

2019

COUNTY OF ST. PAUL STRATEGIC PLAN



PREPARED BY
HAILEY GISH, COMMUNICATIONS COORDINATOR



TABLE OF

CONTENTS

3	INTRODUCTION
5	BIG PICTURE
6	STAKEHOLDERS
7	OUR PROCESS
8	VISION, MISSION, VALUES
11	ADMINISTRATION STRATEGIES
15	COMMUNITY SERVICES STRATEGIES
17	FCSS STRATEGIES
18	COMMUNICATIONS STRATEGIES
20	PUBLIC WORKS STRATEGIES
22	EVALUATION
24	CONTACT US



INTRODUCTION

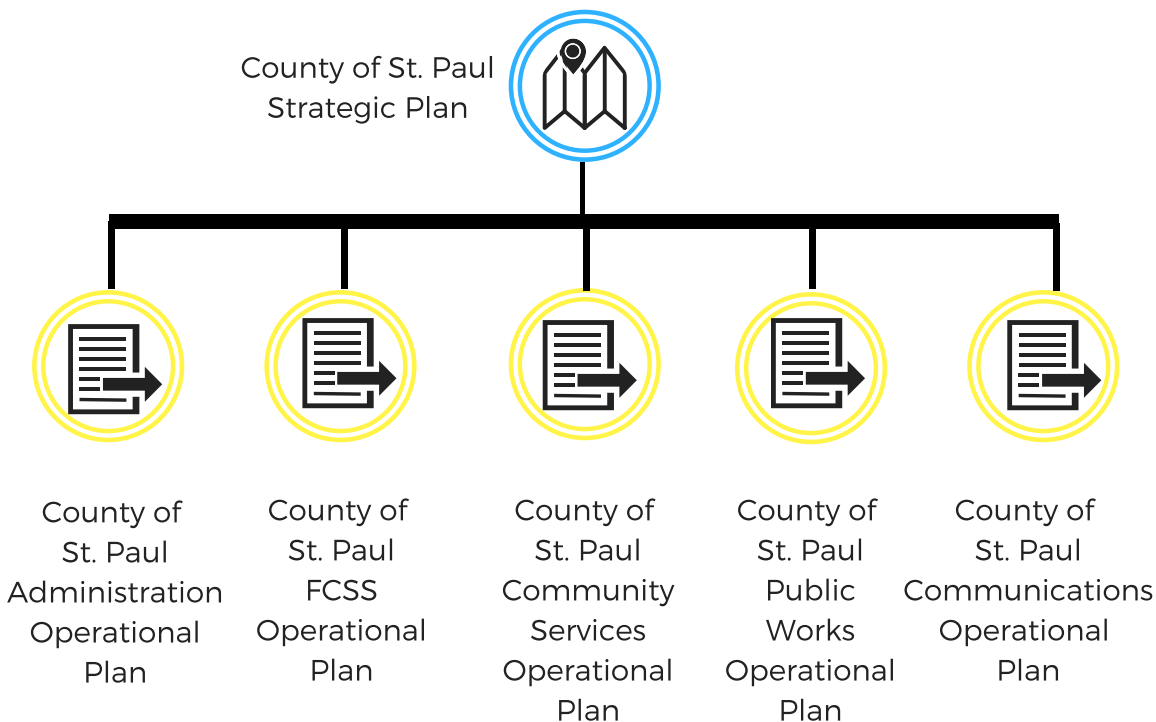
The purpose of this plan is to establish the County's attention to the importance of high quality Administration, FCSS, Community Services, Public Works and Communications.

This plan emphasizes the strategies each department will focus on in 2019 and each operational plan outlines how the County will achieve them.

Each department operational plan is aligned with the County of St. Paul Strategic Plan and will be evaluated and reviewed annually.

