

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 2014

County of St. Paul No. 19

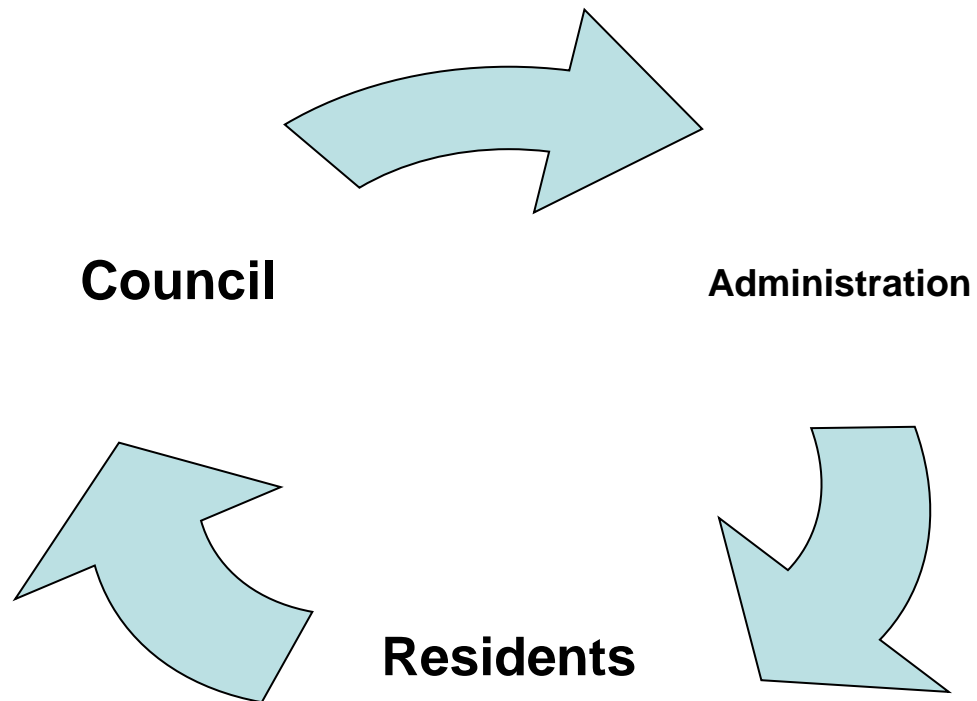


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County of St. Paul Strategic Business Plan – 2013

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 – move the annual meeting around the County – 2014 in Elk Point | Council/Sheila | April 2014 | Quarter 1 – Annual meeting scheduled for April 8, 2014 – Allied Arts in Elk Point. |
| Consider potential Contribution to Beaver River Trestle – request is \$50,000 | Council | 2014 | Quarter 2 – Council contributed \$40,000 to the Beaver River Trestle. |

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 |
|--|----------------|-------------|---|
| Continue to work on an asset management project to determine life of assets within municipality | Sheila/Darlene | Dec 2014 | Quarter 1 - Road Classification Workshop held with Council to finalize classifications and levels of service for County roads – to be approved and communicated to residents in 2nd quarter. Quarter 3 – working with Urban Systems to determine 20 year capital plan for roads – will be bringing forward to 2015 Strategic Planning. Quarter 4 – County of St. Paul has been asked to present their Asset Management strategy and progress at the next Provincial Asset Management meeting. |
| Complete High Speed Internet Tower project – installation of 9 new towers – using the Community Broadband Infrastructure Program | Sheila | March 2014 | Quarter 1 2013 - 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. |

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| | | | <p>Quarter 3 – According to MCSNet – 2 towers have been installed. They have also applied for development permits for the installation of the others.</p> <p>Quarter 4 – do not have an update from MCSNet, however project is supposed to be complete by the end of March 2014.</p> <p>Quarter 2, 2014 – MCSNet estimate they are 71% complete on the project 7 of the 9 towers are installed as of the end of June 2014.</p> <p>Quarter 3, 2014 – MCSNet has indicated they will need an extension to the project – a couple months - as equipment is on back order. Expect the project to be completed by the end of 2014.</p> <p>Quarter 4, 2014 – MCSNet has confirmed that they have completed the project as per the grant.</p> |
| Continue adding County vehicles to AVL System – and/or Working Alone mechanisms | Sheila | Dec 2014 | <p>Quarter 1 – Have ordered Supervisor software for 3 vehicles to be used in the field. GPS is being installed on all graders and plow trucks.</p> <p>Quarter 2 – the Work Alone is set up for 51 employees. Staff will be trained on the use of the system in July.</p> <p>Quarter 3 – staff have received initial training on the system – however they are asking for additional training. This will occur in October.</p> <p>Quarter 4 – completed installation of two more units in Plow trucks. Now all plow trucks are complete.</p> |
| <p>Host a Municipal Intern in the Administrative Program if the grant app is successful</p> <p>Continue 2nd year of Municipal Intern Program</p> <p>Council to consider participation in Intern Program for 2015 (applications to be out in fall of 2014)</p> | Sheila/all departments | Start May 2013 | <p>Quarter 1 2013– Grant application was successful. An Intern was recruited in February. Kyle Attanasio was hired and started work May 6.</p> <p>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.</p> <p>Quarter 3 – Kyle is continuing spending time in other departments as time allows. He is working on additional bylaw/policy development. He has expressed interest in extending the Internship to the second year. Council has discussed this and will consider at the October Council meeting.</p> |

