May 2013	Quarter 1 – Grant application was successful. An Intern was recruited in February. Kyle Attanasio was hired and started work May 6. Quarter 2 - Kyle is working a lot on policy and bylaw development. In addition he is spending time with PW, P&D, ASB, Bylaw Enforcement when situations arise that he will have a learning opportunity.

Administration - Policy			
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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	Quarter 2 - Policy to be discussed in July
Bylaw to ensure consistent speed limits within subdivisions	Sheila/Leo	January 2013	Quarter 2 – Bylaw passed. Complete.
Pathways at lake subdivision policy	Sheila	Summer 2013	Quarter 2 – Policy adopted. Complete.
Fee Schedule Bylaw/Policy	Sheila	Summer 2013	Quarter 1 – Fee Schedule Bylaw adopted.
Explore policy development regarding building of roads for access to subdivision or development. Who Pays? County or Developer?	Sheila	April 2013	Quarter 2 - This is being determined in the Engineering Standards – to be discussed with Council in August.
Road Access/Approaches Policy – need to look at different fees – minimum cost	Sheila	April 2013	Quarter 1 – Policy regarding approaches has been adopted
Bridge File replacement – policy to ensure that road construction required for Bridge File is automatically included in road planning	Sheila	April 2013	Quarter 2 – No action yet.

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	Sheila	Dec 2013	Quarter 1 – following approval of budget, leadership/effective team work courses have been scheduled for staff. Looking to offer the courses to permanent staff over the course of time. These courses will provide staff with necessary skills to be effective team players and leadership skills should they currently

leadership building courses for promotion of internal staff)			be or in the future take on a management role.
Complete review of job duties for all positions to ensure they are clearly defined	Sheila/Managers	Dec 2013	Quarter 1 – no action taken Quarter 2 – no action taken
Team building for all staff – minimum of 2 events per year	WHSC	Fall 2013	Quarter 1 – team building event held April 17.
Training for First Responders in rural addressing	Linda	1 st quarter 2013	Quarter 1 – no action taken yet Quarter 2 - Fire departments will be routed by 911 Dispatch who is using rural addressing with the AVL system.
Explore Short Term Disability benefits	Tim	1 st quarter 2013	Quarter 1 – this was evaluated during the budget process – was decided not to implement in 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 we continue in-house or combo or contract out?	Glen	1 st quarter	Quarter 1 – During budget process Council decided to not budget to replace assessor, but to look at a highbred approach for Assessment following his retirement. This would entail sending out an RFP later in 2013 for contract assessment whiles still having one in-house assessor. 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	Sheila	Dec 2013	Quarter 1 – Sheila is participating in this strategy. Will work with the Intern to achieve some of the goals in the strategy – updating of webpage is important outcome.

Development readiness			Quarter 2 – CIR meeting in June – regarding investor calls – was provided analysis as to where we can improve. Plan to host a meeting with our neighbours and Chambers of Commerce so we can best support each other so we can effectively attract investment into our community – inconjunction with HUB. Quarter 3 –
Work together with partners to make grant application for study for affordable housing/housing for our community. FCSS, HUB, Industry		1 st quarter	Quarter 1 – no action taken Quarter 2 – no action taken

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 – Janice has been working on our Emergency Management Plan, no work has been done on regional plan at this point. Completed in draft for review Quarter 2 - Janice attended ESS Training and has a manual completed for ESS. Kyle will be working up completing the Provincial template which will effectively update the County's plan. We will meet with our Stakeholders to ensure that we agree on locations for Reception Centres/EOC's/Etc. Plan to bring updated plan to Council by September.
Tender/Build Ashmont/Mallaig Fire Hall	Dennis	January 2013	Quarter 1 – Fire Halls for Ashmont and Mallaig have been tendered out and awarded. Will be completed in 2013. Quarter 2 - Ground breaking occurred for both halls. Water lines have been installed to each building. Building foundations are complete and building packages have arrived are being erected.
Training required for emergency preparedness and to be part of provincial team (e.g. DSS, CISM)	Janice	Dec 2013	Quarter 1 - May 8 & 9 DSS & R&I Janice has been scheduled to take training. Quarter 2- Janice attended ESS Training and has a manual

training)			completed for ESS. Kyle will be working up completing the Provincial template which will effectively update the County's plan. We will meet with our Stakeholders to ensure that we agree on locations for Reception Centres/EOC's/Etc. Plan to bring updated plan to Council by September.
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Goal 6 – Protective Services

Goal 6: Efficacious law enforcement

Action	Lead	Target Date	Quarterly Report
Develop a plan to clean up unsightly areas	Sheila	1 st quarter 2013	Quarter 1 – no action taken on this yet Quarter 2 - Working on unsightly premises bylaw.