COUNTY OF ST. PAUL OVERVIEW

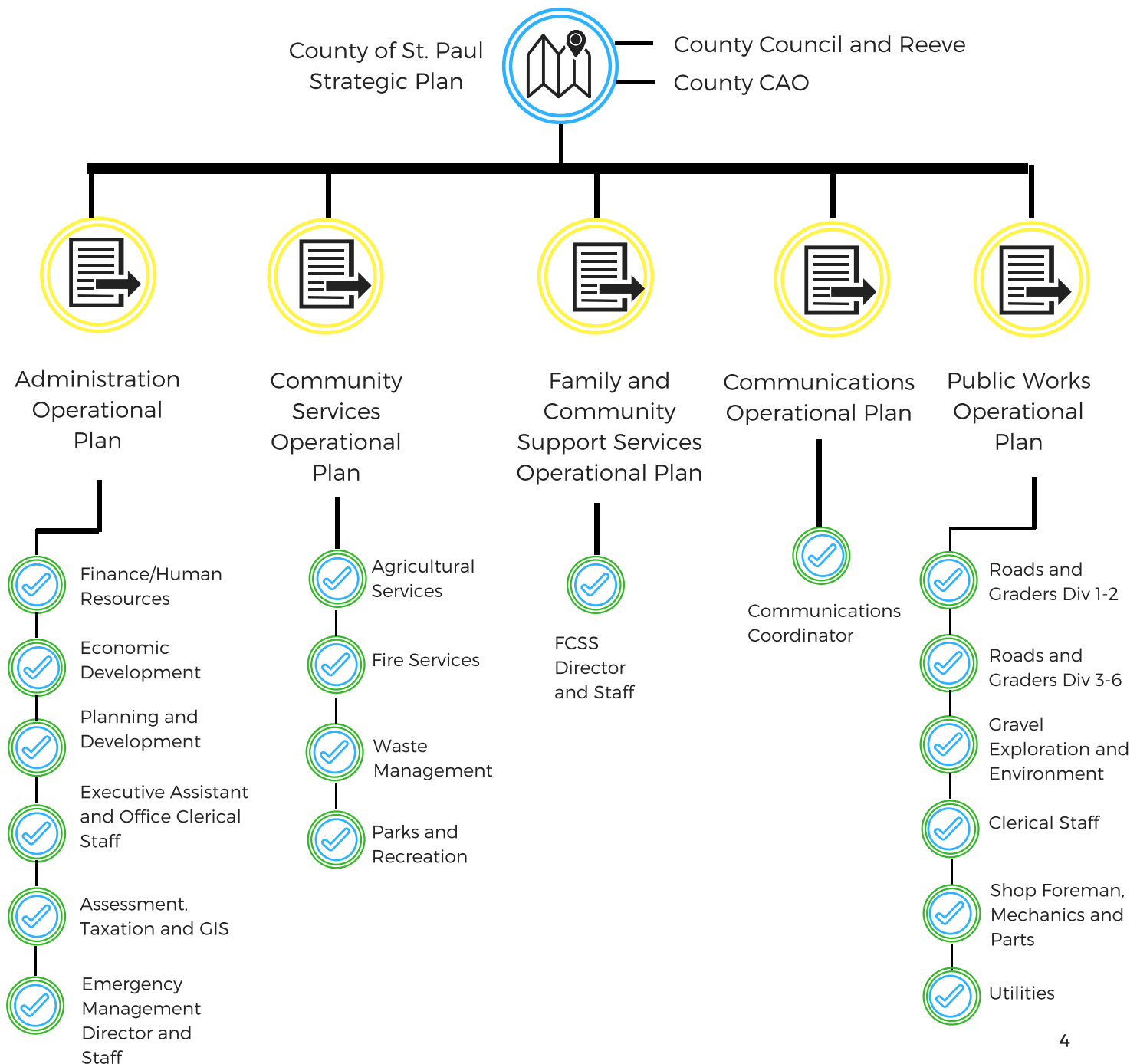
The County of St. Paul Strategic Plan includes several departments as shown below.



