

2021

COUNTY OF ST. PAUL OPERATIONAL PLANS

COUNTY OF ST. PAUL

Our Mission - To create desirable rural experiences

5015 – 49 Avenue, St. Paul, Alberta, T0A 3A4

phone: 780-645-3301

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www.county.stpaul.ab.ca



2021

ADMINISTRATION OPERATIONAL PLAN



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COUNTY OF ST. PAUL

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ACTION PLAN - 2021

1. GOVERNANCE

Strategy	Action
Strategy 1.1 Provide communication to demonstrate accountable governance.	<ul style="list-style-type: none">• Communicate about the Annual General Meeting (AGM) to the public.• Book AGM meeting in a community hall, rotating community location each year. Consider virtual delivery if provincial COVID-19 guidelines continue.• County Strategic Plan and Narrative Budget available online.• Proactive communications - See Communications Plan.
Strategy 1.2 Collaborate with municipal partners.	<ul style="list-style-type: none">• Meet with Town of St. Paul and Town of Elk Point at least once a year to discuss collaborative opportunities.• Continue to support Inter-municipal Agreements.• Explore meetings with First Nations and Metis Councils.• Complete Storm Water Management Plan with Town of St. Paul, Town of Elk Point, and Summer Village of Horseshoe Bay, and HR Framework and economic development project with 4 partners.• Continue to apply for available provincial grants around collaboration.• Explore further options for regional service delivery.
Strategy 1.3 Provide scholarships to support students in the St. Paul Regional Education Division.	<ul style="list-style-type: none">• Provide 3 scholarships of \$1000 each for students based on grades, community involvement and volunteerism entering full-time studies.• Provide 1 scholarship of \$1000 for students entering a trade.

ACTION PLAN - 2021

1. GOVERNANCE

Strategy	Action
Strategy 1.4 Council to financially support community groups.	<ul style="list-style-type: none">• Continue to support community groups through Recreational Facility Grant Funding.• Consider funding to community groups.• Utilize Municipal Operating Support Transfer (MOST) grant to assist community groups during pandemic with costs associated with pandemic i.e. PPE
Strategy 1.5 Approve appropriate policies for the County.	<ul style="list-style-type: none">• Proactively manage emerging policy issues.
Strategy 1.6 Support efforts to ensure safe communities in our County.	<ul style="list-style-type: none">• Continue to advocate for provincial policing cost as a separate tax rate.• Continue to advocate to Federal and Provincial governments for increased RCMP in rural communities.• Continue with contracted Bylaw Enforcement Officer Services and promote services.<ul style="list-style-type: none">- consider 3 year contract
Strategy 1.7 Transparency and Accountability to the Public.	<ul style="list-style-type: none">• Continue to publish Council Remuneration.• Council report on conferences and committee meetings attended by Council.• Allow Councillor virtual attendance at Council meetings.• Live stream Council meetings<ul style="list-style-type: none">- improve Council room technology
Strategy 1.8 Municipal General Election 2021.	<ul style="list-style-type: none">• Hire Contract Returning Officer.• Review Election Polling Stations.

ACTION PLAN - 2021

2. GENERAL ADMINISTRATION

Strategy	Action
Strategy 2.1 Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure.	<ul style="list-style-type: none">• Integrate Asset Management into Core County operations.• Defer any purchase of software to 2021 or beyond.• Review the Road Classifications and continue to develop 5 to 20 year plan.• Consider annual contribution to reserves for departmental capital equipment purchases.• Continue implementation of Road Condition Assessment tool.• Implement Munisight Asset Management software for linear assets.• Communicate progress on Asset Management Plans to Council and public.• Ensure Council discusses Levels of Service and Risk associated with all services prior to Strategic Planning - both those associated with physical assets as well as those provided by staff.
Strategy 2.2 Build positive relationship between County Administration Office and Public Works shop.	<ul style="list-style-type: none">• Continue Team Building for all staff - minimum of 2 events per year, including one Regional Team Building meeting.• Consider team building/ leadership courses.
Strategy 2.3 Improve customer experience.	<ul style="list-style-type: none">• Promote social media and website to customers as County information source.• Promote Citizen Self-Serve.• Promote the various pay options to the County that customers may select.• Promote monthly payments/ autopay for taxes and utilities.• Complaint system available to public on website.• Promote use of GIS system available to public, realtors, lawyers.

