

Regional Strategic Business Plan 2017

Town of St. Paul
County of St. Paul No. 19
Town of Elk Point
Summer Village of Horseshoe Bay

The municipalities above recognize the value of working together to provide appropriate services and share costs for the provision of these services for the betterment of the residents of our collective municipalities. We will collaboratively work together to obtain funding where appropriate to achieve our goals.



Future Direction

VISION

The St. Paul Region will be a united group of energetic and diverse communities recognized for their leadership, community spirit, and extraordinary quality of life.

MISSION

To meet the needs of the St. Paul and Region through leadership, cooperation, collaboration, education, and public service excellence.

VALUES

Accountability

- We respond to the changing needs of residents and other organizations by providing transparent government and the implementation of best practices within a framework of financial prudence

Continuous Learning and Improvement

- We support life-long learning and commitment to innovation, research, knowledge exchange and ongoing program evaluation.

Inclusion

- We provide an accessible, inclusive environment that values the diversity of our staff and community.

Service Excellence

- We encourage professional excellence through collaboration, partnerships, innovation and teamwork in an environment that fosters trust and respect.

Goal 1 – Governance and Administration

Goal 1: The municipalities will seek to build consensus on actions to address specific public policy challenges within the region with the intent of improving the overall practice of public administration enabling a better and shared understanding of complex problems.			
Actions	Lead	Target Date	Quarterly Report
<p>All municipalities will hold joint meetings and initiate negotiations pertaining to Inter-municipal Collaboration Frameworks</p> <ul style="list-style-type: none"> Administration will carry out review of current agreements 			<p>1st Quarter: Meetings to be scheduled in 2nd Quarter 3rd Quarter: Procurement and selection of consultants for the IDP and Recreation projects occurred; these projects are important components of the ICF Process and various meetings between all four stakeholders has occurred – JOINT MEETINGS TO BE SCHEDULED FOLLOWING ELECTIONS IN 4TH QUARTER</p>
<p>All municipalities will seek opportunities for efficiencies or economies of scale in municipal service delivery through collaborations and partnerships. Conduct service reviews to determine where shared services can create efficiencies and lower costs.</p>			

Goal 2 – Regional Emergency Management

Goal 1. The municipalities will work collaboratively to ensure we are prepared for emergencies or disasters that may occur and to take every measure to protect our first responders, residents, property, environment, and to mitigate the economic, social, and environmental impacts of any emergency incident.

Action	Lead	Target Date	Quarterly Report
<p>Implement Regional Emergency Management Plan with partners.</p>			<p>1st Quarter: The plans now require a yearly review and update.</p>

Regional Emergency Management Training			1 st Quarter: Training is ongoing for the committee and agency representatives. There have been some transitions in personnel and needing updates. 70% of the committee is trained 80% of the agency is trained. The ESS team is approximately 70% trained
Regional Emergency Management exercises – 1 field exercise			1 st Quarter: A Sim-Cell exercise is tentatively scheduled for the 3 rd Q.
Set up Regional ECC –			1 st Quarter: Project ongoing 3 rd Quarter: The Regional EAC will be sending a letter to the Town of St. Paul requesting to utilize the lower level previously used by FCSS, as a regional ECC
Community readiness/education sessions			1 st Quarter: Community education programs are ongoing.
Improved radio communication infrastructure including AFRCSS <ul style="list-style-type: none"> Apply for ACP Grant 			1 st Quarter: Project remains ongoing with Vercomm completing remaining upgrades in early 2017 2 nd Quarter: Recent thefts from Vercomm have delayed project completion. 3 rd Quarter: Vercomm anticipates completing project by December 2017
Develop FireSmart Community Plan and works towards becoming a FireSmart Recognized Community			1 st Quarter: FireSmart Community Plan is in development; consultations are ongoing. Grant applications open in the Fall 2017. 3 rd Quarter: The Summer Village of Horseshoe Bay has a champion and has indicating interest in working with the County – Rob Duffy to facilitate

Goal 3 – Regional Occupational Health & Safety

Goal 2: The municipalities strive to embed a culture of safety as the paramount aim in how we conduct our work. Collectively, the municipalities will work together to minimize the risk that our staff and contracted service providers are exposed to.

Action	Lead	Target Date	Quarterly Report
Set up Regional Safety Management System			1 st Quarter: The main safety manual is complete in its draft format. It being distributed to the regional joint health and safety committee (RJHSC) for review and feedback. The main manual should be in place by the 2 nd Q 2017.