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| | | | <p>Quarter 4 – Council has approved to extend the internship to the 2nd year.</p> <p>Quarter 2 2014 – Council has approved the permanent hire of Kyle Attanasio effective October 2014.</p> <p>Applications for next year’s program will be announced in the 3rd Quarter – Council to decide if we will participate – either as an Administrative or Financial Internship.</p> <p>Quarter 3, 2014 – Council has approved an application under both the Finance and Administration streams – with the expectation that we will have only one intern.</p> <p>Quarter 4, 2014 – expected to hear from Municipal Affairs regarding the intern applications, however they have made no decisions as of Dec 31.</p> |
| <p>Communication Plan:</p> <ul style="list-style-type: none"> • Review of County Webpage • Explore Social Media options for Communication • Expand use of radio spots for positive communication and events • Continue Newspaper County Page 8 • Update Welcome Packages with information regarding Transfer Stations and Landfill location and hours • Newsletter sent in with tax notices (include transfer station/landfill info) | <p>Sheila</p> <p>Kyle/Paulette</p> <p>Phyllis/Katie</p> <p>Janice</p> <p>Linda/Paulette</p> | <p>Start January 2014</p> | <p>Quarter 1 – Paulette/Katie/Kyle will participate in webinar regarding social media</p> <p>- Katie is coordinating “County News” on page 8 of Journal</p> <p>- A newsletter was prepared and finalized to insert with the 2014 Property Tax Notice.</p> <p>- FCSS is utilizing radio spots for advertising their programs.</p> <p>Quarter 2 - FCSS is coordinating radio spots for all advertising.</p> <p>-Review of webpage and social media options is being completed, report expected in July 2014.</p> <p>Quarter 3 – Paulette is adding new items to website on a regular basis. The latest is “Public Safety” with lots of information.</p> <p>Consultant has provided report, to be rolled out in 4th quarter.</p> <p>Quarter 4 – Paulette has started implementing the recommended changes to the Webpage. This is ongoing and will take some time to complete.</p> <p>Implemented info in the County welcome packages, regarding Transfer Station and Landfill locations – May 2014.</p> |

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| Implement a new budgeting program that will increase accuracy and simplify monthly reporting to departments. It will allow for department heads to access up to date detailed financial data any time and provide CAO with variance reporting. Also will streamline budgeting process. \$49,000 | Sheila/Darlene | June 2014 | Quarter 2 - Purchase Agreement with Bellamy Software for Weave Budget and Analytics Module – to be installed by July 11th with Configuration to begin July 16th. Quarter 3 - Configuration completed. Training and utilization of system in a testing environment commencing October 1st, 2014. System expected to go live by mid-October with training of Managers to follow. Quarter 4 - Budgeting system has started to roll out in November. Some changes are still being done in the program to accommodate payroll and setting of millrates as well as reporting. Hope to have all complete by the end of December. |
| Explore IT options – offsite servers – AAMDC Program with ATCO ITech, Electronic Records Management (option with our new photocopier) this will ensure access to data in the event of emergency where the office is inaccessible and/or destroyed. | Sheila/Tim | When Available | Quarter 3 – had a meeting with ATCO iTech during this quarter, they are in transition so waiting. |
| RFP for Auditing services in 2014 – for 4 year period. To be conducted in mid-April | Sheila/Tim | April 2014 | Quarter 2 – RFP’s were sent out – Synergy Chartered Accountants were the successful bidders for a four year term. |

| 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 | June 2014 | Quarter 2 - Policy to be discussed in July Quarter 3 – Council determined to defer to 2014 Strategic Planning |
| Explore policy development regarding building of roads for access to subdivision or development. Who Pays? County | Sheila | February 2014 | Quarter 2 - This is being determined in the Engineering Standards – to be discussed with Council in August. Quarter 3 – Engineering Standards are delayed due to delay in road info from Accurate Assessment. |

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| or Developer? | | | Quarter 1 – Engineering Standards have been approved providing direction on these items. |
| Bridge File replacement – policy to ensure that road construction required for Bridge File is automatically included in road planning | Sheila | June 2014 | Quarter 2 – No action yet. |
| Review of HR Policies | Sheila | February 2014 | <p>Quarter 1- Eight policies presented to policy committee and being brought to April Council meeting:</p> <ul style="list-style-type: none"> Employee Long Service Policy Safety Inspection Policy Overtime Policy Vacation Policy Hours of Work Policy Mechanics’ Allowance Policy On-Call Policy Fax Machines/Laptops/Printers Policy <p>More policies to be reviewed at subsequent Policy meeting in May.</p> <p>Quarter 2 - Working Alone Policy</p> <p>Rainy Day Policy</p> <p>Also Council updated the Private Gravel Sales Policy.</p> |
| Policy for spraying of noxious weeds on private land | Dennis/Keith | June 2014 | <p>Quarter 1 - Policy presented to policy committee and being brought to April Council Meeting.</p> <p>Quarter 3 - Completed</p> |
| Waste Bins in subdivisions | Dennis | June 2014 | <p>Quarter 1 – Policy Committee elected to continue with current procedures and situations vary in each development – no policy will be brought to Council.</p> <p>Complete.</p> |

