

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 2017

County of St. Paul No. 19

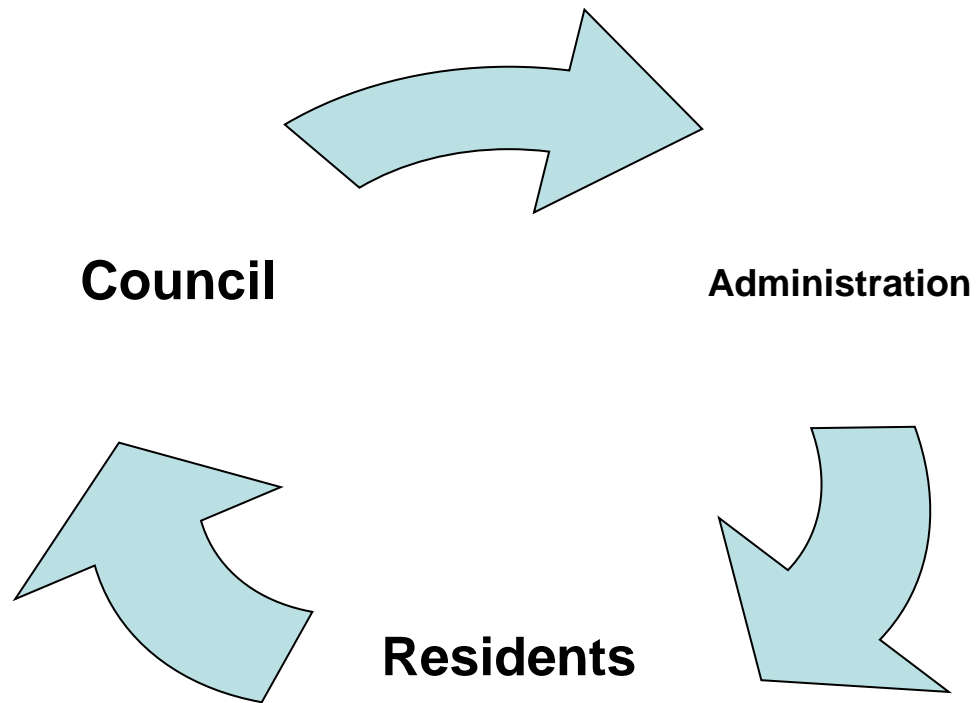


Table of Contents

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 – 2017

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 – 2017 – St. Paul – Public Works	Council/Sheila	April 2017	2017 Quarter 1 – Annual Meeting scheduled for May 9th
Continue with joint meetings with both the Town of St. Paul and the Town of Elk Point. Minimum 1/year	Council/Sheila	Dec 2017	2017 Quarter 1 - Meetings to be scheduled in the 2nd Quarter
<p>Renew scholarships for the St. Paul Regional Education Division</p> <ul style="list-style-type: none"> 3 – Scholarships at \$1,000 each for students who have high marks, community involvement, and volunteerism for students entering fulltime studies 1 – Scholarship at \$1,000 each for students entering a trade. <p>Changed allocation of scholarships based on number of applications received in the last year. Also based on information from SPERD Guidance Councilor</p>	Tim/Phyllis	Summer 2017	2017 Quarter 1 – Completed. Instructed SPRED to change the scholarships to 3 academic and 1 trade in December 2016.
<p>Council supports community groups in the St. Paul and Elk Point Region to update their facilities. Support already identified for 2017 includes:</p> <ul style="list-style-type: none"> Riverland Trail Society - \$6720 			

<ul style="list-style-type: none"> • Skate Park - \$30,000 • St. Lina Ag Society - \$43,750 • St. Lina Roof - \$12,000 • Ashmont Legion - \$25,000 • McRae Hall - \$12,000 			
Hold joint meetings to establish framework and initiate negotiations pertaining to Inter-municipal Collaboration Frameworks	Sheila/Kyle		
Hold plebiscite in conjunction with the general municipal elections regarding the hiring of peace officers. The question shall be: Are you in favour of the County of St. Paul No. 19 hiring peace officers to carry out traffic and bylaw enforcement activities within its boundaries to be funded from general municipal revenues?			2017 Quarter 1: Council resolution passed establishing the plebiscite question

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 Communication plan regarding road classification	Asset Management Committee	Dec 2017	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

<p>Defer any purchase of software to 2018 or beyond.</p>			<p>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.</p>
<p>Risk Assessment of County owned buildings in 2016 – both for insurance purposes and for Asset Management.</p>	<p>Tim/Darlene</p>	<p>Summer 2016</p>	<p>2015 Quarter 2, 2015 – The County presented the County’s Asset Management strategy at the Provincial Asset Management Committee. There is a lot of interest in the County’s approach.</p>
<p>Camera sewer lines. Explore lining of water lines if possible.</p>	<p>Utility Staff/Darlene</p>	<p>Summer 2016</p>	<p>Quarter 3, 2015 – Administration is working to update our Asset Management system on Excel Spreadsheet, we are recommending to put off the purchase of software at this time as the spreadsheet is meeting our current needs and we do not have the capacity staff wise to undertake a new program at this time.</p>
			<p>Quarter 4, 2015 – Administration has included money in the 2016 budget proposal for analysis of County owned building and sewer infrastructure. SK Draft Asset Management Policy submitted to Kyle/Sheila for presentation to Policy Committee. Risk assessment of water/sewer lines conducted with Bryan and Danny. Working on Water/Sewer Plan as time permits. DX</p>
<p>Implementation of Asset Management Strategy</p>		<p>Year 1 – Dec 2017</p>	<p>2016 Quarter 1, 2016 – Finance personnel has developed an Asset Management Policy that has been brought to the Policy Committee in March 2016 – will be considered by Council at the April Council meeting. Asset Management software purchase to be deferred to 2017 or later. Risk Assessment of County owned buildings and sewer line inspection is included in the 2016 budget.</p>
<p>Implementation strategy to be over 3 years – Asset Management Strategy attached to this document.</p>		<p>Year 2 – Dec 2018</p>	<p>Quarter 2 - Asset Management Policy approved. Asset Managers to be given facilitation in July to proceed with Asset Strategy for 2017 Strategic Planning. DS</p>
		<p>Year 3 – Dec 2019</p>	<p>Quarter 3, 2016 – the Asset Management Committee has meet twice in the last quarter with Urban Systems staff to begin work on an Asset Management Strategy that will move our Asset</p>

			<p>Management program forward. We will be proposing an amendment to the Asset Management Policy for Council consideration. As well we will have a strategy that will have a 3 year implementation plan to look at items like establishment of levels of service, risk assessment, and long term financial planning for County assets.</p> <p>2017 Quarter 1 - Team has been compiling Level of Service Worksheets as per the Asset Management Strategy. DS</p>
<p>Continue adding County vehicles to AVL System – and/or Working Alone mechanisms</p> <p>2016 – complete GPS in fire equipment. Include last gravel trucks, waste hauling trucks, loaders</p> <p>2017 - Complete GPS in Fire Vehicles – St. Paul new Rescue Truck, Elk Point Trucks, New Gravel Truck, New Roll-off Truck</p>	Linda/Mechanics DD	Summer 2017	<p>2014 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. Quarter 2 – the Work Alone is set up for 51 employees. Staff will be trained on the use of the system in July. Quarter 3 – staff have received initial training on the system – however they are asking for additional training. This will occur in October.</p> <p>2015 Quarter 2, 2015 – equipment has been ordered for the vehicles and will be installed as mechanics have the time to install. Quarter 3, 2015 – staff are reviewing the unexpended budget and will order some additional GPS equipment for first responder vehicles as we have funds. Quarter 4, 2015 – additional equipment was ordered in the 4th quarter for 3 more fire units.</p> <p>2016 Quarter 2, 2016 – Plans to install GPS equipment for waste hauling trucks are being put in place – to be installed in the 3rd quarter. Quarter 3, 2016 – GPS will be installed in 3 waste trucks, Director of Emergency Management Vehicle and the new Director of Public Works Vehicle.</p> <p>2017 Quarter 1 - Once budget is approved will order 2 supervisor units, one for Warren and Keith. Will meet with Mark to</p>