ACTION PLAN - 2021

3. CORPORATE SERVICES

Strategy	Action
Strategy 3.1 Implement Human Resources framework to improve experience for management staff and employees.	<ul style="list-style-type: none">• Cross training of staff.• Make application to Alberta Municipal Affairs Internship Program under Finance stream.• Implement new employee handbook.• Continue to monitor and update the Performance Appraisal System to ensure it meets the needs of management and staff.• Conduct exit interviews.• Include 'Cultural/Sensitivity' training for all staff.• Include 'Conflict Resolution' training for appropriate staff.• Ensure supervisory staff are trained regarding their role for success of staff.• Implement employment recruitment procedures as required.• Implement employee on boarding process.• Implement Intranet for staff to access policies, handbook, etc.• Approve new HR/OH&S policies from HR Framework.
Strategy 3.2 Continue to research opportunities for grant funding.	<ul style="list-style-type: none">• Continue to explore Alberta Community Partnership grant opportunities with regional partners.
Strategy 3.3 Re-familiarize Additional Named Organizations with insurance requirement and protocols.	<ul style="list-style-type: none">• Hold meetings with or provide information to Additional Named Insured Organizations (ANI's).

ACTION PLAN - 2021

3. CORPORATE SERVICES

Strategy	Action
Strategy 3.4 Continue to transfer land files into digital record system.	<ul style="list-style-type: none">• Develop a plan to complete this project by 2021-2022.• Continue to work on project utilizing summer staff.
Strategy 3.5 Have accurate assessment of County properties.	<ul style="list-style-type: none">• Continue to work with assessors and province on centralization of designated industrial properties.• Verify that designated industrial property assessment is properly stored and recorded in the assessment software program and transferred to financial program for taxation purposes so reporting is balanced.• Update ortho photos \$74,500.
Strategy 3.6 Continue to maintain and upgrade Administration Building.	<ul style="list-style-type: none">• Upgrades Lower Board Room, and Security system.• Ensure safety of staff during pandemic.• Improve technology in Council Room.

ACTION PLAN - 2021

4. PLANNING AND DEVELOPMENT

Strategy	Action
Strategy 4.1 Consider revision and approval St. Paul North ASP following completion of IDP with Town of St. Paul.	<ul style="list-style-type: none">• Review St. Paul North Area Structure Plan (ASP) Documents as they relate to the Inter-Municipal Development (IDP) Plans, if funded by a provincial government grant, and consider revisions to present to Council and public.
Strategy 4.2 Resurvey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots.	<ul style="list-style-type: none">• Finalize survey. Apply for accretion and close roadways adjacent to plan area.• Sell the land that is currently Environmental Reserve but would become the land owners after re-survey to the appropriate lot owners.• Registration of land titles and new titles issued to landowners and County.• Determine legal access for all properties.
Strategy 4.3 Resurvey of Mallaig lots along Railway Avenue.	<ul style="list-style-type: none">• Complete resurvey, sell and consolidate lots.
Strategy 4.4 Determine opportunities to encourage development and reduce red tape.	<ul style="list-style-type: none">• Review the Land Use Bylaw, Municipal Development Plan and General Municipal Servicing Standards.

ACTION PLAN - 2021

5. ECONOMIC DEVELOPMENT

Strategy	Action
Strategy 5.1 Make it easier for businesses and residents to connect to the internet and potentially attract new technology businesses.	<ul style="list-style-type: none">• Support Internet Service Provider (ISP) growth in communities in the County.• Explore opportunities to increase broadband coverage for the County and region.
Strategy 5.2 Work toward Regional Economic Development Strategic Plan.	<ul style="list-style-type: none">• Regional Economic Development Strategy.• Work with Regional Partners and Chambers of Commerce.• Use STEP Economic Development Alliance to conduct:<ul style="list-style-type: none">a) Workforce Development and Business Retention and Expansion Survey.b) Determine Regional Economic Development Strategic Plan.c) Hire Regional Economic Development Officer for 18 months, and consider cost-share shortfall.d) Set up website for STEP Economic Development to maintain.
Strategy 5.3 Participate in Regional Tourism Initiative.	<ul style="list-style-type: none">• Assist/ Provide Resource/ Information and participate in the Regional Committee that includes Municipalities, Chambers, Destination Marketing Organizations, Alberta HUB, etc.• Look at consolidating committee to reduce duplication of effort.

ACTION PLAN - 2021

6. EMERGENCY MANAGEMENT

Strategy	Action
Strategy 6.1 Ensure Regional Emergency Management preparedness.	<ul style="list-style-type: none">• Maintain and update the Regional Emergency Management Plan.• Provide training for staff and councillors.• Exercise the Incident Command System Plan in conjunction with Emergency Management agency, and in conjunction with legislation.
Strategy 6.2 Increase public awareness and education on public participation.	<ul style="list-style-type: none">• Communicate and educate public to improve community readiness.• Use Alberta Emergency Alert to notify public regarding incidents.