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| Administration - Building Corporate Capacity | | | |
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| Action | Lead | Target Date | Quarterly Report |
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| Continue Succession planning processes that will ensure staff are ready for new roles as senior staff retire in the coming years. \$35,000 team building, leadership training, knowledge transfer (Asset Mgt/GIS database) | Sheila | Dec 2014 | <p>Quarter 1 - Effective Teams and Leadership courses completed for the first group in January, second round of staff started courses in March. Great feedback from staff and process changes have been undertaken to improve communication to staff.</p> <p>Quarter 3 – courses will resume in October finishing by mid-December</p> <p>Quarter 4 – Courses will extend into January due to snow removal during the end of November.</p> |
| Complete review of job duties for all positions to ensure they are clearly defined | Sheila/Managers | May 2014 | <p>Quarter 1 – Job descriptions have been developed and signed off by Public Works staff.</p> |
| Team building for all staff – minimum of 2 events per year | WHSC | Fall 2014 | <p>Quarter 1 – Team Building event scheduled for April 17, 2014.</p> <p>Quarter 3 – Team Building event scheduled for Oct 10, 2014</p> |
| <p>Explore Employee Attraction and Retention Strategies:</p> <ul style="list-style-type: none"> • Employee Engagement Survey • Participation in Job Fairs – start in High Schools • Review of HR Policies – OT Pay vs. OT Banking (1.5), Vacation for Managers, On-call for truck drivers in winter, Amendments to sick pay rather than bringing in STD, Rainy Day Policy, hrs of work – lunch breaks – truck drivers, Family Medical Days • Continuation of Team Building Events | | | <p>Quarter 1 –</p> <ul style="list-style-type: none"> • No job fairs were held in St. Paul (Chamber of Commerce was trying to coordinate – but was not successful in getting off the ground) • Several HR Policies have been vetted by the Policy Committee for approval in April • Team Building event is planned for April • Effective Teambuilding and Leadership series started with 2nd group of staff. • Exit Interview questionnaire is developed. • Have had discussions with Lane Quinn regarding benefit plan changes to be brought to Council in 2nd quarter. • Advertisements for seasonal staff have been put in local papers • Janice Fodchuk has been designated as confidential contact person for staff members to address employee concerns. <p>Quarter 2 –</p> <ul style="list-style-type: none"> • New Benefit Plan has been negotiated increasing benefits |

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| <ul style="list-style-type: none"> • Succession Planning – Effective Teambuilding and Leadership series • Implement Exit Interview Questionnaire • Explore option of Health Spending acct being used as Wellness Account • Explore affordable housing or community housing projects for new employees moving to area • Explore ways to find and retain skilled employees • Complete more background research when hiring. Check resumes better • Explore appointing confidential contact person to address employee concerns • Explore attending career days/job fair | | | <p>to staff without increasing costs – to be effective August 1, 2014.</p> <ul style="list-style-type: none"> • The Health Spending Account will be changed effective 2015 to be either Health or Wellness Account. <p>Quarter 3</p> <ul style="list-style-type: none"> • New benefit plan has been implemented – with a few bumps, but generally staff reviews are positive. • Next team building event has been scheduled for October 10, 2014 • Met with Lane Quinn to discuss Short Term Disability Options. Will review in last quarter. <p>Quarter 4</p> <ul style="list-style-type: none"> • Team Building event was well received by staff. • Benefits changed again December 1, 2014 – this was a change that was unknown to Lane Quinn at the original change in August. They are working with the County to streamline the changes for staff as much as possible. |
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Goal 3 – Assessment

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

| Action | Lead | Target Date | Quarterly Report |
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| Succession Planning – Head Assessors plans to retire in 2014. RFP in Spring RFP to be for a highbred approach as we will still have one in-house assessor (if Head Assessor is retiring) | Sheila | 1 st quarter | Quarter 1 –RFP for Assessment to go out in 2nd quarter. Quarter 2 – RFP sent out – Accurate Assessment was awarded a 4 year contract – subject to a 1 year probation. Quarter 3 – Accurate Assessment commenced Assessment Contract effective September 1, 2014 |
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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 |
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| Work together with HUB, Towns, and Chamber websites to complement each other for Economic Development (part of Communications Strategy – website development) | Sheila/Kyle | Spring 2014 | Quarter 4 – held a meeting with Bob Bezpalko and the Town of St. Paul to share the webpage strategies we are implementing. Trying to ensure that we do not duplicate efforts. |

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 |
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| Take a lead role in facilitating the development of a regional emergency management and disaster social services plan. Arrange a joint municipalities meeting with Town of St. Paul, Town of Elk Point, County, and | Janice, Dennis, Sheila | January 2014 | 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. Plan to start the discussion again on a regional plan with the |