			finalize the Public Works Fleet and meet with Trevor to finalize the Fire department needs.
<p>Council to continue to make application to participate in the Internship Program offered through Municipal Affairs as this provides mentorship to up and coming municipal administrators and/or municipal finance staff.</p> <p>If 2016 Grant application is successful, hire and mentor Administrative Municipal Intern.</p>	Kyle/all departments	May 2018	<p>2016 Quarter 3, 2016 – An application is ready to be submitted for an Administrative Intern for 2017.</p> <p>2017 Quarter 1 - Kaitlyn Kenney has been hired and will commence employment on May 8th</p>
<p>Communication Plan:</p> <ul style="list-style-type: none"> • Ongoing review and updating of County website • Explore Social Media for County of St. Paul – Facebook, Twitter – Need to develop policy around this- decide on time requirement – who do we allocate the responsibility to? • Monthly/Quarterly newsletter? • Continue with Radio spots • Continue Newspaper County Page 8 	<p>Sheila</p> <p>Paulette</p> <p>Kyle</p> <p>Kyle/Paulette</p> <p>FCSS</p> <p>Phyllis/FCSS</p>	<p>Ongoing</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Ongoing</p> <p>Ongoing</p>	<p>2015 Quarter 3, 2015 – County webpage has been updated on an on-going basis. We have put off implementation of Social Media strategies due to need for policy development and consideration of time required to keep up to date. We are utilizing the Radio Spots and have booked them again for 2016. We have put off having the GIS map public as we are awaiting the installation and implementation of the Telus Fiber that is required in order for the release to the public to work effectively.</p> <p>Quarter 4, 2015 – have met with Accurate Assessment and Bob Bezpalko of Alberta HUB to work on strategies for the GIS Webmap Investors site that will be a pilot for HUB.</p> <p>2016 Quarter 1, 2016 – A newsletter is currently being developed to be distributed with Tax Notices in May 2016. IT conversion took place in March 2016 – the Telus Fiber will be connected soon – following that we will proceed with making the Mapping system public.</p> <p>Quarter 2, 2016 – IT conversion took longer than anticipated. Telus fiber had to be increased in speed – expect that the transition to telus fiber for internet to take place in July.</p> <p>Quarter 3, 2016 – The Telus Fiber was only updated at the end of August. Linda Meger is working with Accurate Assessment</p>

			<p>to make the eSite (formally known as Webmap) available on our website for the public. We will also set up a subscription site for realtors to access assessment sheets for an annual fee. The Economic Development option for the eSite is ready to implement and will be made available publicly for potential investors.</p> <p>2017</p>
<p>Develop a Digital Records Strategy that would include land files and planning and development files tying records to GIS mapping system</p>	<p>Linda/Admin staff</p>	<p>Estimate 3 year program - complete Dec 2019</p>	<p>2017 Quarter 1 – Still a work in progress</p>
<p>Explore the cost of program and potentially implement the same – for fillable forms. This would enhance our website for forms that residents can download and use for county services. Ie. Development Permit.</p> <p>Previously the creation of fillable forms was done by our website contractor. It would be much more efficient if in-house staff could adapt forms as they are changed for municipal purposes.</p>			
<p>Hold meeting with Additional Named Insured Organizations (ANIs) for the purpose of re-familiarizing ANIs with insurance requirement and protocols</p>			<p>2017 Quarter 1: ANIs meeting scheduled for May 11th</p>
Administration - Policy			

Action	Lead	Target Date	Quarterly Report
Policies/Bylaws to draft or review <ul style="list-style-type: none"> • Salt Management Plan • Procurement Policy • Employee Code of Ethics – update • Council Code of Ethics – per new MGA • Public Participation – per new MGA • Off Highway Vehicle Bylaw • Fee Schedule bylaw as it relates to Fire Calls • Review Vacation Policy • Equipment Sanitation and Contamination Protection Policy – ASB-54 Review – (in light presence of Club Root in the County) • 	Kyle		2017 Quarter 1 – Policy Meeting scheduled for 2nd Quarter.
Reorganize Agreements	Kyle	Dec 2017	2016 Quarter 1 – No action yet; aiming for second quarter Quarter 2 – Started reviewing agreements that require updating and identifying areas where agreements require development Quarter 4 – Standard agreement finalized; will explore organizing agreements in the new year. 2017 Quarter 1 – No action yet; joint servicing agreements will start being reviewed in Quarter 2

Administration – Building Corporate Capacity			
Action	Lead	Target Date	Quarterly Report
<p>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)</p> <p>Continue courses in 2016 - Consider leadership/team building courses late in 2017 or 2018 to encompass new staff</p> <p>Organization Review results to be 1st quarter 2016 – potential to implement recommendations...</p> <p>Cross Training of staff positions nearing retirement.</p>	Sheila	Dec 2016	<p>2014</p> <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> <p>2015</p> <p>Quarter 1 – 2015 – Courses complete for 2014 group. Next courses to commence late October.</p> <p>Quarter 3, 2015 – Council has approved an Organizational Review to have a look at how the County will look in the future with the eventual retirement of key municipal staff in the next 1-5 years. Review to be completed in the 4th quarter. Report to Council in 2016.</p> <p>Quarter 4, 2015 – Nichols Applied Management has undertaken Organizational Review including an Employee Engagement Survey. Work will be completed in December 2015, with a final report to Administration and Council in January.</p> <p>2016</p> <p>Quarter 1, 2016 – An Organization review was conducted by Nichols Applied Management – Jeff Bellinger during the last quarter of 2015 – his report was delivered to Council in February 2016 and is available on the County’s website. He has suggested some reorganization of departments as key individuals consider retirement. Leadership Training has been started for County staff in February and will be completed in April 2016.</p> <p>Quarter 2, 2016 – Leadership Training completed in April 2016.</p>

			Quarter 3, 2016 – Staff who have missed courses in the training will be able to pick up these courses outside of the County. 2017
Continue Team building for all staff – minimum of 2 events per year	WHSC	Fall 2017	2017 Quarter 1 – Team Building event scheduled for April 7th.
Explore Employee Attraction and Retention Strategies: <ul style="list-style-type: none"> • Employee Engagement Survey – every 2-3 years – last one completed in 2015 • Contact SPERD for opportunities to present to Grade 6 and 11 classes regarding municipal government. Career opportunities in municipal government. • Continuation of Team Building Events • Succession Planning – Effective Teambuilding and Leadership series • 360 reviews for Management team. • 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 	Sheila/Janice	Dec 2017	Quarter 1 – County will participate in Career Fair on April 12, 2017 that will include Students from the St. Paul Region – over 550 students. The County will have a hands-on demo of a grader simulator as well as another site to discuss other career opportunities with the County.

hiring. Check resumes better • Exit interviews			
Provide supervisors with training regarding employee performance management. Update/define employee job descriptions; update/amend performance appraisal system.	Sheila	Jan 2017	2017 Quarter 1 – Supervisors have attended training sessions and performance appraisal system has been updated to reflect industry best practices and suggestions from supervisory team; performance appraisals to take place in 2nd Quarter. The new process has been rolled out to staff in March 2017.

Goal 3 – Assessment

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

Action	Lead	Target Date	Quarterly Report
Work with Accurate Assessment to ensure accurate assessment of properties in the County of St. Paul and communicate any required changes to residents as procedures and methodologies change in the assessment department.	Accurate/Sheila	ongoing	Quarter 1 – Accurate Assessment attended a meeting with County Council at the end of March to update council regarding the assessment process and progress made since they have taken over the assessment contract.
Determine strategy regarding centralized assessment of industrial properties. Try to ensure smooth transition. Audit procedure?? Entry into CAMALOT system.		As new MGA is proclaimed	Quarter 1 – Administrative staff have attended 2 meetings with Alberta Municipal Affairs team to hear how they plan to roll out the change for assessment of Designated Industrial Properties.