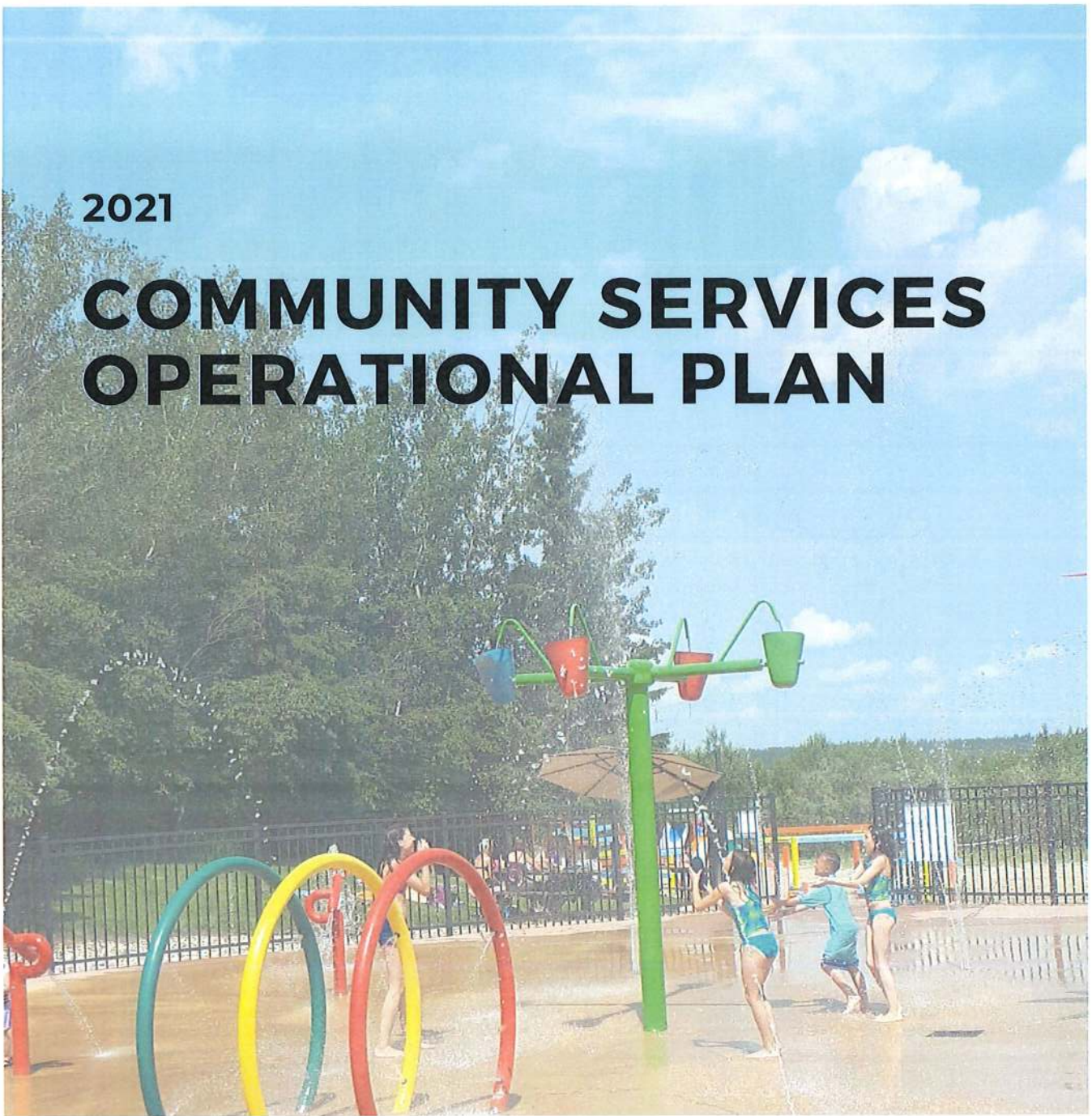
ACTION PLAN - 2021

7. OCCUPATIONAL HEALTH & SAFETY

Strategy	Action
Strategy 7.1 Continuous improvement of Safety Management System.	<ul style="list-style-type: none">• Design and implement a Health and Safety page on the Intranet.• Standardize Standard Operating Procedures (SOP's), permits, forms, checklists and all other applicable health and safety documents.• Develop an action plan for Certificate of Recognition (COR) Audit results from 2020.
Strategy 7.2 Ensure staff are trained to effectively and safely do their jobs.	<ul style="list-style-type: none">• Provide mobile equipment training for operators.• Revise the regional orientation to align with health and safety requirements in the region.• Develop a two day supervisor course (one for office supervisors, one for field supervisors) to encompass all aspects of their health and safety responsibilities.
Strategy 7.3 Reduce costs for services that can be completed in house.	<ul style="list-style-type: none">• Purchase an audiometric booth and spirometer to conduct in house hearing testing, lung capacity testing and fitness testing.
Strategy 7.4 Reduce risks associated with conducting work.	<ul style="list-style-type: none">• Develop detailed hazard assessments for major scopes of work (road building, confined spaces, maintenance, etc.) that can be used.