			The incident management manual is expected to be completed in draft format by the end of the 1 st Q 2017. Will then need to be reviewed by the RJHSC. Should be in place by 2 nd Q 2017. 3 rd Quarter: Manual has been reviewed by the RJHSC and will be reviewed by the Management Teams for each municipality
Develop and Implement Return to Work Program			Modified work program has been developed and in place. Currently working with WCB and PCN to identify a doctor we can use specifically for workplace injuries and illness. Might be an opportunity to open an OIS (Occupational Injury Service) Clinic in the region.
Hold joint team building activities in conjunction with regional occupational health and safety workshops			2 nd Quarter: First regional team building exercise was held in April. Motivational speaker Spencer Beach attended and his presentation was well-received the amongst employees.

Goal 4 – Crime Reduction and Policing

Goal 3: The municipalities desire to employ a collaborative policing approach which combines collaboration with problem-solving and evidence-based policing to build community trust, support, and cooperation while achieving more effective and long-lasting crime reduction benefits.

Action	Lead	Target Date	Quarterly Report
Work with St. Paul and Elk Point RCMP detachments and municipal partners and First Nations/Metis settlements on strategy to reduce crime in the Region			1 st Quarter: Outreach efforts are ongoing with Indigenous communities 2 nd Quarter: RCMP set up a committee – meets bi-monthly 3 rd Quarter: New Acting Staff Sergeant has taken place

Goal 5 – Public Works and Utilities

Goal 4. The municipalities aspire to work together, where possible, to enhance transportation and utility services that will benefit residents in more than one jurisdiction.

Action	Lead	Target Date	Quarterly Report
County of St. Paul and the Town of Elk Point will build a Bulk Water Station in Elk Point			1 st Quarter: Modelling, design concepts, and location selection matrix completed; tender forthcoming in 2017 2 nd Quarter: Negotiations for site are ongoing with Alberta

<ul style="list-style-type: none"> Execute ACP Grant 			<p>Transportation and Elk Point Ag Society</p> <p>3rd Quarter: Purchase agreement has been developed and a draft has been sent to the Elk Point Ag Society for review – has now been signed</p>
<p>County of St. Paul and Town of Elk Point will build a Salt Shed at the Elk Point Transfer Station</p>			<p>1st Quarter: Partners are working on a land purchase agreement for the Salt Shed and Transfer Station lands to facilitate joint ownership of the facilities and surrounding lands</p> <p>2nd Quarter: Land purchase agreement was finalized</p>
<p>The Town of St. Paul and the Elk Point/St. Paul Water Commission (made up of Town of Elk Point and the County of St. Paul) will work with Alberta Transportation and Alberta Environment and Parks to explore opportunities for permanent licensing/supply of water to the St. Paul WTP</p>			
<p>All municipalities will explore carrying out a feasibility study to assess street lighting and potential for energy efficiency and better integration of data into Regional GIS</p> <ul style="list-style-type: none"> Apply for ACP Grant 			<p>1st Quarter: ACP Grant Application submitted, application was successful</p> <p>2nd Quarter: Project was awarded to Urban Systems, work commenced</p> <p>3rd Quarter: Municipalities are negotiating with ATCO on a regional non-disclosure agreement for the purposes of accessing street lighting data</p>

Goal 6 – Economic Development

Goal 5: The municipalities will pursue regional economic development opportunities aimed at creating more employment and a rising standard of living in the region through the expansion of profitable business activity throughout the region. The municipalities recognize that economic success in one municipality has positive ramifications for the entire region.

Action	Lead	Target Date	Quarterly Report
<p>Through our membership with Alberta HUB and by leveraging the regional GIS system, the partners aim to create and develop a site selection feature promoting investment in the St. Paul region.</p>			<p>1st Quarter: Exploring best way to share economic development data with prospective investors</p> <p>3rd Quarter: County and Town of Elk Point currently working closely with real estate agents to share data</p>

Using a web-based presence, provided information would include but not be limited to municipal and private land for sale, Land Use Bylaw information, zoning, and transportation infrastructure. We will work to aggressively target site selectors in promoting the region and in providing a competitive process for all permitting to maximize the investment attractiveness of the region.			
The Town of St. Paul, Town of Elk Point, and County of St. Paul will explore crafting a regional economic development strategic plan by applying to the CARES Program			1 st Quarter: The next application period opens in April and closes on May 31 st , 2017; administration preparing background information 2 nd Quarter: Municipalities have approved the application. Application was submitted on May 31 st 3 rd Quarter: Awaiting announcements from CARES Program

