2025 OPERATIONAL PLAN

COUNTY OF ST. PAUL

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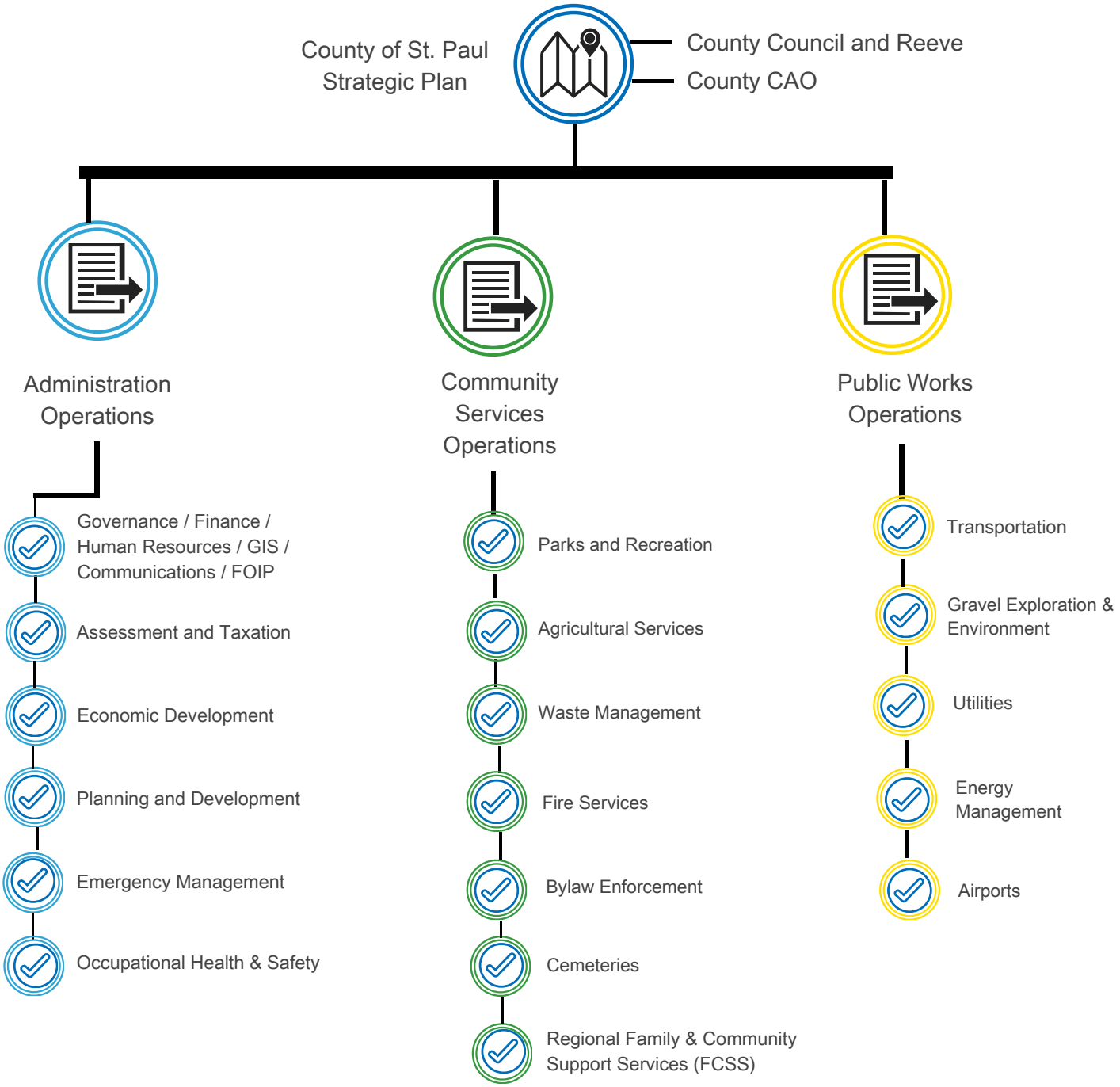
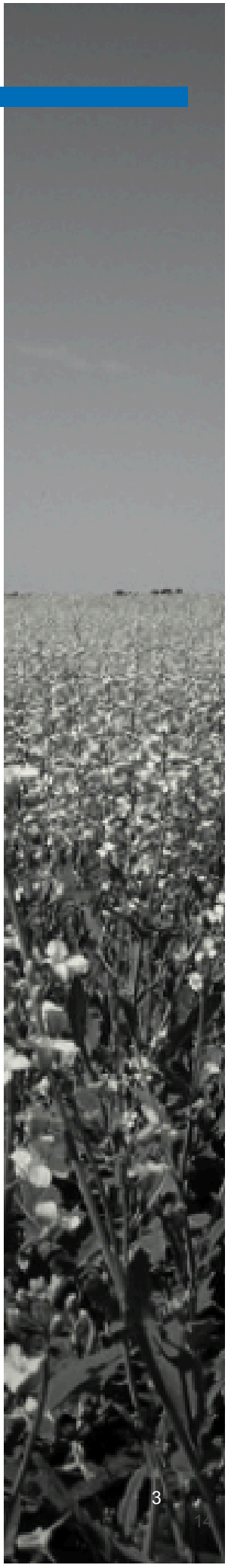
INTRODUCTION