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
Explore opportunity around high speed internet for the County – what it means for Economic Development.	Sheila	Dec 2017	2017 Quarter 1: Administration has attended workshops with Alberta HUB. HUB is currently carrying out a broadband project in collaboration with the Norther Alberta Development Council. MCSNet has indicated they are interested in applying for a Federal Grant to run fibre to some of our communities.
Explore opportunities for application under the new provincial CAREs program for regional economic development	Sheila/Kyle	Dec 2017	2017 Quarter 1: Meeting with local economic development organizations set up for 2 nd 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
Continue Regional Emergency Management Training	All required	As required	2015 Quarter 1 – work on the Regional Emergency Management plan is continuing. Rob Duffy participated in the Provincial Emergency management exercise. Training courses are being scheduled as required. Mass Notification System has been approved by the municipalities and implementation has commenced – public notification to happen in 2nd quarter. NESS equipment will be removed from the Post Office by the end of April and will be stored at the County Public Works site. Quarter 2 – NESS Equipment has been moved to County Public Works. Mass Notification System setup commenced – rollout to public in early July. Regional plan nearing completion – working on sub-plans. Electrical upgrades for Elk Point EOC have been completed. Quarter 3 – Sub plans are complete and being sent to each
Regional Emergency Management exercises – Sim Cell Realistic exercise.	Rob	Fall 2017	
Continue Implementation of Mass Notification System	Rob	1 st quarter 2017 - ongoing	
Set up larger ECC – St. Paul	Rob	Summer 2017	
Community readiness/education sessions	Rob	Summer 2017	

<p>Continue upgrade of radios to AFFRCS Radio Communication System– ACP Grant application</p>	<p>Rob</p>	<p>Fall 2017</p>	<p>Council for approval. Table Top Exercise was completed August 26, 2015. Communities have agreed to apply for a grant to purchase AFFRC’s Radios in 2016.</p>
<p>Electrical upgrades to the Elk Point Reception Centre for generator connection</p>	<p>Rob</p>	<p>Summer2017</p>	<p>Quarter 4 – County Council has approved the Regional Emergency Management Plan. Training sessions have taken place for ESS portion of the plan. We are waiting for ACP grant announcement to apply for AFFRC’s Radio project. A longer EOC is being contemplated at the Town Office lower level. Administration continues to advertise the Mass Notification System in the County’s Highlights.</p> <p>2016</p> <p>Quarter 1, 2016 – The Region has been successful in obtaining an ACP Grant to update Radio Tower infrastructure and purchase some AFFRCS Radios. Training is ongoing as it is available. Have had ESS training for the Region during the 1st Quarter. People are still registering for the Mass Notification System. REMP and Sub-Plans are now live and have been sent to all stakeholders. ESS exercise has been scheduled and is being prepared for early 2nd quarter. Elk Point Reception Center generator is still being discussed. AEMA held a workshop in Region of St. Paul, large turnout from other municipalities attended. Rob has been attending businesses and all senior’s facilities to discuss the REMP and supporting them in updating their plans. Admin support prepared all binders for REMP and Sub-Plans. Admin support has been tracking and filing training requirements for all Agency/Committee members. Preparing for Emergency Preparedness Week May 1-7.</p> <p>End of 2nd quarter we did an ESS Mock Exercise as part of the FSEPP Grant. Exercise went well. Had a few learnings to apply to the ESS Plan. A week later we had a real activation to support Ft. McMurray Evacuees. Approx. 750 evacuees came through and some stayed in St. Paul. NESS equipment was used to support the process. 2 other municipalities also used some for the NESS equipment.</p>

			<p>ESS Plan is being updated with learnings from the exercise and activation.</p> <p>Start of the 3rd quarter we switched providers for the alert system. We are no longer with Everbridge and have switched to CommAlert. There were no interruptions during the change. Cost is the same, but CommAlert has more options. REMP and Sub plans have been placed in all ECC's and sent to all key stakeholders.</p> <p>Work has started on the radio infrastructure. We are pricing out radios that support AFRRCS. We will be purchasing about 7 for now for the key positions.</p> <p>Training for some of the REMA is still ongoing. Course are booked and sent to those who require it.</p> <p>May 1-7 we conducted Emergency Preparedness Week. Lots of material that was placed for the public went. Mostly it was due to the fire in Ft. Mac. Took a large scare for people to start being proactive.</p> <p>Elk Point Reception Center back-up power is still ongoing. Admin has been supporting the EM process with updating documents in the ESS Plan, tracking training, supporting the Reception Center activation.</p> <p>2017</p> <p>Quarter 1 - Elk Point Allied Arts Center back-up power has been complete. The Town of St. Paul generator was brought out and a load test was conducted on the bldg. and generator. The generator is at its max to run the bldg.. No A/C can be used as it draws too much power.</p> <p>Sim Cell mock exercise is scheduled for the 3rd Q.</p> <p>AFRRCS radio's are in and have been given to Elk Point, St. Paul, Ashmont fire chief's. One radio had to be sent back for an upgrade. That will be for Mallaig. The base stations are also here and will be going into the ECC at the St. Paul and Elk Point fire hall ECC's.</p> <p>The REMP was reviewed and updated. Changes of the</p>
--	--	--	---

			<p>REMP were sent to all stakeholders.</p> <p>Ongoing training for new Agency members and past ones who need to complete specific training.</p> <p>Emergency Preparedness Week is May 7-13 this year. We'll be setting up tables again in St. Paul and Elk Point Coop.</p>
Review Fire Agreement with Elk Point.	Tim/Kyle	March 2017	<p>2016</p> <p>Quarter 1- Have had meetings to begin discussions on agreement amendments which will be proposed later in 2016.</p> <p>Quarter 2 – No action in 2nd quarter, meetings to take place in 3rd quarter.</p> <p>Quarter 3 – defer negotiation of Elk Point Fire Agreement to Quarter 4 – will be scheduling a joint municipality meeting prior to finalizing the fire agreement.</p> <p>2017</p> <p>Quarter 1- Discussions regarding fire services with our regional partners are ongoing. Defer to second quarter.</p>
<p>New Equipment for Ashmont Fire Department</p> <ul style="list-style-type: none"> ○ Chain Saw \$500 ○ Cut-off Saw \$2000 ○ Lifting Bag Set \$4500 ○ Nozzles \$2000 ○ Miscellaneous \$2000 ○ Wildland Coveralls \$4700 ○ Breathing Respirators \$1600 	Tim/Ashmont Fire Chief	Dec 2016	<p>2017</p> <p>Quarter 1 – Defer to second quartet until 2017 budget approval.</p>

<ul style="list-style-type: none"> ○ SCBA Masks \$5000 ○ Bunker Gear \$3200 ○ Gloves/Helmets \$1500 <p>Tanker Truck \$270,000 – 420,000</p> <p>Future Truck Replacements: 2020-21 – Rescue Truck \$250,000 – 300,000 2021-22 – Pumper Truck \$500,000 2021-22 – SCBAs \$50,000 2022-23 – Bush Truck \$100,000</p>			
<p>New Equipment for Mallaig Fire Department:</p> <ul style="list-style-type: none"> ○ Helmets \$3000 ○ Bunker Gear \$16800 ○ Modify cabinet \$2100 ○ Desk/equipment \$1500 ○ Nozzle – bush truck \$1200 ○ Hose \$2400 ○ Decals \$800 ○ Miscellaneous \$1000 ○ SCBA Masks 	<p>Tim/Mallaig Fire Chief</p>	<p>Dec 2016</p>	<p>2017 Quarter 1 – Defer to second quarter until 2017 budget approval</p>
<p>New Equipment for Elk Point Fire Department</p> <ul style="list-style-type: none"> ○ SCBA Masks <p>Elk Point Future equipment placements to be added when available.</p>			

