

2022

ADMINISTRATION OPERATIONAL PLAN



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COUNTY OF ST. PAUL

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ACTION PLAN - 2022

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 communication - See Communications Operational 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, economic development project with 4 partners, Joint Area Structure Plan (ASP) with Town of Elk Point North and South, Joint ASP with Town of St. Paul.• 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.• Council has made a 3 year commitment to 2024 regarding these scholarships.

ACTION PLAN - 2022

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. Review the list of groups the County is providing funding to.• Consider funding to community groups.
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 to Federal and Provincial governments for increased RCMP in rural communities.• Increase communication with RCMP regarding safety and emerging issues in the County.• Request increased presence of the RCMP in the County campgrounds during the summer open season.• Continue with contracted Bylaw Enforcement Officer Services<ul style="list-style-type: none">- 3 year contract until December 2023- budget to reflect workload• Explore Memorandum of Understanding with Town of St. Paul regarding the speed limit on Twp Rd 582.

ACTION PLAN - 2022

1. GOVERNANCE

Strategy	Action
Strategy 1.7 Transparency and Accountability to the Public.	<ul style="list-style-type: none">• Continue to publish Council Remuneration.• Council to 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 Census	<ul style="list-style-type: none">• Consider conducting Municipal Census as this will no longer be used by the Province. They will be using the Federal Census numbers and devising a formula to determine municipality's population that will be used for funding formulas. The municipal census would be used to appeal the Federal Census if the numbers received are low. Historical cost has been \$30,000.
Strategy 1.9 Library Board	<ul style="list-style-type: none">• Consider moving to Northern Lights as the County's Board of Record.

ACTION PLAN - 2022

2. GENERAL ADMINISTRATION

Strategy	Action
<p>Strategy 2.1 Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure.</p>	<ul style="list-style-type: none"> • Integrate Asset Management into Core County operations. • Defer any purchase of software to 2022 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. • Use Munisight Asset Management software for linear assets. • Communicate progress on Asset Management Plans to Council and public. • Work on Long Term Financial Plan that is tied to Asset Management. • 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.
<p>Strategy 2.2 Build positive relationship between County Administration Office and Public Works shop.</p>	<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.
<p>Strategy 2.3 Improve customer experience.</p>	<ul style="list-style-type: none"> • Promote social media and website to customers as County information source. • Promote Citizen Self-Serve - perhaps using radio spots. • Promote the various payment options for County Ratepayers. • 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. • Continue to promote use of County website for permits, forms, etc. • Create podcasts to explain processes residents might want to undertake.

ACTION PLAN - 2022

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. Prepare manuals/training notes for duties - i.e. A/P, Cemeteries, Insurance, etc. • Provide training to front end staff to best serve residents and set expectations regarding service. Everyone on the same page/cheat sheet. • Make application to Alberta Municipal Affairs Internship Program under Administration stream. • 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. • Use Intranet for staff to access policies, handbook, etc. - consider transferring this information to Work Hub once it is ready for staff. • Consider regional HR person. • Ensure safety of staff during the COVID-19 pandemic.
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. • Explore grant opportunities under Energy Efficiency, storm water and asset management,
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).

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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 2022-23.• Continue to work on project utilizing summer staff.• Work with IT Providers/Lazerfiche/Munisight to ensure that all Munisight users can access scanned files.• Develop plan to incorporate current subdivision files/planning and development files into digital record system.
Strategy 3.5 Have accurate assessment of County properties.	<ul style="list-style-type: none">• Work with provincial assessors to ensure accurate designated industrial property assessment.• Verify that designated industrial property (DIP) and linear 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.• Continue to work with Accurate Assessment to ensure the DIP and linear assessments are reviewed annually to verify accuracy of assessments.
Strategy 3.6 Continue to maintain and upgrade Administration Building.	<ul style="list-style-type: none">• Upgrade Lower Board Room and Security system (funded from RMA Risk Pro).• Improve technology in Council Room.

ACTION PLAN - 2022

4. PLANNING AND DEVELOPMENT

Strategy	Action
Strategy 4.1 Development of Area Structure Plans around urban neighbours to reduce red tape and expense for developers	<ul style="list-style-type: none"> • Work with Town of St. Paul on joint Area Structure Plan (ASP) on the north side of the town into the County - funded by ACP Grant. • Work with Town of Elk Point on joint Area Structure Plan on the north side of the town into the County - funded by ACP Grant. • Work with Town of Elk Point on joint Area Structure Plan on the south side of the town into the County - funded by ACP Grant. • Consider other ASP's through grant funding.
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"> • Develop podcasts to assist residents with Planning & Development processes. • Increase staffing to handle the number of calls/permits. • Improve training of staff to assist residents with subdivision process. • Create flowsheet/chart for residents to follow planning process.