INTRODUCTION

COUNTY OF ST. PAUL OVERVIEW

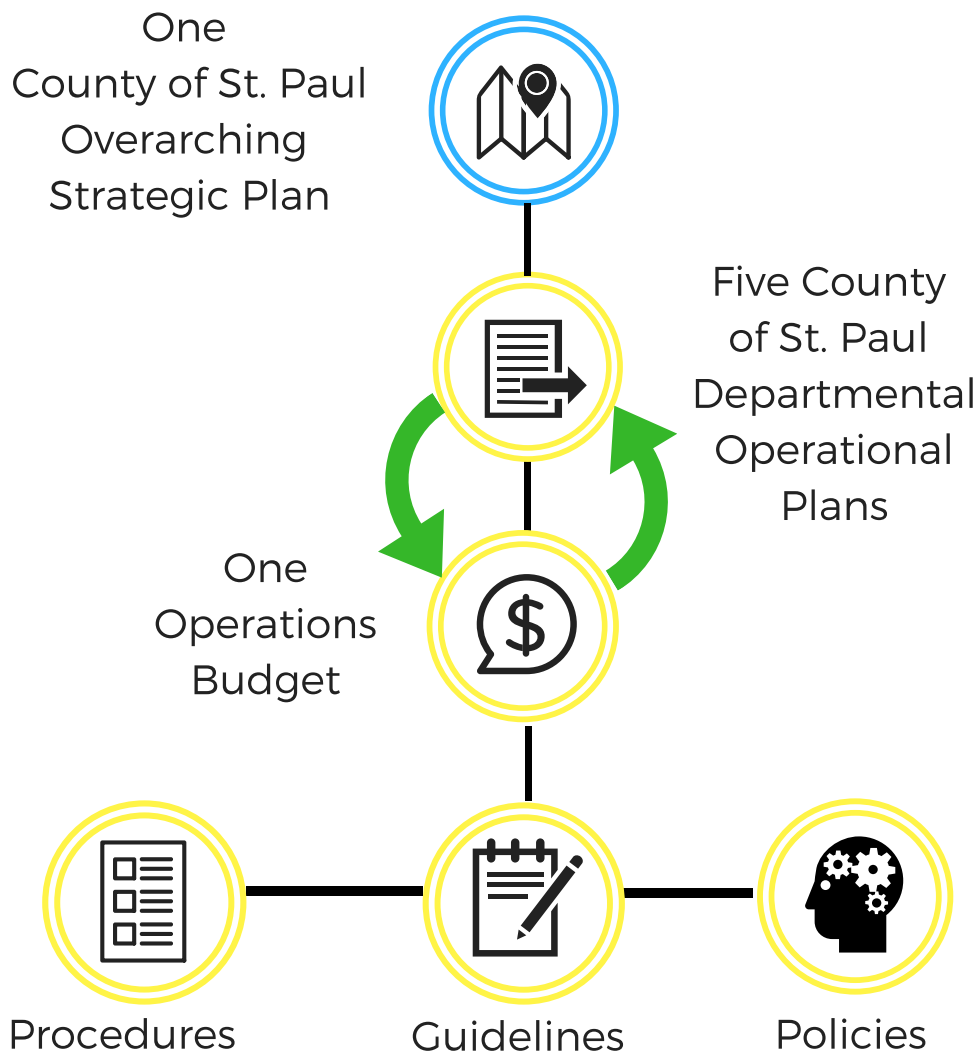
The County of St. Paul Strategic Plan includes several departments as shown below. Each department has an individual operational plan that is more detailed.



BIG PICTURE

The County collects a certain amount of tax dollars each year. Department strategic plans influence the allocation of these dollars, detailing the amount budgeted to each department. The County also applies for several operating and capital grants each year.

As per the M.G. A requirements we must do a 3 year operating, and 5 year capital budget. We plan to do a 5 year operating budget and 5 year capital budget.



OUR STAKEHOLDERS



Permanent Residents, Temporary Residents, Visitors, Seasonal Residents, and Landowners.



The County works in partnership with our rural and urban neighbors.



County of St. Paul council includes the reeve, and six councilors that represent the six districts within our municipality.



The County employs up to about 100 people located in the administrative office and the public works office and shop.



Agriculture Producers, Industry, Contractors and Small Business.