COUNTY OF ST. PAUL OVERVIEW

The County of St. Paul's three main departments - Administration, Community Services, and Public Works - each manage several functions.

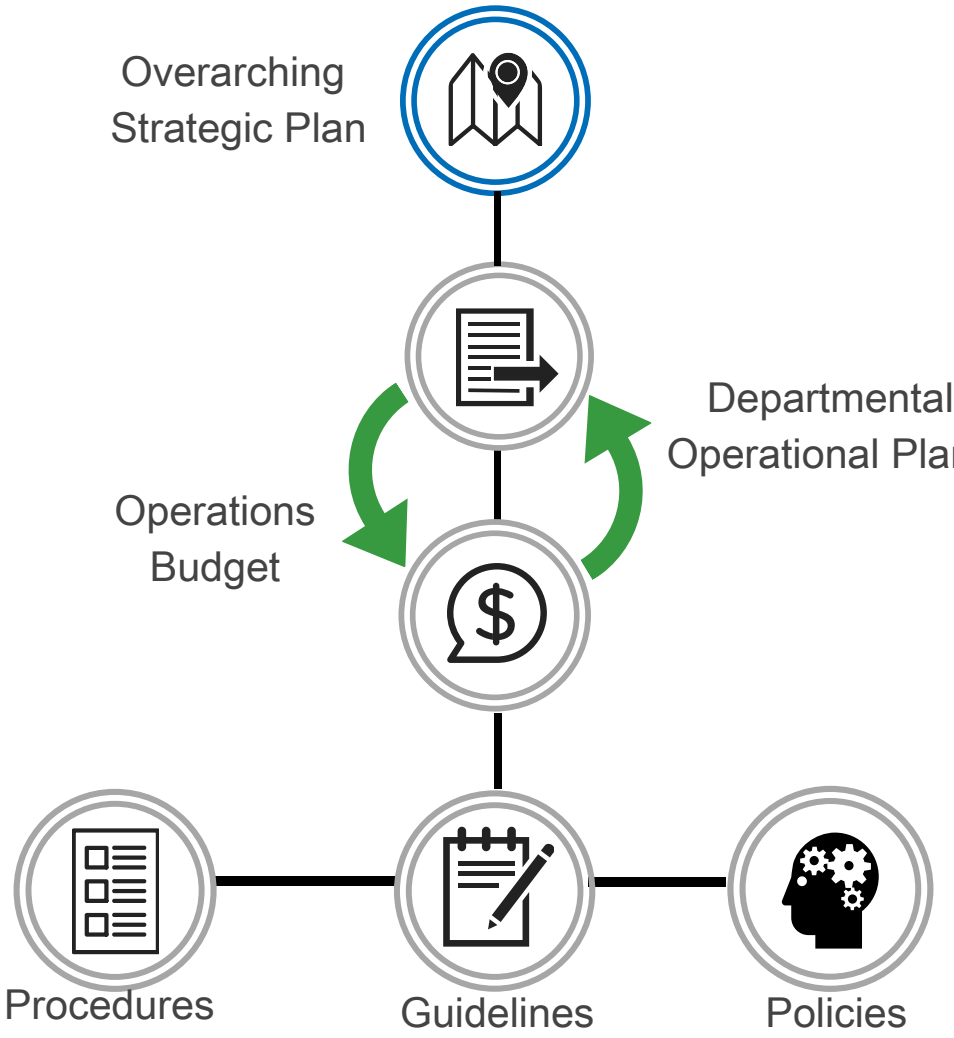




OPERATING YEAR

With an approved Strategic Plan, the County turns to its operations to determine what can be accomplished in the year to achieve the strategies approved by Council.

The County uses collected tax dollars, operating grants, and capital grants to conduct these operations and achieve its levels of service.



NEXT STEPS FOR ADMINISTRATION

DEPARTMENT STRATEGY

ADMINISTRATION

1. Governance

1.1 - TRANSPARENCY TO DEMONSTRATE ACCOUNTABLE GOVERNANCE

- Stream Council and Public Works meetings
- Post Council Highlights after each Council meeting
- Strategic Plan, Budget Narrative, and Audited Financial Statements made available on the County website
- Publish Council Remuneration

1.2 - CONTINUOUS IMPROVEMENT OF SERVICES AND OPERATIONS

- Conduct Levels of Service reviews for County departments
- Hold Budget Review to identify priorities and opportunities for cost savings

1.3 - COLLABORATE WITH MUNICIPAL PARTNERS

- Hold annual meeting with Town of St. Paul, Town of Elk Point, and Summer Village of Horseshoe Bay to discuss collaborative opportunities
- Complete regional Alberta Community Partnership (ACP) grant projects with our partners