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	Quarter 1 – Gravel Levy Bylaw was presented to Council in the 1st quarter – it received 1st reading – a meeting was set up for Gravel Pit Owners/Operators – the bylaw did not pass 2nd reading.
Review private sales of gravel (e.g. rates, whether to continue selling)	Leo	January 2013	Quarter 1 - Council decided to change the rate for private sale of gravel. New rate is \$15/yard up to 20 yards. \$25/yard over 20 yards – to a maximum of 100 yards.

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	Quarter 2 - Council instructed Administration to try a couple of test road using MG30 as a dust suppressant – PW to coordinate during the summer months.
Explore the costs and process of paving all subdivisions	Leo	January 2013	Quarter 1 – Public works invited paving companies to provide quotes to pave all subdivisions. Based on the quotes received at the April Council meeting, Council resolved to complete the project and to work with the low bidder. Quarter 2 – Paving project is complete. Crew is currently going through the subdivisions to put gravel down in the driveways where there is a big difference from the height of the pavement to the driveway.
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 – started in 2012; lighting is complete Quarter 1 – Retrofits to the PW Shop were tendered and opened on April 30. Council to determine if the tender will be awarded at the May Council meeting. Quarter 2 - Tender awarded. Work is commencing on the HVAC systems.
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	Bryan	ongoing	Quarter 1 - Training of new hire employees is commencing as they are hired.

new employees receive training before beginning work.			
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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	Quarter 1 - Water meters have been installed in Lottie Lake. Water meters for Ashmont and Mallaig are being ordered and installation will be scheduled. Quarter 2 – The water meters have arrived for Ashmont and Mallaig – an installation plan will be developed and implemented soon.
Improve communication in Utility Department – work order systems, weekly meetings, communication protocols		January 2013	Quarter 1 - Communication is improving with Bryan, Danny and Ron discussing operations regularly.
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	Quarter 1 - Ashmont Water Treatment plant detailed design is complete. As of April 30, ready for tendering. Administration to liaison with AT to determine if projects that exceed the approval will be funded....this will be part of any tender document. Council to determine if we proceed to tender at the May Council meeting. Quarter 2 - Ashmont Water Treatment Plant was tendered out. Council to determine if tender will be awarded following review by Alberta Transportation – and approval by Transportation to cover the unfunded portion – when they are able.
Locate all cc valves with accurate GPS equipment and put in GIS system		Summer 2013	Quarter 1 – GPS equipment ordered. Ongoing
Explore joint Lagoon with the County of Two Hills for Lac Sante area	Sheila	Summer 2013	Quarter 2 – No discussion on this item
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	Quarter 2 – have disconnected power to the municipal well in Crestview.
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	Quarter 2 – Program will not be open for applications until 2014.
Upgrade Mallaig lagoon for sewage truck dumping	Bryan	Summer 2013	Quarter 2 – in permit stage Quarter 1 – this project has been deferred to 2014 – will change location of proposed road to access the lagoon. Quarter 2 - An agreement has been signed with Bill Manchura providing the County access through his property in order for sewage trucks to dump at the lagoon without using back alley access. Planning and Development to re-send info regarding the development to residents and affected parties. PW to work on getting permits to construct road to the lagoon from the Transfer Station road.
Implement preventative maintenance program for utilities	Bryan	January 2013	Quarter 1 - Ongoing

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	Quarter 2 – Will completed clay – Gravel pad at Perch Lake
Negotiate agreement with Smoky Lake regarding non-county use of transfer stations vs. lagoon use	Dennis	January 2013	Quarter 1 – draft agreement proposed to Smoky Lake County – waiting for their feedback. Quarter 2- Agreement has been signed by both parties. First garbage collection to take place prior to the July long weekend.