<p>New Equipment for St. Paul Fire Department</p> <ul style="list-style-type: none"> ○ New Light Bar for pumper truck - \$3,000 <p>St. Paul Future Truck Replacements</p> <ul style="list-style-type: none"> ○ 2018 – Mini-Pumper (2003 Ford F-350 4X4 – 300 gallon skid tank – waterous 2515 Pump – 20 HP Engine) ○ 2019 – Command Unit (Jointly owned with Town) ○ 2020- Pumper (2004 Freightliner M2 – 900 gallon tank) ○ 2026 – Rescue Truck (2011 Freightliner M2) ○ 2027 – Tanker (2007 Freightliner M2 Tandem – 3000 gallon tank) ○ 2036 – Rescue (2016 Ford F550 Super Duty 4X4) 	Tim/Trevor	Dec 2017	<p>2017 Quarter 1 – Defer to second quarter until 2017 budget approval</p>
QMP update – inspection of commercial buildings in St. Paul	Trevor/Tim	Winter 2017	<p>2017 Quarter 1 – On going.</p>
Consider annual capital contribution for fire equipment to be set up in reserve to even out budget requirements over the years.	Sheila/Darlene	1 st quarter 2017	<p>2017 Quarter 1 - 20 Year Replacement Reserve approved in Interim Budget</p>

Goal 6 – Protective Services

Goal 6: Efficacious law enforcement

Action	Lead	Target Date	Quarterly Report
<p>Property Clean-up – Potential to have clean-up month for some of our hamlets and subdivisions. No tippage for removal of old buildings. i.e. Ashmont, Heinsburg, St. Lina, Mallaig, St. Edouard, Lottie Lake, subdivisions etc,</p> <p>2 weeks no tippage fee for bringing fridges to transfer stations – coordinate with Towns. (last year we did not give enough notice to Town of St. Paul)</p>	Mark/Tim/Sheila	Summer 2017	<p>2017</p> <p>Quarter 1 – Partnering with Town of St. Paul, Town of Elk Point and Evergreen to allow town/county residents the opportunity to bring fridges/freezers/water coolers to any transfer station/landfill at no charge for Freon removal for a two week period May 15 – 28, 2017. Council decided to keep the program to this level this year instead of picking up larger items in hamlets or subdivisions.</p>
<p>Explore enhanced policing services in collaboration with neighbouring municipalities, First Nations, and Metis Communities</p>	Sheila	December 2017	<p>2016</p> <p>Quarter 2 – have had an initial meeting with Whitefish First Nation to discuss this item as part of the agenda. Also made application to FCM for grant to work on relationship building with Saddle Lake. This item would be on the relationship building list.</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
<p>Gravel Levy Bylaw</p> <p>2016 – Continue to work with gravel operators to ensure compliance with the bylaw.</p>	Mark/Bryan/Linda	Ongoing	<p>2016</p> <p>Quarter 1 – This bylaw was approved and is being implemented in the 1st quarter.</p> <p>Quarter 2 – the first reports and payment for the CAP program are being received. Staff are sending reminders to those owners/operators to encourage compliance.</p>

			<p>Quarter 4 – staff are still working with pit operators to encourage compliance with the bylaw.</p> <p>2017</p>
Continue to utilize Road Use Agreements for road damages	Mark/Bryan	Ongoing	<p>2016</p> <p>Quarter 1 – Road use agreements are being worked on with different industry players in the County. Council approved amendments to the agreements.</p> <p>2017</p> <p>Quarter 1 – Road use agreements are being worked on with different industry players in the County.</p>

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			
See Appendix A for listing of road, bridge construction, and 2017 equipment replacement	Mark		
Make application for Resource Road Grant & Bridge Funding for 2017/18 Provincial Fiscal year.	Mark/Steven		<p>2016</p> <p>Quarter 3 – Council approved 5 miles of engineering for Northern Valley Road that will assist with grant application once the new program is announced.</p> <p>2017</p> <p>Quarter 1 – Strategic Transportation Infrastructure Program grants were submitted for Bridge File 72560 and 78684 as well as the Northern Valley Road; awaiting results</p>
Goal 7B: Public works equipment is maintained and upgraded on a regular basis			

Action	Lead	Target Date	Quarterly Report
See Appendix C for listing of equipment purchases	Mark		
New Roof for old Ashmont Fire Hall	Mark	Fall 2017	Quarter 1 – Public Works is getting quotes to have this work completed.

Goal 7C: Successful Safety			
Actions	Lead	Target Date	Quarterly Report
Courses for Management and Staff as determined by JWHSC	Rob/PW Supervisors	Ongoing	2017 Quarter 1 – Courses are being scheduled with the input from all mgmt. where time allows it. Some courses will be on-line and others will be classroom. We are setting up Air Brake 'Q Endorsement' training Fall Protection Defensive Driving
Implement Safety Management Systems update for all three municipalities	Rob	Winter 2017	2016 Quarter 1 - Regional Safety Management System (RSMS) is currently being developed. An Incident Management binder will also be developed. New components developed have been rolled out to all employees and are being used, i.e., Field Level Risk Assessments (FLRA's). Quarter 2 - FLRA's are being used consistently. We have also rolled out and are now using the Hazard ID and Near Miss report cards. Job Safety Analysis (JSA) is being used for more high risk work activities (Construction Crew). RSMS is approx.. ¼ complete. 2017 Quarter 1 - The RSMS and IMP are both completed in draft format. The RSMS has been sent in sections to the regional

			<p>JWHSC for review and feedback.</p> <p>A regional code of practice has been developed for ground disturbance and confined space activities. It is being reviewed by mgmt.</p> <p>A contractor pre-qualification process was developed and has been sent to the CAO's for review and feedback.</p> <p>A bear spray policy was prepared and sent to the CAO's so it can be passed at their next policy meeting.</p> <p>Continuing on developing SOP/SOG's.</p>
Regional safety orientation videos	Work Place Health and Safety Committee	Winter 2017	<p>2016</p> <p>Quarter 1 - A Regional Orientation was developed and includes a video on expectations and committee from the 3 CAO's. All new and returning season staff are required to take it.</p> <p>Orientations have started with all employees. Safety Admin is assisting in the delivery of the orientation.</p> <p>Quarter 2 - The Plan is working well for tracking and following through with any injured employees. It provides a detailed plan to get the employees back to work sooner, WCB supports the process and has been involved in a few long term injuries while using the plan and is satisfied with it.</p> <p>2017</p> <p>Quarter 1 - Orientations are ongoing for all new and returning staff. Orientations are being set-up by the supervisors as employees are brought on. The video that was developed has received good feedback.</p>
Regional Safety Manual, County specific portions.	Rob	Dec 2017	<p>2016</p> <p>Quarter 1 - Each municipality will have input to the RSMS with procedures and Job Safety Analysis (JSA's). Once this component is ready, the different departments will be involved.</p>

			<p>Quarter 2 - The RSMS is approx.. ¼ complete. There is 7 Sections to the RSMS. Up to Section 4 will go to the committee for review and input.</p> <p>JSA's will be pre-developed for high risk work/tasks. Once the work/task is to be completed the employees use the JSA and fill out the details for that day.</p> <p>2017</p> <p>Quarter 1 - The RSMS and IMP are both completed in draft format. The RSMS has been sent in sections to the regional JWHSC for review and feedback.</p> <p>We have started to develop SWP's and SOP's. The JSA's will complement them once complete.</p>
Offer Leadership for Safety Excellence Courses	Rob		<p>2016</p> <p>Quarter 1 -Leadership for Safety Excellence (LSE) courses will be booked for the 2nd quarter for Mgmt/Supervisors.</p> <p>Quarter 2 - This was put on hold as to determine an alternate solution to conduct in a large group for cost savings. It will be completed in the 3rd quarter.</p> <p>2017</p> <p>Quarter 1 - We will be setting up 2 sessions. One will be on-line for those that want to do it that way, the other will be a classroom setting.</p>
Provide Safety incentives/recognition awards	Rob/Sheila		<p>2016</p> <p>Quarter 1 Incentives/Recognition items are being discussed, as well as a guideline to follow on giving out those items. It is currently with the Regional JWHSC for development.</p> <p>2017</p> <p>Quarter 1 - Looking at different options. This has been put on hold.</p>
Motivational Speaker for safety event – team building day	JWHSC		<p>2017</p> <p>Quarter 1 - A Regional Team Bldg. afternoon was organized</p>

			for Q2. We have some events scheduled and Spencer Beach coming in to do a presentation.
Appropriate funds for PPE	Rob		2017 Quarter 1 – This goes through the departments to budget for.
Review Working Alone System			2017 Quarter 1 - Spots are causing lots of problems. Caitlin has been troubleshooting with Aware360 to get things on track and organized. The Transfer Stations will be getting Spots as they typically work alone. Once we get the Spots up and running properly it will be rolled back out the grader operators again.