ACTION PLAN - 2022

5. ECONOMIC DEVELOPMENT

Strategy	Action
Strategy 5.1 Centralized Economic Development within the region	<ul style="list-style-type: none"> • Regional engagement <ul style="list-style-type: none"> - Develop a centralized source for regional economic development information from municipalities, Government of Alberta, educational institutions, and businesses to: <ol style="list-style-type: none"> 1. Foster information sharing; 2. Reduce duplication; and 3. Leverage economies of scale. - Proactively develop partnerships - Deliver helpful business and workforce development information/resources to stakeholders • Marketing and Communications <ul style="list-style-type: none"> - Investment attraction capacity building - Coordination of site selection info and marketing with municipalities - Provide materials and resources as per stakeholder requests • Plan for future instances of regional economic disruption.
Strategy 5.2 Support growth of priority industry sectors	<ul style="list-style-type: none"> • Leverage existing industry drivers within the region to increase economic potential (agriculture, tourism, transportation and logistics, etc.) • Identify new and emerging economic opportunities to diversify and grow the region (artificial intelligence/machine learning, film, waste, etc.) • Advocate and plan for expanded, lower cost, higher quality broadband across the region
Strategy 5.3 Position workforce development as a cornerstone of regional economic development	<ul style="list-style-type: none"> • Worker Attraction <ul style="list-style-type: none"> - Brand and promote the region to attract workers to the region - Promote high-demand jobs in the region to the workforce - Support newcomer projects • Worker Retention <ul style="list-style-type: none"> - Youth retention/Ag retention - Human resource for small business • Worker Development <ul style="list-style-type: none"> - Work with stakeholders to identify training needs - Develop partnerships to address training gaps - Highlight and leverage customer service throughout the region

ACTION PLAN - 2022

5. ECONOMIC DEVELOPMENT

Strategy	Action
Strategy 5.4 Support regional economic development through partnerships and advocacy	<ul style="list-style-type: none">• Build partnerships and advocate on behalf of the municipalities within and beyond the region (i.e. recreation, Indigenous relations, new comer supports, entrepreneurship, etc.)
Strategy 5.5 Support the STEP Economic Development Alliance continuation beyond a pilot project	<ul style="list-style-type: none">• Allocate a budget for STEP Economic Development Alliance contract Economic Development position from April 2022 to December 2022.• Allocate a budget for STEP Economic Development Alliance projects and grant matching requirements.• Review the viability and value of the STEP Economic Development Alliance going in 3rd Quarter.

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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 provincial 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.

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7. OCCUPATIONAL HEALTH & SAFETY

Strategy	Action
Strategy 7.1 Continuous improvement of Safety Management System.	<ul style="list-style-type: none">• Review of existing County OHS Policies.• Establishment of Regional Safety Management System (RSMS) Structure.• Refinement and amendment of County OHS Policies into RSMS Structure.• Incorporation of Regional Safety Management Structure into virtual format.
Strategy 7.2 Develop improved access and use of the Regional Safety Management System	<ul style="list-style-type: none">• Establish web-based safety management system.• Develop training and support materials.• Provide training to Senior Management and Managers.• Provide training to Supervisors and Foreman.• Complete full regional staff rollout of regional web-based safety management system.
Strategy 7.3 Establish enhanced OHS training standards and tracking	<ul style="list-style-type: none">• Review and update the current regional OHS orientation presentation.• Establish virtual self-paced OHS training courses for all regional positions.• Implement web-based tracking and monitoring of all regional training standards and renewals.• Facilitate Safety Leadership training for Managers, Supervisors and Foreman.• Coordinate training specific to:<ul style="list-style-type: none">- ATV Use- Chainsaw Operation- Flag Person- Ground Disturbance

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7. OCCUPATIONAL HEALTH & SAFETY

Strategy	Action
Strategy 7.4 Establish system for the assurance of competency assessment	<ul style="list-style-type: none">• Review existing competency assessment components of various municipal departments.• Establish web-based assurance and filing of competency assessments.• Identify tasks and positions requiring development of competency assessments.
Strategy 7.5 Establish enhanced system for the collection and completion of incident reports/analysis along with corrective action tracking	<ul style="list-style-type: none">• Introduce more efficient Initial Incident reporting process in both hard copy and virtual format.• Establish tiered level of incident reporting, notification, investigation and required corrective action based upon significance of event.• Establish web-based incident investigation process for completion of incident analysis.• Implement supervisor centered corrective action system for inspection and incident corrective actions.
Strategy 7.6 Identify and implement efficiencies relative to administration of regional safety management system	<ul style="list-style-type: none">• Review and reorganize current virtual file management system (develop master file directory).• Establish web-based system for collection, storing and tracking of safety management forms (inspections, incidents, meetings, training).• Review cost saving alternative for collection and tracking of Safety Data Sheets (SDS).