Goal 7 – Parks and Recreation

Goal 7: The municipalities wish to work collaboratively to improve parks and recreational servicing throughout the region.			
Action	Lead	Target Date	Quarterly Report
The County of St. Paul and the Town of St. Paul will renegotiate their Recreation Agreement in 2017			3 rd Quarter: Meeting to be scheduled in early 4 th Quarter
The County of St. Paul will support Recreation in Elk Point in conjunction with Elk Point.			3 rd Quarter: County has budgeted \$75,000 for recreational facilities in the Town of Elk Point – will also support 25% of the CG Baker expansion project in 2018
All municipalities will seek opportunities to jointly apply for funding to pursue additional recreational servicing opportunities			
All municipalities will participate in a Parks and Recreation Needs			1 st Quarter: ACP Grant Application submitted, application was successful

Analysis and Action Plan Study • Apply for ACP Grant			3 rd Quarter: Procurement and selection of consultant RC Strategies to carry out work on the Recreation Master Plan
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Goal 8 – Planning & Development

Goal 8: The municipalities seek to consult with one another on land-use planning issues to minimize negative externalities spilling over into neighbouring jurisdictions.			
Actions	Lead	Target Date	Quarterly Report
The County of St. Paul and the Town of St. Paul will continue to work on the Area Structure Plan in North St. Paul			1 st Quarter: Draft ASP has been distributed to Town and County for review; joint meeting planned for 1 st Quarter 2017 with public consultation, public hearing, and bylaw proposal 2 nd Quarter: ASP was passed by Town Council; County Council did not pass the document. 3 rd Quarter: Partners are exploring ways to move forward with the ASP including potentially rolling the discussions into the IDP Process
The County of St. Paul, Town of St. Paul, and Town of Elk Point will update their respective inter-municipal development plans and the County of St. Paul and Summer Village of Horseshoe Bay will complete a new Inter-municipal Development Plan • Apply for ACP Grant			1 st Quarter: ACP Grant Application submitted in December 2016, application was successful 3 rd Quarter: Procurement and selection of consultant ISL Engineering and Land Surveys Ltd. Work to being in the 4 th Quarter

Goal 9 – Family and Community Support Services

Goal 8: The municipalities, where appropriate, strive to jointly deliver and augment Family and Community Support Services in the Region.			
Actions	Lead	Target Date	Quarterly Report
The County of St. Paul and Town of Elk Point will deliver joint Family and Community Support Services following their merger in 2015			1 st Quarter: County and Town of Elk Point FCSS is fully integrated

Goal 10 – Airports

Goal 10: The municipalities shall jointly operate airports that effectively promote and serve general aviation while bringing pride and economic activity to the Region.			
Actions	Lead	Target Date	Quarterly Report
The County of St. Paul and Town of Elk Point will carry out lighting and facility upgrades at Elk Point Airport to ensure Aerodrome Codes and Standards compliance			1 st Quarter: STIP Application submitted to Alberta Transportation in February 2017, waiting to hear if application is successful 2 nd Quarter: STIP application was withdrawn by the Town of Elk Point 3 rd Quarter: Town of Elk Point passes a resolution to proceed with STIP application in the 4 th Quarter
The County of St. Paul and Town of St. Paul will carry out lighting upgrades at the St. Paul Airport			1 st Quarter: STIP Application submitted to Alberta Transportation in February 2017, waiting to hear if application is successful 2 nd Quarter: Application was successful 3 rd Quarter: Airport Committee meeting set up for 4 th Quarter to discuss grant implementation

Goal 11 – Waste Management

Goal 8: The municipalities shall seek out innovative and resourceful new solutions to improve the management of municipal solid waste.			
Actions	Lead	Target Date	Quarterly Report
All partners will explore alternative value-added options to manage and process municipal solid waste			1 st Quarter: ACP Grant Project from 2015 is ongoing. Presentation was made outlining areas of potential for the region 3 rd Quarter: Feasibility study is complete with the Town of St. Paul to meet with stakeholders in Quarters 3 and 4 to determine support for the project

Goal 12 – Fire Services

Goal 12: The municipalities, where appropriate, will seek to jointly enhance fire services in the Region by seeking out economies of scale and efficiencies while delivering the best possible fire protection to avoid loss of life and property through prevention, education, and response.			
Actions	Lead	Target Date	Quarterly Report
The Town of St. Paul, Town of Elk Point, and County of St. Paul will explore measures to enhance fire services in the region			1 st Quarter: CAOs will meet in early 2 nd Quarter 3 rd Quarter: REM/OHS has offered to provide clerical support as requested A Speaker was brought in to Elk Point FD following a serious event to aid with debriefing
The Town of St. Paul, Elk Point, and County of St. Paul will engage in regional training exercises			1 st Quarter: St. Paul Fire Chief has obtained grant funding for regional training exercises 2 nd Quarter: Regional training ongoing as per the grant requirements 3 rd Quarter: New grant for 2018 has been applied for