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COMMUNITY SERVICES OPERATIONAL PLAN



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ACTION PLAN - 2021

1. PARKS AND RECREATION

Strategy	Action
Strategy 1.1 Increase usage of our parks, campgrounds and recreation facilities.	<ul style="list-style-type: none">• Increase public awareness of our parks through promotions, marketing and social media.• Review our rates and assess how they can be more flexible.• Modify campsites to accommodate demand for more group sites.• Promote on-line reservation system opening on March 1, 2021.• Conduct public engagement survey for campground needs.
Strategy 1.2 Maintain and upgrade parks and recreation facilities.	<ul style="list-style-type: none">• Maintain and improve boat launches.• Continue to upgrade and maintain playground structures at all sites.• Continue to upgrade and maintain equipment in the parks.• Conduct customer satisfaction survey with Communications Coordinator to include what improvements can be made.• Modify campsites to accommodate demand for more group sites.• Construct new playground at Lac Bellevue.• Upgrade playground at Stoney and Floatingstone campgrounds.• Power upgrade at Floatingstone for sites 47 to 51.• Construct a new campsite loop at Floatingstone.• Purchase 2 new golf carts for Floatingstone and Westcove.• Upgrade Floatingstone Park Office.
Strategy 1.3 Review Parks and Recreation governance.	<ul style="list-style-type: none">• Continue to conduct playground and campground inspections.• Continue to train staff.• Complete an Emergency Response Exercise.

ACTION PLAN - 2021

2. WASTE MANAGEMENT

Strategy	Action
Strategy 2.1 Increase recyclable segregation options.	<ul style="list-style-type: none">• Allow for cardboard recycling at Transfer Stations.• Continue to explore other options for recycling.• Explore Littering Bylaw.
Strategy 2.2 Public awareness about waste management.	<ul style="list-style-type: none">• Consider a customer satisfaction survey.• Continue to include work on Waste Management Communication plan with Communications Coordinator.• Continue to provide information about waste management on County social media and other communication.• Host events related to waste management.• Grant funding for toxic waste round up.• Improve signage at sites.• Continue with Spring Clean-up program to remove Freon from fridges, freezers and watercoolers.
Strategy 2.3 Streamline waste collection and operations.	<ul style="list-style-type: none">• Review Transfer Station operating days and hours to ensure they accommodate the public needs.• Review unmanned bin sites.• Annual capital contribution for waste management vehicles to be set up in reserves.• Explore options with the Town of Elk Point for Elk Point Transfer Station/ Landfill.• Explore cost of asset tracking system for bins.• Purchase six 8-yard Cathedral bins.• Complete reclamation of inert waste Cell 2 at Ashmont Transfer Station.

ACTION PLAN - 2021

3. AGRICULTURE SERVICES

Strategy	Action
Strategy 3.1 Build public awareness about Agricultural Services.	<ul style="list-style-type: none">• Communicate effectively about Agricultural Service Board (ASB) programs and services.• Produce bi-annual ASB newsletter for public.• Communicate Lakeland Agricultural Research Association (LARA) initiatives and newsletter.• Educate public on noxious and prohibited weeds.• Continue with clubroot education, surveying and notifications.
Strategy 3.2 Maintain and improve programs for Agricultural Service Board.	<ul style="list-style-type: none">• Design more efficient ASB program planning.• Continue with Beaver Reduction Program.
Strategy 3.3 Maintain equipment and facilities.	<ul style="list-style-type: none">• Maintain capital assets.• Replace spray truck with components.• Replace LB-30 24' trailer with a 20' hydraulic tilt trailer truck.

ACTION PLAN - 2021

4. FIRE SERVICES

Strategy	Action
Strategy 4.1 Maintain equipment and facilities.	<ul style="list-style-type: none">• Review equipment/ supply needs for Ashmont, Mallaig, Elk Point, St. Paul Fire Departments.• Continue annual capital contribution for fire equipment to be set up in reserve.• Purchase Mallaig Fire Department request for ATV with Skid Unit and Trailer.• Purchase of new pumper rescue truck for Ashmont Fire Department.
Strategy 4.2 Attract and retain volunteer fire fighters.	<ul style="list-style-type: none">• Continue to hold semi-annual Fire Chiefs meetings.• Hold appreciation/recruiting event at each Firehall in conjunction with FCSS movie night.
Strategy 4.3 Share common strategies for policies, procedures and operations between departments.	<ul style="list-style-type: none">• Review policies and procedures.• Review Fire Permit/ Fire Bylaw.• Develop Building Inspection form for Firehalls.• Standardize training and reporting.
Strategy 4.4 Engage residents in fire safety programming.	<ul style="list-style-type: none">• Engage and educate residents on Fire Smart program, Fire Prevention Week, and Fire Smart Home Assessment program.• Provide information to the public on response call fees, responsibilities within the bylaw, and burning guidelines.• Promote Fire Departments. Host events in conjunction with FCSS at each Firehall.