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
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 Work on Water Supply from Spedden to Ashmont – Agreements for Water Supply, Use of Building for the water	Utility Staff/Engineers Sheila/Engineers Sheila/Kyle/Engineers	WTP – March 2014 Test Plant – spring 2013 Dec 2015 Spring 2016	2013 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. 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. 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

connection from Spedden to Ashmont	Utility Staff	Fall 2016	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.
Upgrade truck fill at Ashmont – to include account number/coin option. – 2016 this project to be completed with the water line construction, however not funded by Water for Life.	Utility Staff	Fall 2016	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.
Water line construction to occur in 2016.	Utility Staff/Engineers	Fall 2016	2014
Letter has been sent in for Mallaig connection – proceed if accepted by AT	Sheila		Quarter 2– 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. Quarter 3 – Council received Associated Engineering report at the September Council meeting – decision was deferred to a future meeting.
Design and Construction of water transmission line from Ashmont to Mallaig – with Federal and Provincial grant dollars as well as debenture funding. - 2017	Bryan/Sheila	Fall 2017	Quarter 4 – Council resolved to ask for a scope change to connect to the Spedden line. Application was sent to Alberta Transportation.
Upgrade Truckfill in Mallaig – 2017	Bryan/Sheila	Fall 2017	2015
Explore Truckfill at Boscombe Hall – depending on alignment for waterline.			Quarter 1 – Water Supply Agreements and agreements to utilize a Smoky Lake County building discussions have begun. These discussions have resulted in further amendments to the scope of the project that have been submitted to Alberta Transportation as at March 31, 2015. Detailed design of the transmission line and Ashmont connection are underway, the connection at Spedden is being held up by the negotiations with Smoky Lake County

		<p>and Alberta Transportation.</p> <p>Quarter 2 – Have met with Alberta Transportation staff to discuss latest scope change – they have agreed to the scope change and have sent to the Minister recommending approval. We will be re-routing water line in Ashmont to avoid the Iron Horse Trail and potential contaminated soil in that area.</p> <p>Quarter 3- County has received approval from Alberta Transportation for the scope change. Engineering detailed design is continuing.</p> <p>Quarter 4 – Final Detailed design is almost complete. We have entered into an agreement with Muni-Corr regarding using the Iron Horse Trail ROW for the waterline. Administration and Engineers have looked at the first draft agreement between the County and the Highway 28/63 Water Commission as well as between the County and Smoky lake County. We will have a meeting early in January to work out some more details. A borrowing bylaw will be approved in December for the County’s portion of this project. County sent a letter to Alberta Transportation requesting consideration of the Water for Life Funding to extend waterline from Ashmont to Mallaig. A letter has been received back indicating the County’s request is in the que.</p> <p>2016</p> <p>Quarter 1 – County Council has approved Construction Access Agreement with Smoky Lake County. The 12 km Water Transmission Pipeline project has been tendered out with tenders to be opened on April 5, 2016.</p> <p>Quarter 2 – Water Transmission project was tendered with the award going to Directional Mining and Drilling. The project commenced in May 2016 and is expected to be completed by end of September. Approximately 1/3 of the pipe is installed by the end of June 2016. Council approved the Water Supply Agreement with Highway 28/63 Water Commission.</p>
--	--	--

		<p>Quarter 3 – The waterline from Spedden to Ashmont is complete, however the work within the water treatment plants at both ends will not be completed until later in October. Plans to flush distribution systems in Ashmont and Lottie Lake are being delayed until commissioning of the system. Debenture for the project has been received in the amount of \$785,000.</p> <p>September 1 the Federal Government announced funding under the clean water and wastewater program that will assist with funding for the water line from Ashmont to Mallaig. Council approved to commence negotiation with Urban Systems for engineering of the last leg of this project. Urban Systems has been the engineer for the project since 2010.</p> <p>2017</p> <p>Quarter 1 – It has been determined that the Ashmont to Mallaig project requires an Inter-Basin Transfer which requires a Special Act of the Legislature to be approved. The process involved public consultation with stakeholders as well as an Environmental Impact Study. The Environmental Impact Study has been completed. Public Consultation process has been determined and will commence in the 2nd quarter. We expect to complete the process by end of May and have this presented on the Legislative agenda for Fall 2017. This process has delayed the design and construction of this project to fall of 2017 – construction to be in 2018. Administration has requested an extension to March 2019 for project completion.</p> <p>The Spedden/Ashmont project is winding down with the water starting to flow in December 2016. However substantial completion was not reached until late January. The contractor still has a few outstanding items to complete in 2nd quarter to finalize the project - some of these include work on the trail that can't be completed until the weather warms up.</p>
--	--	---

When requested, explore providing water to Developments	Sheila	2016 as requested	Quarter 1,2,3,4 – No requests Quarter 1 – Some interest from a few residents at Mann Lakes – we will be trying to determine the level of interest and be open to discussions regarding potential connection.
Allow water connections for Smoky Lake Residents as per agreement with Smoky Lake County and Highway 28/63 Water Commission. The cost of these connections to be paid by the resident.	Bryan/Sheila	Summer 2017	Quarter 1 – in 2016 Council entered into agreements with Smoky Lake County and the Highway 28/63 water commission that would allow the connection of Smoky Lake County residents along the County of St. Paul owned water transmission line to access water and be billed by the County. Council made a motion indicating that any Smoky Lake County resident wishing to connect to the transmission line could connect provided they paid the entire cost of the connection and applied to be a utility customer of the County of St. Paul.
2014-2015 Consider 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	When announced	2013 Quarter 2 – Program will not be open for applications until 2014.
2017 – Explore new funding opportunities under new Provincial Government for replacement of water distribution lines in Lottie Lake and Ashmont.	Kyle	Ongoing	2014 Quarter 2– Open Houses were held for Lottie Lake 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.
Consider Local Improvement Tax as option to replace water distribution lines in Lottie Lake	Sheila	Winter 2017	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. Quarter 4 – Building Canada grant not accepting applications yet. 2015 Quarter 1– Building Canada Grant application for distribution lines in Lottie Lake and Ashmont was

			submitted on April 1, 2015. Quarter 3 – we did not receive grant for this project. 2017
2014 -Review Ashmont Lagoon Feasibility study and work on implementation plan.	Council	January 2014	2014 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.
2014-15 Short Term measures to extend life of Ashmont Lagoon: <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 	Utility staff/Engineers	Summer 2014	Quarter 3 – Lagoon has been de-slugged - flow meter has been installed. Quarter 4 – Received report from Urban systems on wastewater plan based on work done at Ashmont lagoon over last 2 years.
2015 Detailed design of lagoon upgrade – construction to be in future years 2016-2017. Design \$565,600	Sheila Engineers	Fall 2015	2015 Quarter 1- Building Canada Grant application was submitted for upgrade to Ashmont Lagoon and Transfer Station – joint with the County of Two Hills was submitted on April 1, 2015. Quarter 2– Land agreement has been signed with Allan and Shirley Tkachuk.
2016 - Commence construction of lagoon expansion in 2016.	Utility Staff/Engineers	Fall 2016	Quarter 3– County was approved for Building Canada Grant for expansion of Ashmont Lagoon along with a joint waste water transfer station with the County of Two Hills. We are working on procurement of Engineering Services for the project.
2017 – build a joint waste water transfer station as per the Building Canada grant approval. (Joint with the County of Two Hills)	Bryan/Sheila	Summer 2017	Quarter 4– Council will pass a borrowing bylaw to address the County’s portion of this project. Engineers have been contracted for the project with Urban Systems being successful consultants. Preliminary design has begun for the project. Expect the lagoon and waste water transfer station to be tendered out as two projects.
Explore if Build Canada program will assist with upgrade of road required for wastewater transfer station.	Kyle	1 st quarter 2017	2016 Quarter 1 – Engineering for this project has commenced and is at the 60% phase. Contractors have gone through a Pre-Qualification process. There were 40 respondents with

