

**2020**

# **ADMINISTRATION OPERATIONAL PLAN**



Photo Credit: Infinity Photography

## **COUNTY OF ST. PAUL**

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# INTRODUCTION

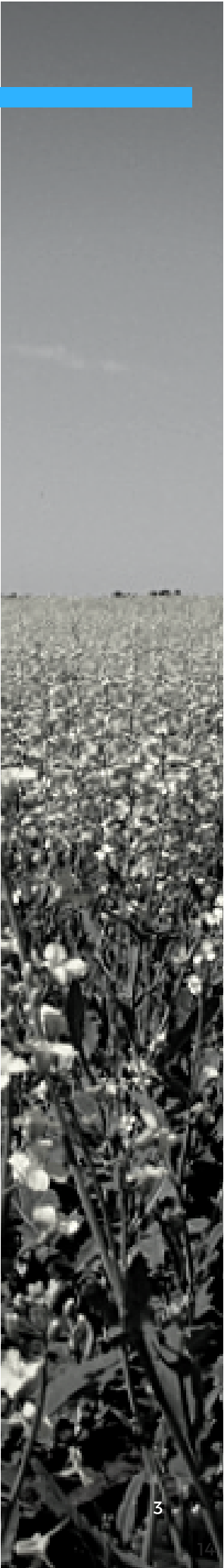
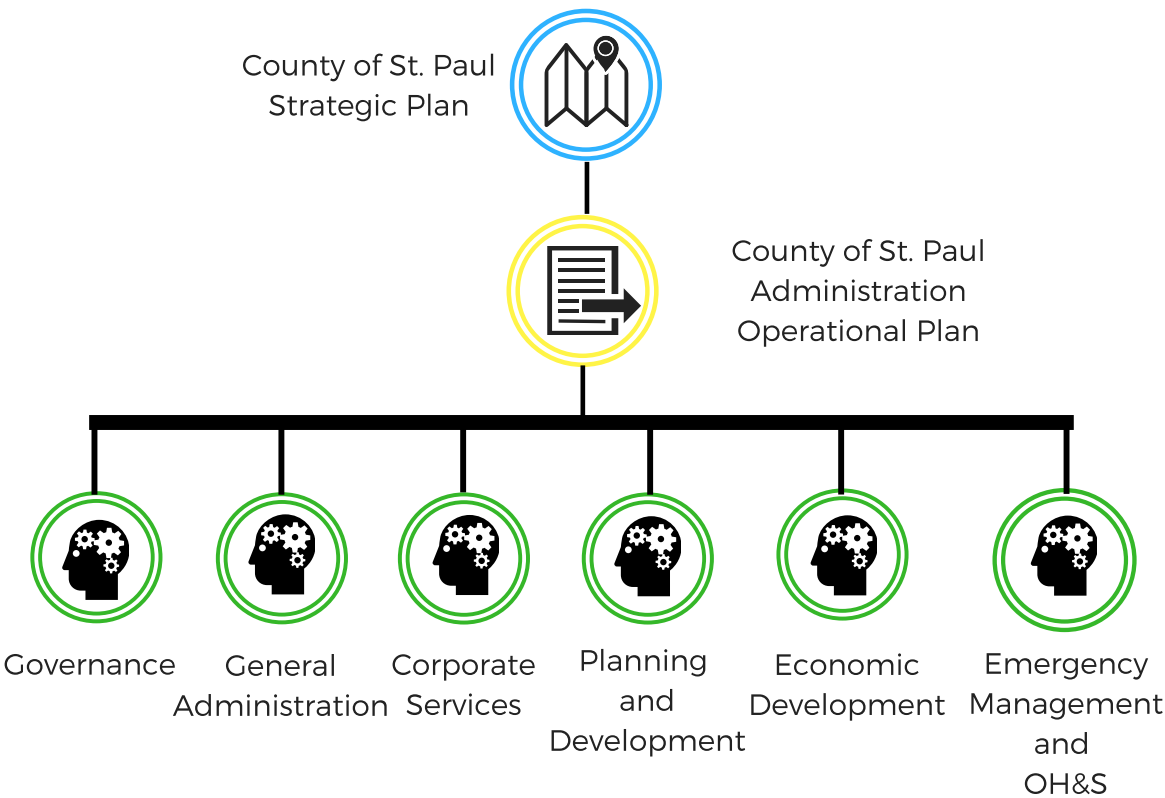
The purpose of this plan is to establish the County’s attention to the importance of high quality administration.

This plan emphasizes the goals of administration with the public, industry, business, consultants, other municipalities and internal staff, and outlines how the County will achieve them.