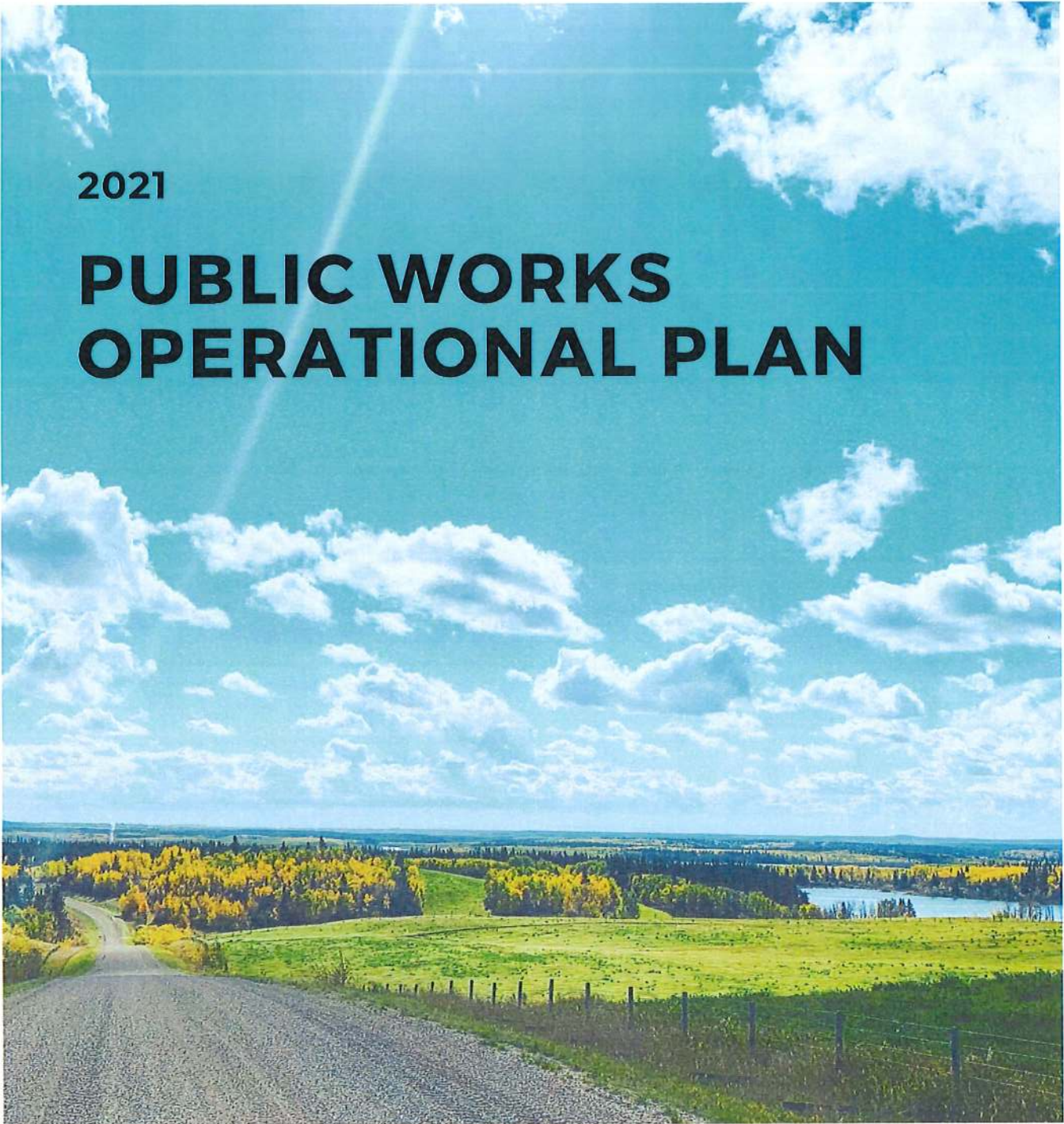
ACTION PLAN - 2021

4. FIRE SERVICES

Strategy	Action
Strategy 4.5 Maintain and consider new opportunities for regional collaboration with our neighbors	<ul style="list-style-type: none">• Review and update Mutual Aid Agreements and Fire Protection Services Agreements with rural and urban neighbors.