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| <p>SV of Horseshoe Bay</p> <p>Apply for RCP Grant for the development of Regional Emergency Management Plan</p> <p>Hire consultant to develop Regional Plan and organize table top exercise to implement and validate plan.</p> <p>Continue training staff on Emergency Management Skills</p> | | <p>February 2014</p> <p>Asap</p> | <p>adjacent towns. Have a joint E.M. agency meeting a possible table top exercise with the Town of St. Paul in 1st quarter 2014.</p> <p>Quarter 1- Grant has been applied for and we should have be able to start the process with the consultant and the partners of the plan for the working group to commence development of a regional plan in May.</p> <p>Quarter 2 – Regional Collaboration Grant is approved. The Regional Emergency Management committee met twice in the 2nd quarter to have initial discussions regarding the development of an Emergency Management Plan. Also an advertisement for a Regional Director of Emergency Management was placed. Interviewed took place in early July with a Manager hired effective September. Next meeting scheduled in September.</p> <p>Quarter 3 - In the process presently of developing the regional plan. Rob Duffy commented duties in September. Media release was sent to local papers to inform them about our REMP initiative and the hiring of Regional DEM. Received additional funding regarding from the Regional Collaboration Grant to assist with other staff related expenses – mileage, computer, phone, etc.</p> <p>Quarter 4 – terminated contract with consultants as of December 31, 2014. Rob Duffy is working on REMP with much success.</p> |
| <p>Complete Fire Halls</p> <p>Hold Grand Openings for Fire Halls</p> <p>Fence Ashmont Fire Hall</p> <p>Equipment for New Fire Halls – pressure washers, gear storage,</p> | <p>Dennis</p> | <p>February 2014</p> <p>May 2014</p> <p>Summer 2014</p> <p>February 2014</p> | <p>Quarter 1 – Fire Halls for Ashmont and Mallaig have been tendered out and awarded. Will be completed in 2013.</p> <p>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.</p> <p>Quarter 3 – Work is continuing on both fire halls, expectation that they will be complete prior to yearend. Mallaig fire hall to be completed by year end.</p> <p>Quarter 4 - Mallaig should be completed by mid-January and</p> |

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| meeting room and office furnishings | | | <p>Ashmont fire hall by the end of February</p> <p>Quarter 1 - Fire Halls are very near completion. Departments should be moving into the halls in late April or first part of May.</p> <p>Quarter 2 – Fire Halls are complete and both Fire Departments have moved into their respective halls. Ashmont Fire Department planned and hosted their official Grand Opening on June 28, 2014. Mallaig to have their official opening in Sept.</p> <p>Quarter 3 – Mallaig Fire Hall Grand opening held September 19/14. All things completed except for some fencing around the Ashmont and Mallaig fire Halls.</p> <p>Quarter 4 – will release all holdbacks as all deficiencies have been rectified.</p> |
| Training required for emergency preparedness and to be part of provincial team (e.g. DSS, CISM training, AEMA Conference) | Emergency Management Team | Dec 2014 | <p>Quarter 3 – discussion regarding training of REM Advisory Committee and Agency – will take place in 4th quarter. Will be sending representatives to AEMA Conference in November.</p> <p>Quarter 4 – training has commenced for REMP Committee and Agency members as part of the REMP and our participation in the Provincial Exercise in Feb 2015 and our own table top exercises.</p> |
| Update SCBA equipment in St. Paul Fire Station (County 50% of cost) | Trevor | | <p>Quarter 2 – SCBA’s have been purchased will be put into service in the 3rd quarter.</p> <p>Quarter 3 – complete</p> |
| <p>Explore group to assist fire departments when there is a cattle liner rollover – roundup of livestock.</p> <p>Register any members of this group under the Volunteer Insurance plan.</p> | Dennis/Trevor | | <p>Quarter 1 - Presently looking into the feasibility of purchasing an emergency livestock trailer, and working with a group from the St. Paul Ag society to assist in incidents that occur with livestock emergencies.</p> <p>Quarter 3 - Have not had any communication with Ian Fox in regards to developing an agreement with the Ag society and the feasibility of purchasing a livestock trailer.</p> |
| Review Fire Agreements with Towns | Dennis/Sheila | | Quarter 1- Ongoing |
| Plan for St. Paul Rapid Response Truck to be updated in 2015 – | Trevor | 2015 | |

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| estimate \$75,000 – Fire Department will apply for grant. | | | |
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Goal 6 – Protective Services

Goal 6: Efficacious law enforcement

| Action | Lead | Target Date | Quarterly Report |
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| Host training session/train staff in proper unsightly property enforcement jointly with other municipalities | Sheila | 1 st quarter 2014 | <p>Quarter 2 – looking to arrange this session in the fall.</p> <p>Quarter 3 – session is booked for October 24, 2014 surrounding municipalities have been invited. Expecting 30 to the training session.</p> <p>Quarter 4 – Derek King from Brownlee LLP provided a full day training session go approx.. 30 people.</p> |

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 new Gravel Haul Road Agreement | Leo/Sheila | 1 st quarter 2014 | Quarter 1 – Leo has been working with Aggregate Operators to sign road use agreements. |

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 |
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| Road and Bridge Construction | | | |
| Assess MG30 Trial in 2013 for road oiling, and Continue in 2014? | Leo/Ken | Summer 2014 | Quarter 3 – road that had MG30 6” application applied in 2013 was re-surfaced with coldmix laid out with a paver. PW will be assessing if this lengthens the surface type before repairs are required. PW also applied MG30 to several roads in the County as a dust control measure – will be bringing this forward to 2015 Strategic Planning for discussion. |
| See Appendix A for listing of road, bridge construction, and 2014 equipment replacement | Leo | | |