The County is surrounded by First Nation and Metis Settlements including: Good Fish, White Fish, Fishing Lake, Puskiakinwenin, Unipouheos, Kehewin, and Saddle Lake.



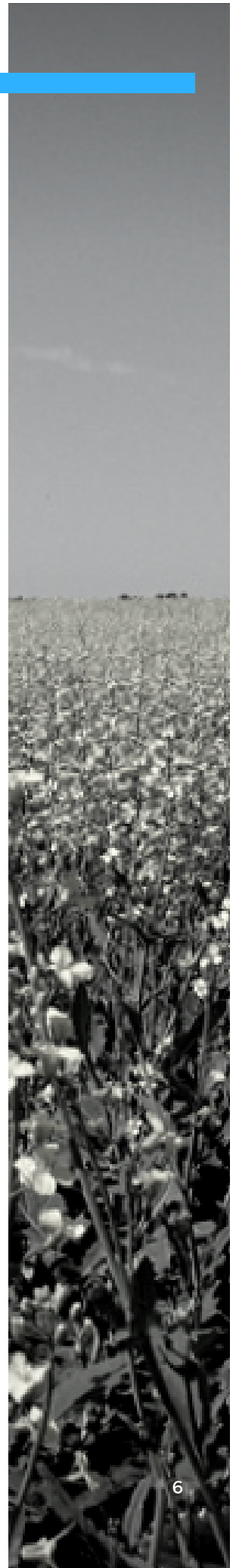
Students, Educators and Community volunteers.



The administrative office is also home to Family and Community Support Services and Alberta HUB.



Media: St. Paul Journal, Elk Point review, Lakeland Connect and Newcap Broadcasting.



AN OVERVIEW OF **OUR PROCESS**





MISSION

**To create
desirable rural
experiences**

VISION

**The leader in
rural success**



VALUES

1. Community at the Core

2. Accountability in Action

3. Lead and Succeed

4. Unwavering Integrity

5. Innovate to Elevate

OUR VALUES

COMMUNITY at the Core

Meaning: Community and people are top-of-mind in everything we do. We build relationships, work together and support our neighbors.

Leads us to: Donate to local causes. Partner with neighboring municipalities. Develop and promote volunteer & social programs.

ACCOUNTABILITY in Action

Meaning: We are reliable, consistent, accessible and informative. We take responsibility and understand that we must answer to the public. Follow through is expected and delivered upon.

Leads us to: Develop strategic and communications plans. Provide council minutes which are easily accessible. Host public engagement opportunities in the community.

LEAD and Succeed

Meaning: Empowering people and creating positive environments which foster success. We work together to inspire & influence others. Create together, achieve together, and share in success together.

Leads us to: Engage in team building. Share successful plans, policies and other assets with partners.

Unwavering INTEGRITY

Meaning: Doing the right things for the right reasons. Open and honest communication. Taking actions that generate trust. Decisions are based around people and creating a better life for all.

Leads us to: Communications planning. Build reporting measures.

INNOVATE to Elevate

Meaning: Thinking outside the box and proactively solving problems. Seeking continuous improvement and fostering growth. Actively looking for innovative ways to excel and enhance services to stakeholders.

Leads us to: Complete an economic development needs analysis. Provide professional development opportunities. Complete physical renovations. Implement new technology. Provide ways for public and internal input. 10

NEXT STEPS FOR

OUR ADMINISTRATION

DEPARTMENT	STRATEGY
ADMINISTRATION	

1. Governance

STRATEGY 1.1

Provide communication to demonstrate accountable governance.

STRATEGY 1.2

Collaborate with municipal partners.

STRATEGY 1.3

Provide scholarships to support students in the St. Paul Regional Education Division.

STRATEGY 1.4

Council to financially support community groups.

STRATEGY 1.5

Approve appropriate policies for the County.

STRATEGY 1.6

Support efforts to ensure safe communities in our County.