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PUBLIC WORKS OPERATIONAL PLAN



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ACTION PLAN - 2021

1. TRANSPORTATION

Strategy	Action
Strategy 1.1 Ensure safe road infrastructure for public.	<ul style="list-style-type: none">• Maintenance program.• Road construction.• Continue monthly reporting to Council.• Implement road condition assessment software.• Application for grants to improve roads.• Appendices for construction, oiling and equipment purchase.• Continue high level of service for winter maintenance and blading services.• Continue to produce high quality aggregate for road maintenance and construction.• Continue to explore for new gravel sources and testing.• Consider contract maintenance of Northern Valley Road.• Obtain rates from local contractors for types of equipment for rent and rates.• Consider annual capital contribution for Public Works equipment to be set up in reserve.
Strategy 1.2 Improve communications with residents about Public Works.	<ul style="list-style-type: none">• Implement concern/complaint tracking system that creates work orders.• Be proactive in providing advance notice of road work to residents.• Assist communications department with educational videos about services and issues.• Communicate about winter maintenance and brushing scopes of work.

ACTION PLAN - 2021

1. TRANSPORTATION

Strategy	Action
Strategy 1.3 Improve the Aggregate Management Program.	<ul style="list-style-type: none">• Review the Aggregate Cap Levy.• Review aggregate Pit Status.• Review and amend the planning and development permitting for active pits and new pit registrations• Implement a quarterly reporting structure on producing pits.
Strategy 1.4 Leverage the Gravel Sales Program.	<ul style="list-style-type: none">• Review the Aggregate Private Sales Program.• Increase the amount allowed through pick up only.• Increase the pricing per tonne.

ACTION PLAN - 2021

2. UTILITIES

Strategy	Action
Strategy 2.1 Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines.	<ul style="list-style-type: none">• Maintenance of transmission and distribution lines.• Review costs of water rates for those communities.• Track Water Line Breaks on GIS.
Strategy 2.2 Continue to explore alternatives for water and sewer for Riverview residents.	<ul style="list-style-type: none">• Prepare Request for Pricing (RFP) on Riverview water and septic installation.
Strategy 2.3 Ensure maintenance of sanitary lagoons and collection systems.	<ul style="list-style-type: none">• Report on maintenance.
Strategy 2.4 Consider consistent rate structure for use of County wastewater facilities.	<ul style="list-style-type: none">• Consider installation of flow point equipment at Whitney Lake lagoon.• Explore relationship with Saddle Lake to allow use of Ashmont Lagoon once flow point equipment is available.• Track Septic trucked loads from all approved contract haulers in order to :<ul style="list-style-type: none">i. Determine the usage of Lafond Wastewater Transfer Stationii. Determine what is going to all Lagoons

ACTION PLAN - 2021

2. UTILITIES

Strategy	Action
Strategy 2.5 Explore alternative wastewater treatment processes at Ashmont or Mallaig lagoons to reduce maintenance costs and improve effluent quality.	<ul style="list-style-type: none">• Gather more information from wastewater treatment.• Explore funding opportunities for new technologies.

ACTION PLAN - 2021

3. AIRPORT

Strategy	Action
Strategy 3.1 Collaborate with Town of St. Paul and Town of Elk Point for maintenance and improvements at local airports.	<ul style="list-style-type: none">• Snow removal at both airports.• Participate in capital upgrades for both airports.• Apply for funding for capital upgrades.

APPENDIX

- Capital budget - Equipment
- Capital budget - Roads

Capital Budget - Equipment

Pricing for 2021 Equipment List

		Preferred	
1	CAT 14m3 Grader	\$ 740,000.00	
1	CAT 160m3 Grader	\$ 585,000.00	
2	x2 1T Pickups	\$ 100,000.00	
3	CAT 6T LGP	\$ 650,000.00	
4	Volvo AC30	\$ 554,000.00	
5	Gravel Truck c/w Box	\$ 216,000.00	
6	Tandem Axle Gravel Truck with Sander, Plow & Wing	\$ 310,000.00	
7	Tri Axle Belly Dump Gravel Trailer	\$ 60,000.00	
8	Tri Axle End Dump Trailer	\$ 73,000.00	
9	Tandem Convertor	\$ 30,000.00	
10	Twist Wrist for Track Hoe (Used)	\$ 15,000.00	
11	Loader Scale - Crusher	\$ 12,000.00	
12	Tractor - (Used)	\$ 75,000.00	
13	220 loader	\$ 200,000.00	
14	CAT 815K Compactor	\$ 725,000.00	
SELL	14M GRADER	\$ (200,000.00)	
	14M GRADER	\$ (200,000.00)	
	Pickups	\$ (2,000.00)	