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| Consider joint application under the Building Canada Program for “ring road” north of St. Paul. | Sheila | 1 st quarter | Quarter 1 – Town of St. Paul is not interested in a joint application – waiting for program guidelines to come out to see if local roads are included. Quarter 4 – Building Canada Program is no yet accepting applications. |
| Sidewalk from new subdivision in Mallaig to Church – SIP Grant | Leo/Dennis/Sheila | Summer 2014 | Quarter 1 - In the process of negotiating with a landowner to purchase an easement for the purpose of a sidewalk. Quarter 2 – an agreement has been signed, Planning and Development staff are currently working on the required subdivisions to ensure that the sidewalk is located properly. Quarter 3 - Sidewalks have been constructed. Presently waiting for the chain link fence to be completed. |
| Explore contracting out of more gravel hauling | Leo | Spring 2014 | Quarter 2 – have used some contracted truckers for gravel hauling this spring. |
| 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. Complete PW Shop Retrofit | Sheila/Ken | May 2014 | 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. Quarter 3 - Work is continuing on upgrades at the PW Shop – deadline is November 2013. Quarter 4 – progress on renovation is slow due to contractor – we have requested an extension to January 31, 2014 – however based on progress at the end of December, will need to consider additional extension request – possibly to June 2014. Quarter 1 2014 – Work on installation of HVAC Equipment is now progressing – deadline for MCCAC Grant has been extended to May 31, 2014. Quarter 2 2014 – Work is not complete – just waiting for final inspection from the Engineer. Paperwork has been sent in to MCCAC Grants people. (Grant arrived in July) Quarter 3, 2014 – work is complete – Engineer will do final |

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| | | | inspection in October 2014. Quarter 4 – Project complete – holdbacks issued. |
| Retain Old Fire Halls to house PW Equipment/potential youth centre (Ashmont). Cost to keep halls – utilities, insurance, etc approx. \$7500 each. Need to check safety codes to see if two uses would be allowed in the building | | | Quarter 2 – FCSS has determined they do not wish to utilize old halls for youth center – would require too much work to convert. Quarter 3 – currently housing tables for Mallaig Recreation in the old Mallaig Fire Hall. FCSS trailer will be housed in one of the old Fire Halls. Quarter 4 – PW is utilizing these halls – where there is availability to house equipment. They are very happy with the ability to keep expensive equipment inside. |
| See Appendix C for listing of equipment purchases | Leo | | |

| Goal 7C: Successful Safety | | | |
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| Actions | Lead | Target Date | Quarterly Report |
| Train additional Staff to assist with safety program and conducting safety audits | | | Quarter 1 - Training courses for 2 employees have been booked for the spring 2014. Quarter 2 – Crystal St. Arnault was sent for AMHSA Safety Auditor Course. Has completed a partial internal audit to fulfill her course requirements. |
| Review clerical duties of safety program and delegate to appropriate staff | | Jan 2014 | Quarter 1 - Crystal St. Arnault to help in this role. |
| Training program for new equipment operators Training Opportunities for staff | | | Quarter 1 - Training for 2 grader operators has been booked for April. -Workplace Violence Prevention and Prime Contractor courses have been booked for spring 2014. Quarter 3 – speaker will be presenting at our team building event in October – her topic will be dealing with difficult customers, self-care after dealing with confrontational customers, and she will also discuss EAP services. |

Goal 8 - Utilities

| Goal 8: Utility systems are maintained and upgraded on a regular basis to ensure effective and efficient delivery of services | | | |
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| Action | Lead | Target Date | Quarterly Report |
| <p>Install new water meters in Lottie Lake, Ashmont, Mallaig</p> <p>Complete new water meter installs – some are seasonal residents</p> | | <p>Lottie Lake – 1st quarter Ashmont/Mallaig – Spring 2014</p> | <p>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. Quarter 3 – Water Meters are being installed in Ashmont – scheduled to be installed in Mallaig in October. Quarter 4 – most of the new water meters have been installed. Utility staff have been working out the bugs of installation and electronic meter reading. Quarter 2, 2014 – most meters have been installed – just a few where the meter needs to be adapted to accommodate larger water line. Anticipated that all issues will be resolved by the end of summer. Note: there are some summer residents who have not attended their lots for a long time. Quarter 3, 2014 – only a few meters have not been installed – these are generally in homes that have not been occupied for some time. Meters have been ordered for larger facilities where the water line is of a size that requires a different meter.</p> |
| <p>Work towards improved water quality in Ashmont and Mallaig</p> <ul style="list-style-type: none"> - Determine water supply for Ashmont, Lottie Lake – WTP or Transmission line from Spedden | | <p>WTP – March 2014</p> <p>Test Plant – spring 2013</p> | <p>Quarter 1, 2013 - 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.</p> |