1.4 - PARTICIPATE ON COMMITTEES THAT CONTRIBUTE TO GOVERNANCE AND SERVICES PROVIDED IN THE COUNTY

- Seek out additional virtual options to reduce costs
- Update committee commitments at 2025 Organizational Meeting

NEXT STEPS FOR ADMINISTRATION

DEPARTMENT	STRATEGY
ADMINISTRATION	
1. Governance	**1.5 - APPROVE APPROPRIATE POLICIES FOR THE COUNTY** • Proactively manage emerging policy issues
	1.6 - IMPROVE RELATIONSHIPS WITH INDIGENOUS NEIGHBOURS • Include 'Cultural/Sensitivity' training for Council • Schedule meetings with Indigenous neighbours • Explore grant opportunities that include Indigenous partners
	1.7 - SUPPORT CRIME PREVENTION EFFORTS WITHIN THE COUNTY • Annual meeting with St. Paul and Elk Point RCMP • Review quarterly reports to Council
	1.8 - REALLOCATE EXISTING DOLLARS FOR STRONGER COST AND SERVICE EFFICIENCIES • Hold Budget Review to identify priorities and opportunities for cost savings
	1.9 - FINANCIALLY SUPPORT COMMUNITY GROUPS • Elk Point Recreation Grant • Community Recreation Facility Grants • Manage Community budget for donation requests (e.g. local school sports teams, 4-H clubs, etc.) • Review additional requests on individual merit

DEPARTMENT STRATEGY

ADMINISTRATION

1. Governance

1.10 - ADEQUATELY FUND LIBRARY SERVICES WITHIN THE COUNTY/REGION

- Northern Lights Library System
- County Library Board
- Assist with annual requests