		<p>21 contractors deemed qualified to bid on the project. We expect tenders to go to the qualified contractors by early May 2016. Engineering consultant is still working on finding a location for the waste water transfer station portion of this project.</p> <p>Quarter 2 – Tender for the lagoon portion of this project has gone out to qualified bidders in May 2016. Tender was awarded to G&J Parking Lot Maintenance LP. The Lagoon portion of the project commenced the end of June 2016. The County is still exploring options for the location of the Waste Water Transfer Station identified as part of this project.</p> <p>Quarter 3 – the lagoon will be complete in October 2016. Debenture has been received for the lagoon portion of the project in the amount of \$1,112,000. Location of the waste water transfer station is being determined. Geotechnical analysis has been completed – results will confirm if the location is suitable. If suitable, landowners within 800 meters of the development will be notified of the proposed development.</p> <p>2017</p> <p>Quarter 1 – the lagoon was completed to the point that it could be operated prior to the end of 2016, however some final landscaping work will be completed in 2nd Quarter 2017. Septage Haulers were provided new agreements and given an access code to be able to dump at the Ashmont Lagoon.</p> <p>The Waste Water Transfer Station engineering design and tender were completed for a location south of Lafond. Residents of the area were notified by letter of the proposed location and with no concerns, Council moved forward with the proposed location. Tenders for the project were opened April 6, 2017 and will be reviewed at the April Public Works meeting for award. We expect the project to be completed in July or August of this year.</p>
--	--	--

<p>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 –</p>	<p>Danny</p>	<p>Summer 2017</p>	<p>2015\ Quarter 3 – Not completed Quarter 4 – Not completed 2016 Quarter 2 – Work in Progress</p>
<p>Meet with Salt Plant/Riverview residents regarding water and sewer lines in Riverview</p>	<p>Sheila/Utility Staff</p>	<p>1st quarter 2017</p>	<p>2015 Quarter 1 – Included septic tanks for Riverview. Working with legal counsel regarding update to Utility bylaw – will arrange meeting with residents following update of bylaw. Quarter 2 – working on Utility Bylaw – hope to have ready for Council consideration in September. Quarter 3 – Utility Bylaw will be effective January 1, 2016, therefore meeting will be deferred to new calendar year. Quarter 4 – Administration will hold meetings with residents and salt plant in early new year. 2016 Quarter 1 – Administration is obtaining legal advice and opinion regarding the utility services in Riverview. Quarter 2 – Administration continued work with legal counsel to determine strategy for utility services in Riverview Quarter 3 – legal opinion has been received. Meetings to be scheduled in the 4th quarter. 2017 Quarter 1 – We are working with a lawyer to draft a letter to the Salt Plant regarding the provision of utility services in Riverview. We will be sending that letter out early in the 2nd Quarter.</p>
<p>Complete Bulkwater Truck Loading Facility in Elk Point area (this project managed by the Town of Elk Point as per ACP Grant approval)</p>	<p>Bryan</p>	<p>Summer 2017</p>	<p>2016 Quarter 1– The County and Town of Elk Point have been successful in obtaining an ACP grant for a bulk water truck loading facility in Elk Point. Quarter 2 – The Town of Elk Point is commencing with Qualification Based Selection for Engineering consultants for the Bulkwater Truck Loading Facility. Invitations to</p>

			<p>engineering consultants went out at the end of June 2016. Quarter 3 – the Town of Elk Point has determined that Urban Systems will be the engineer for the project.</p> <p>2017</p> <p>Quarter 1 – 4 locations have been determined as potential sites for this truck loading facility. Administration from Town and County will be meeting with Alberta Transportation to discuss our 1st choice for location in the 3rd week of April. The Town and County have met with the Elk Point Ag Society to discuss options should we be unable to build at our preferred location as their land would be our 2nd choice.</p>
Participate in a feasibility study to assess current street lighting practices and the potential for energy efficiency and better integration of data in GIS database			<p>2017</p> <p>Quarter 1: ACP Grant Application approved; project will commence in 2nd Quarter</p>

Goal 9 – Waste Management

Goal 9: Waste management enhances and encourages “best practices” in waste disposal			
Action	Lead	Target Date	Quarterly Report
Front Load Waste bins 2- front load/2 – rolloff bins \$20,000	Tim/Warren	1 st quarter 2017	<p>2017</p> <p>Quarter 1 – Defer to second quarter until 2017 budget approval</p>
Roll Off Truck replacement \$225,000 – 2017/18	Tim/Warren	Dec 2017	<p>2017</p> <p>Quarter 1 - Truck ordered should arrive in April/May 2017</p>
Lac Bellevue Bin Site – at overflow	Tim/Warren	Dec 2017	<p>2017</p> <p>Quarter 1 – Waiting for approval from Alberta Environment and Parks to amend the current lease to include the overflow area</p>
Review Private bin rental fee vs cost	Sheila/Darlene	1 st quarter 2017	<p>2017</p> <p>Quarter 1 - Analysis was prepared by Finance Clerk – rate to</p>

			stay the same
Consult with Elk Point to have joint ownership of Elk Point Transfer station – based on salt shed/pole shed project and operational agreement	Sheila	1 st quarter 2017	2017 Quarter 1 – The County and Town of Elk Point have signed agreement to transfer 50% ownership of the Transfer Station site to the County. The County is paying the Town \$300,000 to own 50% of the site.

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 out by the province to spend 50% of the budget on Children and youth programs.	Janice	Dec 2017	2017 Quarter 1 - 74 % of the 2016 was spent on child and youth programs.
Organize High Heels and Spurs Program for schools in our region	Janice & Coco	Dec 2017	2017 Quarter 1 – Completed the week of March 20-24
Hold a Seniors Clinic on Alberta Seniors Benefits changes once per year	Janice & Coco	Oct 2017	Quarter 1
Organize and host Seniors Festival	Janice, Coco, Terry	Dec 2017	Quarter 1
Provide recognition to Community Volunteers	Janice, Coco, Terry	Ongoing	2017 Quarter 1 - Volunteer Alberta grant approved for 2017

Administer the Meals on Wheels Program	Janice, Coco, Terry	Ongoing	2017 Quarter 1 -- 5 people are currently receiving meals on wheels
Arrange Joint Board Meetings with the Town Of St. Paul FCSs to insure no Overlap of Service	Janice	Dec 2017	2017 Quarter 1 – This has been cancelled as per Board direction.
Update FCSS Policy & Procedures Manual as requested	Janice	Ongoing	Ongoing
Welcome Baby program, Administer & implement changes as required	Janice, Coco Terry	Ongoing	Quarter 1 – Ongoing
Welcome to the County and Elk Point Packages. Administer & implement Changes as required	Janice, Coco Terry	Ongoing	Quarter 1 – Ongoing
Coordinate and Manage the annual Ashmont and Mallaig Summer Programs	Janice	Sep 2017	2017 Quarter 1 – Staff hired for 2017 program year.
Manage and Coordinate the Community Connector Trailer	Janice & Coco	Ongoing	2017 Quarter 1 – Trailer is already booked for the 2017 season. The Trailer is being re-decaled as the Co-op has changed their name.
Administer the Mallaig Moms N Tots	Janice	Ongoing	2017 Quarter 1 – Good Attendance
Administer the Ashmont Moms N Tots	Janice & Coco	Ongoing	2017 Quarter 1 – Good Attendance
Coordinate the Volunteer Income Tax Program	Coco, Terry	Jun 2017	2017 Quarter 1 – Program started March 1 and to date we have