NEXT STEPS FOR

OUR ADMINISTRATION

DEPARTMENT	STRATEGY
ADMINISTRATION	
2. General Administration	STRATEGY 2.1 Continue to work on an asset management project to make informed decisions regarding replacement and maintenance of County infrastructure.
	STRATEGY 2.2 Build positive relationship between County Main office and Public Works.
	STRATEGY 2.3 Improve customer experience through office redesign.
3. Corporate Services	STRATEGY 3.1 Implement Human Resources framework to improve experience for management staff and employees.
	STRATEGY 3.2 Continue to research opportunities for grant funding.

ADMINISTRATION

3. Corporate
Services**STRATEGY 3.3**

Continue adding County vehicles to AVL System and/or Working Alone mechanisms.

STRATEGY 3.4

Re-familiarize Additional Named Organizations with insurance requirement and protocols.

STRATEGY 3.5

Continue to transfer land files into digital record system.

STRATEGY 3.6

Have accurate assessment of County properties.

4. Planning
and
Development**STRATEGY 4.1**

Review and update Inter-Municipal Development plans in accordance with modernized MGA.

STRATEGY 4.2

Consider revision and approval St. Paul North ASP following completion of Inter-municipal Development Plan with Town of St. Paul.

STRATEGY 4.3

Re-Survey Plan 527MC Block 1 at Vincent Lake to have houses be situated on the lots.

STRATEGY 4.4

Explore potential resurvey of Mallaig lots along Railway Avenue.

ADMINISTRATION

5. Economic Development

STRATEGY 5.1

Make it easier for businesses and residents to connect to the internet and potentially attract new technology businesses.

STRATEGY 5.2

Implement strategies that come out of CARES Project.

STRATEGY 5.3

Determine opportunities to encourage development.

6. Emergency Management and Occupational Health & Safety

STRATEGY 6.1

Ensure Regional Emergency Management preparedness.

STRATEGY 6.2

Increase public awareness and education on public participation.

STRATEGY 6.3

Ensure safety of our staff.

NEXT STEPS FOR

OUR COMMUNITY SERVICES

DEPARTMENT STRATEGY

COMMUNITY SERVICES

1. Parks and Recreation

STRATEGY 1.1

Increase usage of our parks, campgrounds and recreation facilities.

STRATEGY 1.2

Maintain and upgrade parks and recreation facilities.

STRATEGY 1.3

Review Parks and Recreation governance.

2. Waste Management

STRATEGY 2.1

Increase recyclable segregation options.

STRATEGY 2.2

Public awareness about waste management.

STRATEGY 2.3

Streamline waste collection and operations.

COMMUNITY SERVICES

3. Agriculture Services

STRATEGY 3.1

Build public awareness about Agricultural services.

STRATEGY 3.2

Maintain and improve programs for Agriculture Service Board.

4. Fire Services

STRATEGY 4.1

Maintain fire equipment and facilities.

STRATEGY 4.2

Attract and retain volunteer fire fighters.

STRATEGY 4.3

Share common strategies for policies, procedures and operations between departments.

STRATEGY 4.4

Engage residents in fire safety programming.

STRATEGY 4.5

Maintain and consider new opportunities for regional collaboration with our neighbors

NEXT STEPS FOR

OUR FCSS COUNTY ST. PAUL & ELK POINT

DEPARTMENT STRATEGY

FAMILY AND COMMUNITY SUPPORT SERVICES

1. FCSS in
County of
St. Paul and
Elk Point

STRATEGY 1.1

Make all services affordable and accessible for everyone.

STRATEGY 1.2

Provide more opportunity and recognition for volunteerism in our communities.

STRATEGY 1.3

Create a sense of community and acceptance for all.

NEXT STEPS FOR

OUR COMMUNICATIONS

DEPARTMENT	STRATEGY
COMMUNICATIONS	
1.Communications Methods	STRATEGY 1.1
	Improve and expand online communications methods to create a user-friendly digital experience for everyone.
	STRATEGY 1.2
	Improve how we disseminate information through traditional print methods of communication.
	STRATEGY 1.3
	Improve participatory methods of communication.
	STRATEGY 1.4
	Proactively plan ahead to improve County communications with the public.
	STRATEGY 1.5
	Increase number of people attending events, online followers, and people we engage with in general.
	STRATEGY 1.6
	Create policies related to our communications methods.