\$ 3,943,000.00 \$

* Pricing is from quotes, Public Works will endeavour to sharpen these numbers

** Sales from equipment next spring will also be input for delta calculations, these are estimates only

Capital Budget - Roads

Project #	Project Name	Miles To be Constructed	Width	Meters	Asphalt Paving	Final 2021 Budget
	Carry Overs:					
2C202	RR 72- North of Armistice (2020)	4.5	8	7200		1,426,006.70
	RR 72 North of Armistice	4	8	6400		0
5C205	TWP 592- Labant Road (2021)	1	8	1600		373,572.10
	TWP 592- Labant Road (2021)	1	8	1600		
5C207	RR104- Owlseye Road (2021)	1	8	1100		295,291.35
	RR104- Owlseye Road (2021)	1	8	1600		
TWP554A	River Road (NE 26-55-8-W4)	0.3	8	480		97,364.48
Totals		4		19,980	0	2,192,235
5C199	St. Paul Ring Road- TWP 582 (2021)	2	10.6	3200		1,015,350.49
OPTIONAL	St. Paul Ring Road- TWP 582 (2021)	2	10.6	3200	1,424,640.00	
TWP574	GBC- Moosehills Slide	0.5	10.6	800	356,160.00	181,486.56
Totals		3		7,200	1,780,800	1,196,837
Total Capital Roads Including 582		7		27,180	1,780,800	3,389,072
						5,169,872
Revenue Entries:						
STIP						

2021

FCSS COUNTY OF ST. PAUL & ELK POINT OPERATIONAL PLAN



**Family & Community
Support Services**

County of St. Paul & Elk Point FCSS

St. Paul - 780-645-1950

Elk Point - 780-724-3800

A LOOK AHEAD

ACTION PLAN 2021

Action	Relevant Goals	SMART
Janice to coordinate Seniors Week Events by June 30th. This will be measured by tracking the number of participants and providing a feedback survey to participants, then compare results from year to year.	Goal 1	✓✓✓✓✓
Janice and Terry to administer the Volunteer Income Tax Program by June 30th. This will be measured by tracking the number of participants and proving a demographic survey that will compare results from year to year.	Goal 1, 2 and 3	✓✓✓✓✓
Janice to complete the Annual Report as Required by the Province by June 30th. If this is not complete, funding will be held.	Goal 1, 2 and 3	✓✓✓✓✓
Janice and Terry will coordinate the Elk Point Community Information night by September. This will be measured by tracking the number of participants and providing feedback survey to participants then compare results from year to year.	Goal 3	✓✓✓✓✓
Janice to coordinate and manage the annual Mallaig Summer Programs by September 30th. This will be measured by tracking the number of participants and providing a pre and post feedback survey to participants then compare results from year to year.	Goal 1 and 3	✓✓✓✓✓

A LOOK AHEAD

ACTION PLAN 2021

Action	Relevant Goals	SMART
Janice will manage and coordinate the Community Connector Trailer by September 30th. This will be measured by tracking the number of participants and providing user survey to participants then compare results from year to year.	Goal 1, 2 and 3	✓✓✓✓✓
Janice will coordinate the 'Movies in the Community' at Cork Hall, Heinsburg, and Ferguson Flats. Also 4 movies in partnership with the fire departments (Mallaig, Ashmont, St. Paul, Elk Point) including completing the licensing requirements for new movies by September 30th. This will be measured by tracking the number of participants and then compare results from year-to-year.	Goal 1 and 3	✓✓✓✓✓
Janice to organize the YOU ROCK event by September 30.	Goal 1 and 3	✓✓✓✓✓
Janice to arrange Red Cross Babysitting Course and Home Alone courses in Elk Point by September 30th. This will be measured by tracking the number of participants.	Goal 1	✓✓✓✓✓

A LOOK AHEAD

ACTION PLAN 2021

Action	Relevant Goals	SMART
Janice to coordinate summer community events by October 16th to include sandcastles, Block Party with Town of St. Paul, Mallaig and Ashmont Summer Program, and 3 parades. Science Days at Ferguson Flats and with the Library at Elk Point. This will be measured by tracking the number of participants and then compare results from year to year.	Goal 1 and 3	✓✓✓✓✓
Janice to complete Outcome Measures as required by the Province by October 30th. Funding will be held if not complete.	Goal 1, 2 and 3	✓✓✓✓✓
Janice will organize and host the Seniors Festival to be held in Elk Point in 2021. This will be measured by tracking the number of participants and providing feedback survey to participants then compare results from year to year.	Goal 1, 2 and 3	✓✓✓✓✓

A LOOK AHEAD

ACTION PLAN 2021

Action	Relevant Goals	SMART
Janice will administer the Community Counselling Adult program throughout the year. Clients complete an application, once approved they will begin to receive the services. This will be measured quarterly by tracking the number of participants and then compare results from year to year.	Goal 1	✓✓✓✓✓
Janice and Terry will provide referrals and support to individuals who request assistance. Measured by staff who keep daily records of people served throughout the year.	Goal 1	✓✓✓✓✓
Janice to administer the Mallaig and Ashmont 'Moms and Tots' programs throughout the year. This will be measured by tracking the number of participants and receiving feedback from participants and then compare results from year to year.	Goal 1 and 3	✓✓✓✓✓
Janice and Terry to administer the 'Meal on Wheels' Program throughout the year. Volunteer delivers the meals. This will be measured by tracking the number of participants and receiving feedback from participants and then compare results from year to year.	Goal 1, 2 and 3	✓✓✓✓✓