			completed just under 200 taxes.
Coordinate Seniors Week Events	Janice, Coco Terry	Jun 2017	2017 Quarter 1 –Seniors week is June 4-9. Some communities are booked waiting for others to get back to me.
Complete the Annual Report as Requested by the Province	Janice	June 2017	2017 Quarter 1 – Elk Point’s is completed and sent to the Province. County’s is completed but waiting for letter from the auditors.
Complete Outcome Measures as requested by the Province	Janice	Dec 2017	2017 Quarter 1 – Just working on the final numbers. But the Province is not ready for the input yet.
Provide Support & Direction to Seniors that are being Abused	Janice	Ongoing	2017 Quarter 1 – Ongoing
Administer the community Counselling program- & implement Changes as Requested	Janice	Ongoing	2017 Quarter 1 – Not as busy this quarter as last quarter.
Provide Support/Referrals to individuals that Request Assistance	Janice, Coco, Terry	Ongoing	2017 Quarter 1 – 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			2017 Quarter 1 –Awaiting Application from the school board and direction from council.
Administer snow angel volunteer program for hamlets	Janice/Coco	Ongoing	2017 Quarter 1 – Ongoing
Assist the general Public with ongoing support and Direction	Janice, Coco, Terry	Ongoing	2017 Quarter 1 – Ongoing
Coordinate the Elk Point Community Information night	Janice, Coco, Terry	Sept 2017	2017 Quarter 1 – Will be booked in September 2017.

Continue the Community Night Movies	Janice	Sept 2017	2017 Quarter 1 – Summer staff hired and 4 STEP applications completed.
Coordinate Summer events in the communities			2017 Quarter 1 – Staff hired
Coordinate and partner with Extreme for community bussing	Janice	Dec 2017	2017 Quarter 1 – Ongoing, one trip used in February 2017.

Goal 11 – Agriculture

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

Actions	Lead	Target Date	Quarterly Report
Work with highway maintenance contractor to ensure weeds are controlled around those highways	Dennis/Keith	April 2017	<p>2013 Quarter 2 - Agreed to do some weed control along highways in troubled areas. Costs covered (2013)</p> <p>2014 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</p> <p>2015 Quarter 1 – Meetings with Alberta Transportation scheduled for April 2015. Quarter 2 – Province has indicated they will do very limited mowing along Provincial highways. They will only deal with weed issues if they receive a weed notice from the County – in the past we have sprayed in some areas for them and then invoiced – this will not be allowed this year.</p>

			<p>2016 Quarter 1 – Ongoing Quarter 2 – Alberta Transportation has been notified if they do not ensure weed control along provincial highways the County will issue weed notice. Quarter 3 - Portions of the Provincial Highways were sprayed. This will be charged to Carillion. After some discussion we were given up to \$5000 to control noxious weeds on the Provincial Highways.</p> <p>2017 Quarter 1 – Received notice from province that they are implementing a Hwy Vegetation Management Plan in 2017. Mowing and spraying will take place on a 4-year rotation TM Alberta Transportation has a four year plan in place. All provincial highways to receive a top spray and top cut. HWY 28, HWY 29 and HWY 36 to receive fence line to fence line spray. KK</p>
Increase summer staffing by shared student (shared with FCSS) to assist with increased work for Club Root program and increased duties of ASB staff.	Keith	Spring 2017	<p>2017 Quarter 1 – Will use the FCSS summer student from mid June to mid July to check for clubroot in fields with the ASB summer student.</p>
Coyote Bounty for predation control - \$20,000 for Jan-Mar 2014 and additional \$10,00 for fall 2014 Continue program in 2015 Continue program in 2016 Continue program in 2017 Continue to advocate to our	Keith /Warren	Dec 2017	<p>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 – Quarter 4 – Coyote Bounty commenced again November 1, 2013</p> <p>2014 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.</p>

neighbouring municipalities regarding joining this program			<p>2015 Quarter 1 – Budget expended in March 2015. Total from fall to spring. 1602 coyotes, 13 wolves. Quarter 4 – 185 coyotes brought in to date this fall.</p> <p>2016 Quarter 1 – Program has completed at end of March – 1606 coyotes and 3 wolves have been brought in (November 2015-March 2016) – Budget was mostly expended – balance of \$685 left in budget. Quarter 3 - Fielded a few calls about the program. Cleaned up tools to be ready for fall.</p> <p>2017 Quarter 1 – Received 985 coyotes and 5 wolves through the program. 68 ratepayers accessed the program. The program ended March 31, 2017 and will begin again on Nov 1, 2017 if it is continued.</p>
Continue with Oxeye Daisy program – 2016 – Education	Keith	Dec 2017 - ongoing	<p>2014 Quarter 1, 2104 – 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.</p> <p>2016 2016 Quarter 1 – Planned areas to survey for the upcoming season and noted the Ashmont area for Oxeye Daisy. Quarter 3 – Sprayed Highways around Ashmont and did some private spraying for the weed.</p> <p>2017 Quarter 1 – Planning to survey the Ashmont and area for noxious weeds. Continued to give out weed information booklets.</p>
Spraying map to be communicated to Bee Keepers in the area.	Keith	Summer 2017	<p>2016 Quarter 3 - Started to Compile a list of Bee Keepers in the</p>

Notification prior to spraying.			<p>County to be sent notifications for 2017.</p> <p>2017</p> <p>Quarter 1 – Compiling a list of beekeepers to send our plans for spraying this year.</p>
Ensure new road construction/back sloping is reviewed for spraying for up to 5 years.	Keith	Summer 2017	<p>2016</p> <p>Quarter 1 – Maps of back sloping/ new road construction/ mulching are updated for 2016 spray season.</p> <p>Quarter 3 – Areas on maps are checked to see if they need to be sprayed in 2016. Areas not sprayed will be checked in fall.</p> <p>2017</p> <p>Quarter 1 – Maps of back sloping, new road construction, and mulching are updated for the 2017 spray season.</p>
<p>Club Root education for producers and for industry. Best Practices.</p> <p>Continue to staff ASB to check all canola fields in the County</p> <p>Send Pest Notice reminders to landowners affected by Club Root.</p>	Keith	Dec 2017 - ongoing	<p>2016</p> <p>Quarter 1 – Additional staff member has been included in the 2016 Preliminary Budget to assist with field inspection/club root education.</p> <p>Quarter 2 – additional staff member is hired – working to map where canola is planted in the County in preparation for field inspections later in the summer.</p> <p>Quarter 3 – field inspections of approximately 600 canola fields have taken place. There is potential of 2 fields being identified with the presence of club root. If confirmed, the landowner will be contacted regarding the county’s club root policy document.</p> <p>2017</p> <p>Quarter 1 – Summer student hired to complete clubroot surveys in 2017. Clubroot map is saved in our database for comparison to upcoming years.</p>
<p>Consider mowing of all ditches along all developed road allowances</p> <p>Consider purchase of smaller mower (would work better for mowing the Iron Horse</p>	Keith	Spring 2017	<p>2017</p> <p>Quarter 1 – Considering the purchase of a new 10-foot mower and tractor for mowing subdivisions, special events, and the Iron Horse Trail. Considering tendering out the mowing of the Iron Horse Trail (if new tractor/mower is not approved).</p>

Trail)/Consider contracting out Iron Horse Trail			
Contract out mowing of gravel roads?			
Replace mower – \$35,000	Keith/Warren	Spring 2017	2017 Quarter 1 – 15 foot Degelman purchased and waiting delivery.
1 ton truck – transfer Duramax truck to PW	Keith/Warren	Spring 2017	2017 Quarter 1 – New 1 ton truck purchased and a new truck from public works will replace the old mower truck.
Replace Side by Side – est \$23,000	Keith/Warren	Spring 2017	2017 Quarter 1 – New Bobcat side by side purchased and delivered. The old Kubota will be given to Parks and Recreation.