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| <p>- Move Wigen Test plant to Mallaig following Ashmont project to enhance water quality there</p> | | | <p>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.</p> <p>Quarter 3 – Following meeting with Alberta Transportation and letter received regarding funding – Council determined to put the awarding of the tender for the Ashmont WTP on hold in order to look at other options. Options that will be explored include: connection to Hwy 28/63 Water Commission at Spedden; connection to St. Paul; and construction of WTP. Council will make determination at October Council meeting.</p> <p>Quarter 4 – Council received report from Urban Systems and based on the report made a resolution to proceed with a scope change requesting to build a line from St. Paul to Ashmont – provided the Town of St. Paul is interested in supplying water to the County. Then in November, the County received new information regarding the price of water from the Hwy 28/63 Commission at Spedden, as well they asked Administration to research potential water line from Cold Lake to Glendon.</p> <p>Quarter 2, 2014 – Council approved the expenditure of \$20,000 to look at the supply of water that can be provided to the County of St. Paul from the Hwy 28/63 Commission. This study will provide Council with information as to what population will trigger required upgrades on that line and the scope of the upgrades – pumping or twinning of lines.</p> <p>Quarter 3 – Council received Associated Engineering report at the September Council meeting – decision was deferred to a future meeting.</p> <p>Quarter 4 – Council resolved to apply for a scope change to connect to the Spedden line. Application was sent to Alberta Transportation by November 30. The Reeve, CAO, and Legislative Services Coordinator have attended the Hwy 28/63 Water Commission meeting to request</p> |
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| | | | permission to commence with this project and begin working on Water Transmission Agreement. Council approved Urban System's workplan to commence engineering for the project in order to expedite the process to have the project tendered for 2015 construction. A meeting with North East Water Commission is scheduled in late January. |
| Complete locating all cc valves with accurate GPS equipment and put in GIS system | | Spring 2014 | <p>Quarter 1, 2013 – GPS equipment ordered. Ongoing</p> <p>Quarter 3 – Equipment has arrived in Edmonton. Staff will be trained in 4th quarter.</p> <p>Quarter 4 – staff commenced locating of valve, however due equipment arriving late, computer glitches, and winter all the work was not completed – will resume in the spring.</p> <p>Quarter 2, 2014 – staff have located all infrastructure by GPS, however there are a few cc's that staff could not locate, Utility staff have this on their list for locating this summer.</p> |
| Conduct Feasibility study for Joint Lagoon in the Lac Sante Area – with the County of Two Hills | Sheila | Summer 2014 | <p>Quarter 1 – RFQ and RFP's have been sent out regarding this project. Project was awarded to Urban Systems.</p> <p>Quarter 2 – a kick-off meeting was held in Two Hills to discuss the process for this Feasibility Study.</p> <p>Quarter 3 – Urban Systems is currently working on the project – determining volumes of septage, potential locations, etc.</p> <p>Quarter 4 – Feasibility report is complete, scheduling a meeting with the County of Two Hills – Applied for extension to the grant to allow for a meeting in January.</p> |
| Explore Tank loaders for non-potable water | Sheila, Dennis, Leo | | <p>Quarter 1 –</p> <p>Quarter 2 –</p> <p>Quarter 3 -</p> |
| When requested, explore providing water to Developments | Sheila | 2014 as requested | Quarter 1,2,3 – No requests |
| Make application under new Federal Program for upgrade of water distribution systems in | Sheila/Tim | When announced | <p>Quarter 2 – Program will not be open for applications until 2014.</p> <p>Quarter 2, 2014 – Open Houses were held for Lottie Lake</p> |

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| <p>Lottie Lake, Ashmont, Bayview Beach, potential Co-ops off St. Paul/Elk Point line (with the municipal portion funded by residents)</p> | | | <p>and Ashmont residents in June to determine support for new water distribution lines. A newsletter was sent out in June to all residents giving them until the end of July to respond – Council will proceed with an application based on these responses.</p> <p>Quarter 3 – Council reviewed the responses from Lottie Lake and Ashmont residents. It was determined to submit Building Canada Grant applications for both projects when the program is available to receive applications. It has been indicated that no applications will be accepted until early 2015.</p> <p>Quarter 4 - Building Canada grant not accepting applications yet.</p> |
| <p>Upgrade Mallaig lagoon for sewage truck dumping</p> | <p>Bryan</p> | <p>Summer 2014</p> | <p>Quarter 2 – in permit stage</p> <p>Quarter 1 – this project has been deferred to 2014 – will change location of proposed road to access the lagoon.</p> <p>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.</p> <p>Quarter 1 - Environmental study taking place to determine if permits to cross water course are necessary. Enviro-Mak currently working on this.</p> <p>Quarter 2 – Environmental Study is complete – work should take place in July – after a bird study is completed.</p> <p>Quarter 3 – Item completed August 2014</p> |
| <p>Review Ashmont Lagoon Feasibility study and work on implementation plan.</p> <p>Short Term measures to extend life of Ashmont Lagoon:</p> | <p>Council</p> | <p>January 2014</p> | <p>Quarter 2 – Work has commenced on the de-sludging of the Ashmont Lagoon – will take place in July/August. Flow Meter is scheduled to be installed in July. Geo-technical review has been completed.</p> <p>Quarter 3 – Lagoon has been de-slugged - flow meter has been installed.</p> |

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| <ul style="list-style-type: none"> • De-sludging lagoon - \$85,000 • Re-route trucks to Mallaig (once upgrades complete) • Geo-technical review of area for lagoon expansion • Purchase of required land | | Summer 2014 | Quarter 4 – All other work has been completed as per budget. Received report from Urban systems on wastewater plan based on work done at Ashmont Lagoon over last 2 years. |
| Ashmont Sewer Line expansion to three lots (as per council resolution in 2013) | Bryan | Summer 2014 | Quarter 1 - To be constructed this summer, or as per contractor's schedule Quarter 2 – Utility staff are working with contractors to schedule time for work to be done. Quarter 3 – Still working with contractors Quarter 4 – Danny working on this project. Still ongoing. Contractor was unable to complete the work in 2014, has indicated that this will be an early spring project for them. |
| Plan for installation of isolation valves in water distribution systems so that areas of the system can be turned off without affecting entire hamlet. | Bryan/Danny/Dwayne | Summer 2014 | Quarter 1 – Not included in 2014 budget, will be considered if Building Canada Grant application for distribution system is not approved. Quarter 3 – Nothing new to report Quarter 4 – Nothing new to report |
| Conduct and inventory water wells in subdivisions and ensure they are secured and signed as non-potable water supplies. Include their location on the GIS System | Bryan/Danny | Summer 2014 | Quarter 3 – Not completed Quarter 4 – Not completed |

Goal 9 – Waste Management

| Goal 9: Waste management enhances and encourages “best practices” in waste disposal | | | |
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| Action | Lead | Target Date | Quarterly Report |