A LOOK AHEAD

ACTION PLAN 2021

Action	Relevant Goals	SMART
Janice and Terry will manage the 'Welcome Baby' program, administer and implement changes as required throughout the year. This will be measured by tracking the number of participants and receiving feedback from participants then compare results from year to year.	Goal 1, 2 and 3	✓✓✓✓✓
Janice and Terry will manage the 'Welcome to the County and Elk Point' Packages administer & implement changes as required throughout the year. This will be measured by tracking the number of participants and receiving feedback from participants then compare results from year to year.	Goal 1 and 3	✓✓✓✓✓

Definitions

- User survey: track number of community volunteers, review of equipment
- Feedback survey: providing feedback surveys. This may include pre and post versions.

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COMMUNICATIONS OPERATIONAL PLAN



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ACTION PLAN - 2021

COMMUNICATIONS

Strategy	Action
Strategy 1.1 Continue to improve, review and update communication methods to create a user-friendly digital experience for everyone.	<ul style="list-style-type: none">• Sustain social media account (Facebook) and the County website.• Review guidelines for the use of social media as a feedback tool.
Strategy 1.2 Increase proactive communication on County initiatives and information.	<ul style="list-style-type: none">• Increase use of proactive communication tools such as news releases, Public Service Announcements, and 'free advertising' (news stories that are not paid for i.e. road work, initiatives at Transfer Stations, etc.).• Proactively plan information the County will communicate throughout the year via radio and local newspapers, annual calendar, newsletters, brochures, publications and Reception-area monitor.• Complete a Branding Identity/ Standards Guide for internal and external use.• Complete targeted communication plans for Waste Management, ASB (draft presented to ASB in 2020), Public Works, and Community Services.• Complete a communication plan for over-arching County communication.
Strategy 1.3 Proactively plan ahead to improve County communications with the public and support County departments.	<ul style="list-style-type: none">• To communicate information in a precise, open, honest and timely manner.• Generate an annual County calendar that promotes all services provided, including relevant information.• Continue to expand/ develop annual County activities scan to ensure programs/ activities are promoted.• Continue to produce communication such as Tax insert, Council Highlights, Trash Talk and Campground brochure.

ACTION PLAN - 2021

COMMUNICATIONS

Strategy	Action
Strategy 1.4 Ensure that all County departments are supported with quality, timely and effective communication.	<ul style="list-style-type: none">• Increase public awareness and education of County Community Services, Agriculture Services (including LARA workshops), Bylaw Officer, Fire Smart program and Fire Prevention Week, winter maintenance and others.• Promote events related to FCSS, Parks and Waste Management.• Communicate progress on Asset Management plan to the public.• Proactively provide notice of road work to residents.• Create education videos about Public Works and Community Services.• Complete a communication plan for the Regional Emergency Management Plan that is in line with the REMP.
Strategy 1.5 Maintain policies related to communication methods.	<ul style="list-style-type: none">• Review privacy policies related to online terms of use.
Strategy 1.6 Increase public information about County historical, tourism, events, etc. that will increase interest in local events.	<ul style="list-style-type: none">• Continue to participate in the Travel Lakeland/ Alberta's Iron Horse Trail committees as a non-voting member to proactively assist with promoting the region through communications.• Ensure that the County campgrounds are promoted through information such as reservations opening, weekly campsite openings, campground brochure, paid advertising, free advertising, et al.• Continue to promote local community events on the website 'Events' calendar.
Strategy 1.7 Employee Communication	<ul style="list-style-type: none">• Oversee completion of Intranet including populating policies, OH&S information and ensuring site's upkeep.• Ongoing management of Intranet once launched.• Continue to produce 'County Chronicle' with at least 6 issues per year.

ACTION PLAN - 2021

COMMUNICATIONS

Strategy	Action
Strategy 1.8 Municipal General Election 2021	<ul style="list-style-type: none">• Support communication needs as required for the Municipal General Election 2021.

ACTION PLAN - 2021

FOIP

Strategy	Action
Strategy 1.1 Freedom of Information and Protection of Privacy Act	<ul style="list-style-type: none">• Ensure that public FOIP requests are addressed in timely manner, as required under legislation.• Ensure that FOIP page on the County Internet is completed and County FOIP process is promoted.• Continue to ensure that FOIP records and statistics are kept for reporting as required,