1.11 - PROVIDE SCHOLARSHIPS TO SUPPORT STUDENTS IN THE ST. PAUL REGIONAL EDUCATION DIVISION AND ECOLE DU SOMMET

- Provide one scholarship to a student enrolled in a trades program
- Provide two scholarships to students enrolled in an academic program
- Provide one scholarship to a student enrolled in an agriculture-based program (under the ASB)
- Explore potential fourth scholarship and corresponding academic stream

1.12 - WORK TOWARDS A MUNICIPAL CENSUS, INTERMEDIATE TO THE FEDERAL CENSUS, TO ENSURE ACCURATE GRANT FUNDING

- Assess with 2025 Federal Election

1.13 - CONDUCT THE 2025 MUNICIPAL ELECTION

- Provide resources on the County website outlining changes in the LAEA for potential candidates to review
- Hire a Returning Officer to conduct election proceedings and answer general inquiries

DEPARTMENT STRATEGY

ADMINISTRATION

2. General Administration

2.1 - CONTINUE WORK ON THE ASSET MANAGEMENT PROJECT, MAKING INFORMED DECISIONS ON THE REPLACEMENT AND MAINTENANCE OF COUNTY EQUIPMENT AND INFRASTRUCTURE

- Complete implementation of new financial software
- Conduct Road Assessments and Traffic Counts
- Complete Long-term Financial Plan

2.2 - CONTINUE BUILDING POSITIVE RELATIONSHIP BETWEEN THE ADMINISTRATION OFFICE AND PUBLIC WORKS SHOP

- Hold Regional Team Building event
- Provide Leadership & Team Building Training for Administration and Public Works cohorts

2.3 - IMPROVE CUSTOMER EXPERIENCE, UPDATING COMMUNICATION METHODS TO CREATE A MORE USER-FRIENDLY DIGITAL EXPERIENCE

- Implement more Government Frameworks digital forms to better assist residents
- Implement new mapping/GIS software, moving from Catalis to MRF, to improve user experience

DEPARTMENT	STRATEGY

ADMINISTRATION

3. Corporate Services

3.1 - CONTINUE TO IMPROVE THE HUMAN RESOURCES FRAMEWORK TO IMPROVE EXPERIENCE FOR MANAGEMENT AND EMPLOYEES

- Complete and provide a New Employee Welcome package for new hires
- Ensure Employee Handbook is up-to-date

3.2 - CONTINUE TO RESEARCH OPPORTUNITIES FOR GRANT FUNDING

- Alberta Community Partnership opportunities with regional partners
- Grant opportunities under Energy Efficiency

3.3 - ENSURE ADDITIONAL NAMED INSURED ORGANIZATIONS UNDERSTAND INSURANCE REQUIREMENTS, PROTOCOLS, AND TOOLS

- Annual meeting with RMA to discuss rates, coverage, and requirements to become and maintain ANI status
- Review agreements with ANIs

3.4 - DEVELOP A CLOUD-BASED RECORDS MANAGEMENT SYSTEM THAT INCLUDES LAND FILES AND GENERAL DOCUMENTS

- Work with Government Frameworks to develop a Records Management System in Laserfiche

3.5 - CONTINUE TO MAINTAIN AND UPGRADE COUNTY-OWNED BUILDINGS AND FACILITIES

- Upgrade Administration building roof
- Fix the HVAC system in the Public Works shop
- Perform ongoing maintenance as required

3.6 - INCREASE PROACTIVE COMMUNICATION ON COUNTY INITIATIVES AND INFORMATION

- Develop departmental communication plans for 2025 initiatives
- Update communication materials for the FCSS Welcome package
- Improve messaging in the Tax Insert