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| Waste Storage Sites for Perch Lake and Poirier Development | Dennis | Fall 2014 | <p>Quarter 2 – Will completed clay – Gravel pad at Perch Lake</p> <p>Quarter 3 – St. Vincent Waste Storage Site complete. Perch Lake will be completed in the fall. Garner Lake site to defer to next year. Perch lake will not get completed until the spring of 2014. A site has been selected for Poirier Development’s bins, and will be constructed in 2014.</p> <p>Quarter 3 - Perch Lake is completed. Poirier development is still undecided at this point.</p> <p>Quarter 4 – Staff/Councillor are still working on preferred location for site in the Poirier Development. Construction will be deferred to 2015.</p> |
| Develop policy around how a subdivision qualifies for garbage bins to be placed | Dennis/Sheila | | <p>Quarter 1 – Policy Committee determined that it is difficult to develop policy around the qualification for garbage bins. They felt it was better to leave this on a case by case basis for determination of placement of bins.</p> |

Goal 10 – FCSS

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

| Actions | Lead | Target Date | Quarterly Report |
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| Meet the target set out by the province to spend 50% of the budget on Children and youth programs. | Janice | Dec 2014 | <p>Quarter 2 – on track</p> <p>Quarter 3 – on track</p> <p>Quarter 4 – met the target approx. 52% of the budget was spent on children and youth.</p> |
| Assist the general Public with ongoing support and Direction | Janice & Katie | Ongoing | Quarter 1,2,3&4 - ongoing |
| Hold a Seniors Clinic on Alberta Seniors Benefits changes once per year | Janice & Katie | Ongoing | <p>Quarter 2 – Province announces changes in July or August waiting for this announcement.</p> <p>Quarter 3 – September 10, 2014 held Seniors Workshop – 8 people attended</p> <p>Quarter 4 – Completed as above.</p> |

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| Organize and host Seniors Festival | Janice & Katie | Dec 2014 | Quarter 4 – November 28, 2014 in Heinsburg |
| Provide recognition to Community Volunteers | Janice & Katie | Aug 2014 | <p>Quarter 1 – applied for and received Volunteer Grant from the Province. Appropriate tokens of appreciation were purchased and will be distributed to the following members/volunteers at our local halls (not all halls were included due to funds, but may be acknowledged next year):</p> <ul style="list-style-type: none"> • Boscombe Hall • Cork Hall • Heinsburg Community Club • Lac Sante Family Rec Society • Mallaig Seniors • McRea Rec Centre • St. Lina Seniors Centre • St. Vincent Rec Centre • Elk Point Allied Arts Centre • Ashmont do Drop In Centre • Ashmont Legion • St. Paul Legion • Stoney Lake Hall <p>Quarter 2 – Completed April 30, 2014</p> |
| Provide Support to Rural Crime Watch as Requested | Katie | Ongoing | Quarter 3 – No current requests from Rural Crime Watch |
| Arrange Joint Board Meetings with the Town Of St. Paul FCSs to insure no Overlap of Service | Janice | Nov 2014 | <p>Quarter 1 – Joint Meeting with the Town is schedule for April.</p> <p>Quarter 2 – completed April 10, 2014 and booked fall meeting for October 7, 2014.</p> <p>Quarter 4 – Completed October 7, 2014</p> |
| Update FCSS Policy & Procedures Manual as requested | Janice | Ongoing | Quarter 1,2,3&4 – Completed as required. |
| Welcome Baby program, implement changes as requested | Janice & Katie | Ongoing | Quarter 3 – Took out some items that were no longer approved by the Health Unit |
| Welcome to the County Packages | Janice & Katie | Ongoing | Quarter 2 – Implemented the landfill and transfer station |

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| & implement Changes as requested | | | locations and hours of operations – May 2014 |
| Lead the 4 th annual Ashmont Summer Program | Janice & Katie | Sep 2014 | Quarter 2 – Staff hired and all arrangements made with the school division. Program starts July 15, 2014 Quarter 3 – Completed 6 weeks and 3 days |
| Coordinate the 2 nd annual Canada Day Event | Janice | Aug 2014 | Quarter 2 – Ashmont community declined this event due to lack of volunteers. |
| Administer the Mallaig Moms N Tots | Janice | Ongoing | Quarter 3 – September 25, 2014 Advertising on FaceBook and the SPUR Quarter 4 - Completed |
| Administer the Ashmont Moms N Tots | Janice & Katie | Ongoing | Quarter 3 - September 25, 2014 Advertising on FaceBook and the SPUR |
| Coordinate the Volunteer Income Tax Program | Katie | Jun 2014 | Quarter 2 – completed 223 income tax forms for the year 2013. |
| Coordinate Seniors Week Events | Janice & Katie | Jun 2014 | Quarter 2 – Hosted Seniors Week Celebration in three Hamlets - Completed June 6, 2014 |
| Complete the Annual Report As Requested by the Province | Janice | Oct 2014 | Quarter 2- Completed it April 23, 2014 |
| Complete Outcome Measures as requested by the Province | Janice | Ongoing | Quarter 2 – Met with Outcome trainer June 17, 2014. Waiting for the Prov. to provide the report. Quarter 3 – Completed passed with no issues |
| Provide Support & Direction to Seniors that are being Abused | Janice | Ongoing | 3 reports over the past year, one of which we are still involved. |
| Monitor the community Counselling program- & implement Changes As Requested | Janice | Ongoing | |
| Provide 1:1 Support to individuals that Request Assistance | Janice | Ongoing | |
| Consider contribution to the FSLW Program (request \$30,000) not included in FCSS budget – would be over and above County required contribution for FCSS | | | Quarter 2 – Received FSLW grant application going to Council for approval. Quarter 3 – 30,000 issued to FSLW – July 17, 2014 Quarter 4 - Completed |
| Explore snow angel volunteer program for hamlets | | | Quarter 3 – will advertise in October 2014 Quarter 4 – Completed on a case by case basis |