1.Communications

Methods

STRATEGY 1.7

Rebrand and modernize the County communication style for the organization.

STRATEGY 1.8

Put practices and staff in place to ensure longevity of communications department.

STRATEGY 1.9

Ensure all County departments are supported with quality, timely and effective Communication

NEXT STEPS FOR

OUR PUBLIC WORKS

DEPARTMENT STRATEGY

PUBLIC WORKS

1. Transportation

STRATEGY 1.1

Ensure safe road infrastructure for public.

STRATEGY 1.2

Improve communications with residents about public works.

2. Utilities

STRATEGY 2.1

Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines.

STRATEGY 2.2

Continue to explore alternatives for water and sewer for Riverview residents.

STRATEGY 2.3

Ensure maintenance of sanitary lagoons and collection systems.

STRATEGY 2.4

Consider consistent rate structure for use of County wastewater facilities.

STRATEGY 2.5

Explore alternative wastewater treatment processes at Ashmont or Mallaig lagoons to reduce maintenance costs and improve effluent quality.

3. Airport

STRATEGY 3.1

Collaborate with Town of St. Paul and Town of Elk Point for maintenance and improvements at local airports.

EVALUATION

The County will include a summary of overall progress in implementing the plan based on the evaluation data collected using the strategic planning tool: SMART goals.

S.M.A.R.T. is the acronym used to develop measurable goals for an organization. This means that each goal, action or objective should be: Specific, Measurable, Achievable, Relevant, and Time – Bound.

This tool is helpful when planning ahead, and each action item should demonstrate alignment with the overarching mission, vision, values and goals of the organization.

Each description of the action will follow these criteria and if an action item does not meet at least four out of five of the requirements, it may need to be reconsidered.

The evaluation reports will be included in each individual operational plan.

SMART GOALS



Specific:

The action item is detailed, and answers the questions: who, what, where, when, why? And describes the results of the product. To ensure that an objective is specific, is to make it observable. Observable means that anyone can see or hear about the action being done.



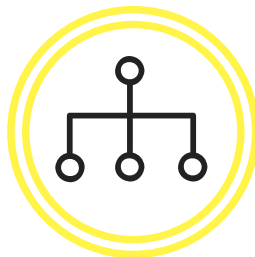
Measurable:

The action item will describe how the County will know it has met expectations. And defines the objective using assessable tools, terms and standards. An objective with a quantity measurement uses terms of amount, percentages, etc. For example, a frequency measurement could be daily, weekly, 1 in 3. Or, an objective with a quality measurement would be done through a SWOT analysis, to assess the strengths, weaknesses, opportunities, and threats.



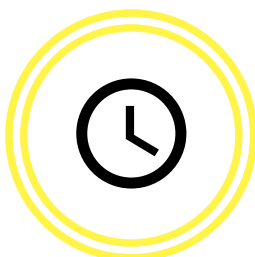
Achievable:

The action item answers the questions: "Can the person do it?" "Can the measurable objective be achieved by the person?" "Do they have the experience, knowledge or capability of fulfilling the expectation?"



Relevant:

The action item description answers the questions, "should it be done?" and "why?" and is the objective aligned with the County Communication Plan and the County Strategic Plan?



Time Bound:

Time-bound answers the question, "when will it be done?" It refers to the fact that an objective has end points and check points built into an achievable timeframe.

NEED MORE INFORMATION?

CONTACT US

STEVE UPHAM, REEVE

EMAIL: supham@county.stpaul.ab.ca

SHEILA KITZ, CHIEF ADMINISTRATIVE OFFICER

EMAIL: skitz@county.stpaul.ab.ca

HAILEY GISH, COMMUNICATIONS COORDINATOR

EMAIL: hgish@county.stpaul.ab.ca

COUNTY OFFICE

ADDRESS:

5015 - 49 Avenue, St. Paul, Alberta T0A 3A4 CANADA

PHONE: 780- 645-3301

WEBSITE: www.county.stpaul.ab.ca

FIND US ON SOCIAL MEDIA