DEPARTMENT	STRATEGY
ADMINISTRATION	
3. Corporate Services	**3.7 - ENSURE ALL COUNTY DEPARTMENTS AND STAFF ARE SUPPORTED WITH QUALITY, TIMELY, AND EFFECTIVE COMMUNICATION** • Use WorkHub employee portal for staff updates • Use Facebook and County website for timely Department updates for the public
	3.8 - INCREASE PUBLIC INFORMATION ABOUT COUNTY HISTORICAL, TOURISM, ECONOMIC DEVELOPMENT, EVENTS, ETC. THAT WILL INCREASE INTEREST IN LOCAL EVENTS • Collaborate within a regional marketing committee to identify areas for promotion
4. Freedom of Information and Protection of Privacy (FOIP)	**4.1 - PROVIDE PUBLIC WITH THE PROCESS TO OBTAIN INFORMATION THROUGH THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT** • Update the Request to Access Information form to a simplified online format
5. Planning and Development	**5.1 - DEVELOPMENT OF AREA STRUCTURE PLANS AROUND URBAN NEIGHBOURS TO REDUCE EXPENSE FOR DEVELOPERS** • Continue work to finalize the St. Paul North IASP • Continue to process the Oncikiskwapawin Crossing ASP
	5.2 - RESURVEY IDENTIFIED LOCATIONS WITHIN THE COUNTY TO RESOLVE OWNERSHIP CONCERNS • Resurvey Plan 527MC Block 1 at Vincent Lake to have houses situated on the lots; register new sub and plan • Resurvey of Mallaig lots along Railway Avenue; register new sub and plan

DEPARTMENT	STRATEGY
ADMINISTRATION	
5. Planning and Development	**5.3 - DETERMINE OPPORTUNITIES TO ENCOURAGE DEVELOPMENT AND REDUCE RED TAPE** • Continue to update and streamline building permit process with Superior Safety Codes • Continue to update and streamline subdivision process with Municipal Planning Services **5.4 - PROVIDE EDUCATION OPPORTUNITIES AND RESOURCES TO THE PUBLIC ON PLANNING TOPICS** • Organize and host a World Town Planning Day event • Update information for distribution to the public
6. Economic Development	**6.1 - CENTRALIZED ECONOMIC DEVELOPMENT, ALIGNING REGIONALLY ON PRIORITIES AND PROCESS** • Monthly STEP Committee meetings • Attend partner council meetings. • Provide Newcomer Supports through Portage College and CALP • Seek out ACP and SCOP grants with regional partners **6.2 - FOCUS ON KEY INDUSTRY SECTORS, WHICH INCLUDE AGRICULTURE, ENERGY, TOURISM, MANUFACTURING, AND FILM** • Continue work with Travel Lakeland • Support food processing and agri-food initiatives • Support Open Farm Days • Finalize Winter Destination Strategy for Westcove • Develop regional policy around film incentives. • Add film industry/conference resources to website. • Support Cassava project • Investigate potential uses for stranded energy assets

DEPARTMENT	STRATEGY
ADMINISTRATION	
6. Economic Development	**6.3 - INVESTMENT ATTRACTION, FROM SITE SELECTION TO LEAD GENERATION AND ENGAGEMENT** • Work with ABHub • Redevelopment of Windsor Plant site • Regional Housing and Inventory Assessment • Conduct rural transit assessment study • Develop strategic plan for regional airports **6.4 - PARTNERSHIPS AND ADVOCACY, FOSTERING LOCAL, REGIONAL, AND PROVINCIAL PARTNERSHIPS TO ADVOCATE FOR REGIONAL PRIORITIES** • Advocacy for Economic Corridors • Support Evergreen Waste Commission • Explore meat processing partnership with the MD of Bonnyville
7. Emergency Management	**7.1 - ENHANCE REGIONAL EMERGENCY MANAGEMENT PREPAREDNESS** • Hold tabletop exercises for the region • Provide ICS training to key staff **7.2 - INCREASE PUBLIC AWARENESS AND EDUCATION ON PUBLIC PARTICIPATION.** • Promote Emergency Preparedness Week • Provide guidelines and checklist resources on the County website