Goal 12 – Planning & Development

Goal 12: Development is environmentally sound and sensitive			
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 2017	2015 Quarter 2– land that is part of the exchange agreement for the Ashmont Lagoon has been tested for gravel – prior to signing of agreement. No gravel was discovered. Gravel testing has been done at Richland pit to determine gravel reserves. 2016 Quarter 3 – gravel testing on lands in the north part of the county has been completed and the county is pursuing potential gravel agreements and/or purchase of lands. 2017
Lac Sante ASP Review We have minor wording changes to bring to council yet this year, however Two Hills may want more	Krystle	Dec 2017	2015 Quarter 1 – Joint meeting with the County of Two Hills determined that only minor changes are required to refer to other

substantial changes on their plan – which is separate from ours – do we want to leave on the Strat plan?			statutory documents whose numbers have changed. 2017
Cross Training of Planning staff to ensure customer support when staff members are absent.	Krystle/ Chelsey	Dec 2017	Quarter 1 – ongoing
St. Paul North ASP to be completed.	Krystle	1 st quarter 2017	2016 Quarter 2 – Council has received a Draft of the St. Paul North ASP. A joint meeting with the Town will be scheduled to review the Draft before a public meeting will be held to allow the Public to provide input on the plan. Quarter 3 – no action on this item. Administrative changes at the Town of St. Paul has delayed the scheduling of a joint meeting regarding the ASP. Meeting to be scheduled in 4th quarter. 2017 Quarter 1 – A joint meeting between the Town and County was held to review the draft that was developed last year. Public Open House held March 30, 2017. Proposed Public Hearings to be held at the Town April 10 and County April 11.
Review and update inter-municipal development plans with Town of St. Paul and Town of Elk Point and develop an IDP with Summer Village of Horseshoe Bay	Krystle/Kyle / Sheila	Dec 2017	2016 Quarter 2 – the Province has announced new requirements under the new MGA that pertain to IDP’s – will defer review of this plan until the MGA has been approved and requirements set for IDP’s with our neighbours. 2017 Quarter 1: ACP Grant application was approved; project will commence in 2nd Quarter
Re-Survey Plan 527MC Block 1 MK at Vincent Lake to have houses be situated on the lots. Estimated cost of re-survey \$42,000. Administration is recommending that the residents (15) be responsible for the cost of	Krystle/Sheila	Dec 2017	

re-surveying. Sell the land that is currently ER but would become the land owners after re-survey to the appropriate lot owners. Determine cost of the sale of land – market??			
---	--	--	--

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
Explore developing overflow camping area at Lac Bellevue Delay to 2017	Tim/Ken	Fall 2017	<p>2015 Quarter 1 – not included in the 2015 budget Quarter 2 – Submitted an application under the Canada 150 Community Infrastructure Program for a campground expansion at Lac Bellevue as well as a gazebo, two new piers, and a miniature golf course Quarter 3- we were unsuccessful for this grant program.</p> <p>2016 Quarter 2– Administration is working on plans for the overflow camping area as approved in 2016 budget. Quarter 3 – results of survey of the Lac Bellevue campground has resulted in deferring of this project until land purchase from the Crown can be negotiated.</p> <p>2017 Quarter 1 – Waiting for approval from Alberta Environment and Parks for a lease amendment</p>
Explore solar street lighting for new parking lot at Westcove –	Tim/Kyle	Summer 2017	<p>2014 Quarter 1 – Not included in 2014 budget</p> <p>2015 Quarter 1 – not included in 2015 budget, but will review options for grants for this item.</p>

			<p>2016 Quarter 1 – This has been included in the 2016 Preliminary Budget.</p> <p>2017 Quarter 1 – Deleted from 2017 budget.</p>
<p>Explore replacing piers at all parks</p> <p>Priority for 2017: 1. 2 at Lac Bellevue</p>	Tim	Summer2017	<p>2017 Quarter 1 - Defer to second quarter 2017 after final budget approval</p>
<p>Mallaig Recreation – 5 yr plan</p> <ul style="list-style-type: none"> ○ Gazebo – future 2019/20 - \$190,000 ○ Recycle bins ○ Hockey Arena Zamboni Repaired/Ice Plant Overhauled – 2017/18 - \$40,000 ○ Renovate Change rooms 2017/18 – waiting for quote ○ Add'n camping stalls/power upgrades – waiting for quote <p>Note Mallaig is looking for support of 50% of unfunded portions of projects.</p>	Sheila		<p>2014 Quarter 1 – Arena funding happened in 2014. \$50,000 contribution to playground in 2015 budget, funded by Public Trust Reserve. Quarter 2 – Council provided funding for Mallaig Playground – funded from Public Trust Reserve. Quarter 3 -Council provided funding for playground while the Ag Society waiting to hear about their grant – to be reimbursed to the County once they receive their grant.</p> <p>2015 Quarter 4 – Council provided additional funding to Mallaig Playground due to the Ag Society receiving less from their CFEP grant than was expected. The additional funding of \$28,500 was funded from the Public Trust Reserve.</p> <p>2017</p>
Pursue grants for additional recreational servicing opportunities	Kyle	ongoing	<p>2017 Quarter 1: Applying for Agrispirit Grant in 2nd Quarter</p>
Pursue purchase of Provincial lands for County operated parks	Sheila/Tim/Linda	Dec 2017	<p>2017 Quarter 1 – Waiting for approval from Alberta Environment</p>

that we do not own. Lac Bellevue, Stony Lake. Consider future purchase of Mallaig Beach area			and Parks for a lease amendment for Lac Bellevue Park. Not purchasing Mallaig Beach area at this time, lease renewed with the Mallaig Chamber of Commerce.
Provide assistance to St. Lina Ag Society for powering of camping stalls. – County contribution based on CFEP grant application –		Dec 2017	2016 Quarter 3 – the St. Lina Ag Society has applied for a CFEP grant that contemplates this as part of their project. County Council has approved a letter supporting their grant application. The motion also approves 25% of the total cost of the project should the grant application be approved. 2017 Quarter 1 – St. Lina was approved their CFEP Grant, \$45,525 is being considered in the 2017 Operational Budget.
Playground at Stoney Lake \$35,000	Tim	Dec 2017	2017 Quarter 1 – Defer to second quarter until 2017 final budget approval
Westcove re-shingle gazebo	Tim	Fall 2017	2017 Quarter 1 – Defer to second quarter until 2017 final budget approval
Floatingstone New stalls and another Playground in C Loop	Tim	Fall 2017	2017 Quarter 1- Defer to second quarter
Explore cost of wifi at all municipal parks	Tim	Dec 2017	2017 Quarter 1 – Defer to second quarter.
Metal roof of park office/garage/bathrooms at Lac Bellevue	Tim	Fall 2017	2017 Quarter 1 – Defer to second quarter.
Explore the upgrade of boat launches at County Municipal parks, and other lake subdivisions in the County	Tim/Bryan	Fall 2017	2017 Quarter 1 – Lac Bellevue Boat Launch budgeted for 2017

Participate in a Parks and Recreation Needs Analysis and Master Plan Study	Tim/Kyle/Sheila		2017 Quarter 1: ACP Grant Application was approved; project will commence in 2nd Quarter
Pursue creating a society for the purposes of obtaining grant funding for County parks and other facilities			2017 Quarter 1: Legal opinion has been obtained and reviewed

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
Potential replacement of the Action Van in St. Paul??		April 2017 - budget	2017 Quarter 1 – request received from the Town of St. Paul regarding their intention to replace the Action Bus in 2017. \$20,000 contribution is being considered in the 2017 Operating Budget.
Condo Bylaw and Party Wall Agreement complete for building that houses Northern Lights Library and Allied Arts	Sheila/Kyle	Dec 2017	2017 Quarter 1 – No action yet
Elk Point Library – new location will be looking for support			
Assist Allied Arts if success for grant to upgrade lighting to LED			