Goal 11 – Agriculture

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

| Actions | Lead | Target Date | Quarterly Report |
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| Re-orientate staff in the use of the AIMS system through Accurate Assessment to GPS location and actions taken on weed infestations in the County | Keith/Jack | April 2014 | Quarter 1 – Keith is trained on the AIMS system. Will train Warren on the AIMS system. This year we will map out the oxeye daisy outbreak around Ashmont with AIMS. |
| GPS on mowing equipment | Keith/Jack | April 2014 | Quarter 1 - We are still working on getting the GPS on the mowers. Quarter 2 – will defer GPS on Mowers till 2015 – ran out of budget. |
| Work with highway maintenance contractor to ensure weeds are controlled around those highways | Dennis/Keith | April 2014 | Quarter 2 - Agreed to do some weed control along highways in troubled areas. Costs covered (2013) Quarter 1 - This is based on a per year basis. Transportation will cover costs for any type of work done. Sk Sprayed for weeds on highways near Ashmont. We continue to be in contact with the Ministry of Transportation to ensure their roads are kept clear. Currently we have up to \$5000 to spend on weed control on highways in the County from the Ministry. kk |
| Coyote Bounty for predation control - \$20,000 for Jan-Mar 2014 and additional \$10,00 for fall 2014 | Keith /Jack | Dec 2014 | 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 – Quarter 4 – Coyote Bounty commenced again November 1, 2013 Quarter 1 - The coyote bounty has received approximately 1300 coyotes and 3 wolves from the reduction program as of April 1, 2014. Quarter 4 – Program commenced for winter 2014/2015. |

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| Advocate to the Province regarding the control of Wolf population | ASB | | Quarter 1 – The Wildlife Damage Compensation Program resolution was brought forward at this years’ ASB conference to address this. |
| Sell 30’ Land Roller - | Sheila | January 214 | Quarter 1 - The land roller was sold for \$17,900 at the March ASB meeting. |
| Explore options to resolve dog issues within the County – contract out? | Keith/Jack | Fall 2014 | Quarter 1 – We continue to answer dog calls in the County and try to find solutions and avoid fines. With additions of noise cannons and work alone software we will make this safer. Quarter 2 – dog complaints are still coming in – most complaints due to neighbours not getting along. Work alone software will be installed in July. Quarter 4 – staff have Work alone software now in event of emergency. This has increased staff safety – not resolved the dog issues. |
| Continue with Oxeye Daisy program – 2014 – Education | | | Quarter 1 – We will map out the oxeye daisy outbreak around Ashmont and report how it can spread from year to year. We will continue to have discussions with local residents about the weed. We will ensure County roads are clear of oxeye daisy. |
| Review mowing program – with level of service on road classification program – new construction | | | Quarter 1 – We will review the classification program to see if our current mowing program needs to be changed. |

Goal 12 – Planning & Development

| Goal 12: Development is environmentally sound and sensitive | | | |
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| Actions | Lead | Target Date | Quarterly Report |
| Review of County owned land – possible sale of properties Gravel testing on properties identified in review (when time permits) | Leo | Dec 2014 | Quarter 1 |
| Additional P & D staff – review of comparison data from other municipalities. (Clerical position | Krystle/Dennis | January 2014 | Quarter 1 – Chelsey Thoben was hired in January. |

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| that could include duties for Safety Program) | | | |
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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 |
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| Completion of Power at Stoney Lake campground | Leo/Ken | Spring 2014 | Quarter 1 – approved in 2013 budget Quarter 4 – Power was installed in Stoney Lake – some completion will be required in spring Quarter 2 2014 – Power installation is complete. |
| Playground - Floating Stone | Leo/Ken | Nov 2014 | Quarter 1 – Not included in 2014 budget. |
| Playground - Stoney Lake | Leo/Ken | Nov 2014 | Quarter 1 – Not included in 2014 budget. |
| Playground - Lindbergh - install in spring | Leo/Ken | June 2014 | Quarter 1 – approved in the 2013 budget Quarter 2 – Playground equipment has been ordered. Quarter 4 – Playground equipment has arrived – was too late in the season to install – defer installation to the spring. Quarter 2 – Playground has been installed – just need to finish with sand. Quarter 3 – complete – small items to finalize in spring 2015 |
| Explore options and costs for a “gathering place” at Lottie Lake | | Summer 2014 | Quarter 3 - no action taken |
| Explore developing overflow camping area at Lac Bellevue | | Summer 2014 | Quarter 1 – Included in 2014 budget – to be completed during construction season. |
| Explore solar street lighting for new parking lot at Westcove - | | Summer 2014 | Quarter 1 – Not included in 2014 budget |
| Explore replacing piers at all parks | | Summer2014 | Quarter 1 – On going |

Goal 14 – Library/Culture

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 |
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| Consideration for contribution to Allied Arts for upgrade of sound system and stage flooring - \$30,000 | | April 2014 | Quarter 1 – Included in 2014 budget. Quarter 2 - \$30,000 was allocated to Allied Arts. |
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