DEPARTMENT STRATEGY

ADMINISTRATION

8. Occupational Health & Safety

8.1 - CONTINUOUS IMPROVEMENT OF SAFETY MANAGEMENT SYSTEM

- Review existing policies against new OH&S Code requirements coming out in 2025
- Refine County OH&S policies into Regional Safety Management System (RSMS) Structure

8.2 - CONTINUED ACCESS AND USE OF THE REGIONAL SAFETY MANAGEMENT SYSTEM

- Develop training and support materials as required
- Orientate new staff to WorkHub to complete all requirements before commencing work

8.3 - ESTABLISH ENHANCED OH&S TRAINING STANDARDS AND TRACKING

- Add ICE form to the current OH&S orientation presentation
- Facilitate refresher training for Supervisor Drug and Alcohol Awareness
- Coordinate audio-metric testing and earplug fit testing for employees exposed to high noise level
- Coordinate Resilience training and AED Refresher training
- Coordinate Ammonia Training for Mallaig Arena employees

8.4 - ESTABLISH SYSTEM FOR THE ASSURANCE OF COMPETENCY ASSESSMENT

- Perform competency assessment for grader operators with an external company
- Establish timeline for competency assessment review for other equipment operators

ADMINISTRATION

8. Occupational Health & Safety

8.5 - CONTINUED USE OF ENHANCED SYSTEM FOR THE COLLECTION AND COMPLETION OF INCIDENT REPORTS/ANALYSIS ALONG WITH CORRECTIVE ACTION TRACKING

- Monthly monitoring of corrective action system for inspection and incident corrective actions
- Hold post incident meetings with employee(s) involved and their supervisor
- Incident cost tracking reporting

8.6 - IDENTIFY AND IMPLEMENT EFFICIENCIES RELATIVE TO ADMINISTRATION OF REGIONAL SAFETY MANAGEMENT SYSTEM

- Finalize electronic forms for Field Level Risk Assessments and Daily Tailgate Meetings
- Upload SOP's policies and positional hazard assessment where all employees can access them

8.7 - ENSURE CONTRACTOR COMPLIANCE TO SAFETY PROGRAM

- Supervisors to inform OH&S of contractors who will be performing work for the County or working on County property
- OH&S to collect contractor documents (WCB clearance, CGL Insurance, COR/SECOR) and verify their safety program OR provide contractors with the necessary safety orientation prior to the work commencing

NEXT STEPS FOR

COMMUNITY SERVICES

DEPARTMENT	STRATEGY
COMMUNITY SERVICES	
1. Parks and Recreation	**1.1 - INCREASE USAGE OF OUR PARKS, CAMPGROUNDS, AND RECREATIONAL FACILITIES** • Proactive advertising of weekend availability • Develop regional packages for campgrounds to promote facilities and activities **1.2 - MAINTAIN, STREAMLINE, AND UPGRADE PARKS AND RECREATIONAL FACILITIES AND OPERATIONS** • Determine how to divide work between contractors and seasonal employees • Bring back previous season's caretakers for consistent service delivery • Purchase higher-use items for the campgrounds in bulk **1.3 - ENHANCE VALUE IN PARKS AND RECREATION OPERATIONS** • Transition from the Camp Reservations booking system to Campspot • Redirect campers to available sites if their campground of choice is full

NEXT STEPS FOR

COMMUNITY SERVICES

DEPARTMENT	STRATEGY
COMMUNITY SERVICES	
2. Waste Management	**2.1 - IMPLEMENT EXTENDED PRODUCER RESPONSIBILITY (EPR) PROGRAM** • Work on program delivery with Circular Materials under interim agreement **2.2 - IMPROVE PUBLIC AWARENESS ABOUT WASTE MANAGEMENT** • Revise and relaunch Trash Talk • Improve the Bin Site/Transfer Station location outline and mapping **2.3 - MAINTAIN, STREAMLINE, AND UPGRADE WASTE MANAGEMENT FACILITIES, EQUIPMENT, AND OPERATIONS** • Purchase two 8-yard bins • Determine rates for equipment use to run regional facilities • Research the potential of building a new cell in the Elk Point area