Goal 10 – FCSS

Goal 10: FCSS services conserve and enhance the rural lifestyle of residents.
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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	Completed April 1/13 Quarter 2 - Ongoing
Hold a senior's clinic on Alberta Seniors Benefits programs once per year	Janice	Fall 2013	Aug 14/13 – Mallaig Aug 15/13 – St. Paul
Apply for New Horizon Grant for Elder Abuse Awareness	Janice	Spring 2013	Quarter 2 – Grant application completed and mailed June 19, 2013. However we could not apply for Elder Abuse Awareness again, so the application has been for a Pickle Ball Court to be constructed at Westcove.
Organize a Seniors Festival	Janice/Katie	Dec 2013	
More recognition and involvement of small communities	Janice	ongoing	Volunteer week; Acknowledged all our rural communities with Certificates & Mugs
Provide support to Rural Crime Watch as requested	Janice	ongoing	Ongoing- Provide assistance with meeting minutes & agendas
Have joint board meetings with the Town of St. Paul FCSS twice per year to insure no overlap of services	Janice	Dec 2013	April 3, 2013 October 1, 2013
Update FCSS policy and procedure manual as required	Janice	ongoing	Quarter 2 - On going
Continue to build on the Welcome Baby Program in partnership with the Town of St. Paul FCSS	Janice	ongoing	Included Portage college as a partner
Continue to run Ashmont summer	Janice	Summer 2013	Quarter 2-hired the staff and the program starts July 23,

program			2013.
Continue Moms N Tots in Mallaig and Ashmont	Janice	ongoing	Increase in numbers for Mallaig
Assist residents with volunteer income tax program	Janice/Katie	April 2013	Completed
Organize Block parties – Mallaig, Ashmont, Heinsburg, Lottie Lake	Janice	Summer 2013	Ashmont July 1/13. Mallaig declined this year. Quarter 2 – Heinsburg also declined.
Explore ideas for more family activities	Janice	ongoing	Quarter 2- Ashmont Canada Day is a big family event.
Complete outcome measures as required by the Alberta Gov't	Janice	Dec 2013	Completed 2012 waiting for 2013 Quarter 2- Outcomes completed just waiting for the province to request them.

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	Quarter 1 – equipment for AIMS system ordered – to be implemented in May. Quarter 2 - Equipment has been received and staff have been trained. Complete.
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	Quarter 2 - Agreed to do some weed control along highways in troubled areas. Costs covered
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 – Program has ended for the spring with 944 coyotes/1 wolf brought in (in 2012 over 1400 coyotes were brought in). \$10,000 left in the budget to commence the program again in November 2013. Quarter 2 –
Beaver control policy (address	Dennis/Keith	Summer 2013	Quarter 1 – Resolutions were made at the ASB meeting in early

problem and private land issues)			<p>May that will be developed into policy.</p> <ul style="list-style-type: none"> • When a Beaver Dam is affecting the County of St. Paul infrastructure, the ASB will proceed with the removal of the Beaver Dams at no cost to the landowner or landowners – with appropriate communication/easements signed by the affected residents. • Where ASB is requested to remove Beaver Dams on Private Property, residents will be required to complete the Beaver Control Application and a fee of \$200 per Beaver Dam will be charged. <p>Quarter 2 - Two Beaver Control policies have been adopted – one for Beaver Dams affecting County Infrastructure, the other for Beaver Dam removal on private property. Completed.</p>
Re-evaluate rental of innovative and popular agricultural equipment	Dennis/Keith	Summer 2013	Quarter 2 – To be completed by 3rd or 4th quarter.
	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	<p>Quarter 1 – revisions to documents completed. 1st reading of the bylaws at the April Council meeting. Public Hearing scheduled for May Council Meeting.</p> <p>Quarter 2 – Bylaws adopted. Education process to be determined.</p>
Review of County owned land – possible sale of properties	Linda	Dec 2013	<p>Quarter 1 – Council provided direction to Administration, those properties that Council has approved for sale will be advertised following the 2013 Tax Sale to be held at the May Council meeting.</p>

			Quarter 2 - Properties were listed for sale and bids were opened at the end of June. 6 properties were sold for a total of \$78,932.22.
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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	Quarter 1 – approved in 2013 budget
Playground - Floating Stone	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2014
Playground - Stoney Lake	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2014
Playground – Lottie Lake	Leo/Ken	Nov 2013	Quarter 1 – cancelled until 2014
Playground - Lindbergh	Leo/Ken	Nov 2013	Quarter 1 – approved in the 2013 budget Quarter 2 – Playground equipment has been ordered.
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 – No action taken on this item at this time. Quarter 2 – No action taken on this item at this time.