COMMUNITY SERVICES

3. Agriculture Services

3.1 - BUILD PUBLIC AWARENESS ABOUT AGRICULTURAL SERVICES

- Education on why we have the road spraying and mowing programs
- Education on club root
- Education on the training required to conduct an agricultural program
- Attend agriculture-focused community events to promote services

3.2 - MAINTAIN AND IMPROVE PROGRAMS FOR AGRICULTURAL SERVICE BOARD

- Host both a Spring and Fall Beaver Reduction Program
- Revise the No-Spray Program intake process and surrounding communications
- Evaluate roadside spraying and mowing programs for increased efficiency
- Trial use of weed tracking software for better reporting
- Coordinate with County departments and neighbouring municipalities to optimize programming

3.3 - MAINTAIN EQUIPMENT AND FACILITIES

- Explore experimental equipment to include in the equipment rentals program
- Purchase replacement day use box

DEPARTMENT STRATEGY

COMMUNITY SERVICES

4. Fire Services

4.1 - MAINTAIN EQUIPMENT AND FACILITIES

- Delivery of 3 new fire pumpers, expected July 2025

4.2 - SUPPORT THE ATTRACTION AND RETENTION OF VOLUNTEER FIREFIGHTERS

- Promote volunteer opportunities and training hours per department
- Align remuneration for each department

4.3 - SHARE COMMON STRATEGIES FOR POLICIES, PROCEDURES, AND OPERATIONS BETWEEN REGIONAL DEPARTMENTS

- Develop policy with Fire Chiefs for aligned remuneration and call tracking
- Use of similar or same equipment

4.4 - ENGAGE RESIDENTS IN FIRE SAFETY INFORMATION AND PROGRAMS

- As per each department

4.5 - MAINTAIN AND CONSIDER NEW OPPORTUNITIES FOR REGIONAL COLLABORATION WITH OUR NEIGHBOURS

- Develop training ground for Elk Point region to be shared between departments (similar to St. Paul training ground)

DEPARTMENT	STRATEGY
COMMUNITY SERVICES	
5. Bylaw Enforcement	**5.1 - EFFECTIVE AND EFFICIENT BYLAW ENFORCEMENT** • Moving from contracted bylaw services to a full-time Municipal Enforcement & Parks Coordinator • Evaluate equipment for dog control
	5.2 - ENGAGE AND EDUCATE THE COMMUNITY • Share most common bylaw offenses and how they can be mitigated
6. Cemeteries	**6.1 - MAINTAIN COUNTY-OWNED CEMETERIES** • Include cemeteries in summer mowing program
	6.2 - MAINTAIN AND UPDATE RECORDS MANAGEMENT • Work with Government Frameworks to add records to Laserfiche system
	6.3 - ASSIST PRIVATELY-OWNED CEMETERIES WITHIN THE COUNTY • As requested by the cemeteries

DEPARTMENT	STRATEGY
COMMUNITY SERVICES	
7. Regional Family & Community Support Services (FCSS)	**7.1 - PROVIDE FUNDING FOR REGIONAL FAMILY & COMMUNITY SUPPORT SERVICES** • Provide $53,445.71 for FCSS programming • Provide $30,000 for the FSLW Program **7.2 - REPORT ON PROGRAMMING WITHIN THE COUNTY COMPLETED BY REGIONAL FCSS** • 2025 Annual Report • Update FCSS Impact Tool to increase awareness of preventive programming (locally and provincially) • Use Provincial “Chart Outcomes and Indicators” to assess program offerings and events **7.3 - PROVIDE SUPPORT, INFORMATION, AND PROGRAMMING FOR RESIDENTS THAT IS AFFORDABLE AND ACCESSIBLE** • Adjust staffing to respond to increased requests • Community Counselling program provided due to financial pressures • Baby Wise Bundles for new parents • Friendly Welcome Program for regional newcomers • Community Awareness Nights to promote organizations and services in the region • Volunteer Income Tax Program to assist with annual tax filing (seniors and low income) • Various family programming as needs arise/are identified

DEPARTMENT	STRATEGY
COMMUNITY SERVICES	
7. Regional Family & Community Support Services (FCSS)	**7.4 - PROVIDE SUMMER PROGRAMMING THROUGHOUT THE REGION** • Summer camps in Mallaig, Ashmont, and Elk Point • Neighbourhood Block Parties **7.5 - RECOGNIZE THE VOLUNTEERS IN OUR COMMUNITIES** • Caring Cups Project **7.6 - INCREASE SENIOR SUPPORT** • Continue Meals on Wheels program • Celebrate Seniors' Week • Assist with Alberta Seniors Benefits applications • Host Seniors' Festival • Continue Snow Angels sidewalk shoveling program **7.7 - INCREASE YOUTH SUPPORT** • Host annual Camp Sunshine • Provide Youth Drop-in and After School programs • Programming that fosters belonging, promotes social inclusion, and develops/strengthens skills that build resilience • Additional programming through LFRN and SPYC

NEXT STEPS FOR

PUBLIC WORKS

DEPARTMENT	STRATEGY
PUBLIC WORKS	
1. Transportation	**1.1 - ENSURE SAFE ROAD AND BRIDGE INFRASTRUCTURE FOR PUBLIC** • Conduct the 2025 Road Construction Program and complete selected projects • Complete 2024 project carryover • Proactively apply for Strategic Transportation Infrastructure Program (STIP) Grants for identified bridge files in 5-year plan
	1.2 - IMPROVE THE COMMUNITY AGGREGATE MANAGEMENT PROGRAM • Promotion of the CAP Levy Application Program
	1.3 - LEVERAGE THE GRAVEL SALES PROGRAM • Promote program opening date to the public • Explore sales inter-municipally and provincially
	1.4 - MAINTAIN EQUIPMENT AND FACILITIES • Ensure all capital purchases come with warranty • Cost-savings using in-house mechanics • Host annual equipment sale/auction, exploring other sale avenues when applicable

DEPARTMENT	STRATEGY
PUBLIC WORKS	
2. Utilities	**2.1 - ENSURE SAFE SUPPLY OF WATER TO RESIDENTS OF MALLAIG, ASHMONT, LOTTIE LAKE, AND ALONG THE TRANSMISSION LINES** • Completion of Lottie Lake distribution system design, ensuring the project is shovel ready • Continued maintenance of lines
	2.2 - MAINTENANCE OF SANITARY LAGOONS AND COLLECTIONS SYSTEMS • Collecting manifests from haulers to accurately track usage • Hauling from lagoons as needed to ensure space • Contract line flushing services
	2.3 - MAINTAIN A CONSISTENT RATE STRUCTURE FOR THE USE OF COUNTY WASTEWATER FACILITIES • Confirm rates for the 2025 year
	2.4 - EXPLORE ALTERNATIVE WASTEWATER TREATMENT PROCESSES AT ASHMONT OR MALLAIG LAGOONS TO REDUCE MAINTENANCE COSTS AND IMPROVE EFFLUENT QUALITY • Contract line flushing services
3. Energy Management	**3.1 - IMPROVE ENERGY EFFICIENCY AT ALL COUNTY BUILDINGS AND FACILITIES** • Proactively apply for grant programs focusing on efficiency and sustainability programs
4. Airports	**4.1 - COLLABORATE WITH TOWN OF ST. PAUL FOR MAINTENANCE AND IMPROVEMENTS AT LOCAL AIRPORTS** • Transition of Elk Point Airport to a County operation • Mill and pave project with the Town of St. Paul

NEED MORE INFORMATION?

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