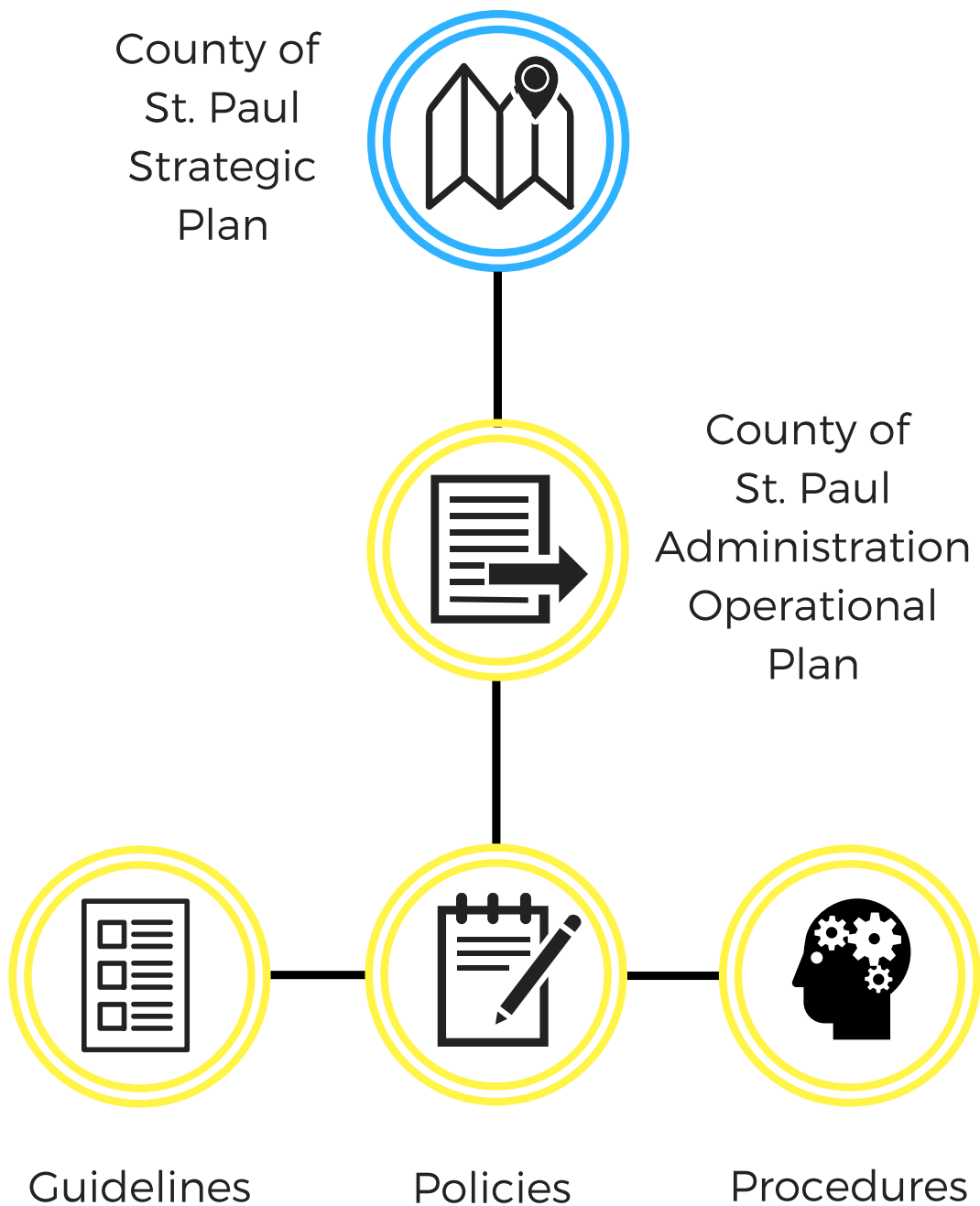
The Administration Operations Plan is aligned with the County of St. Paul Strategic Plan and will be evaluated and reviewed annually.

## ADMINISTRATION OVERVIEW

The Administration Strategic Plan includes several departments as shown below.



# BIG PICTURE





# BACKGROUND

## 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



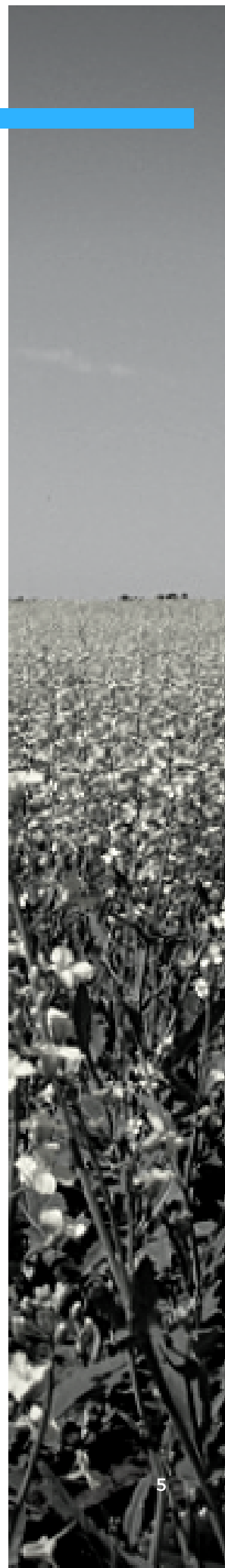
Students, Educators and Community volunteers.



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 Stingray Alberta.



## AN OVERVIEW OF **OUR PROCESS**



MISSION

**To create  
desirable rural  
experiences**

VISION

**The leader in  
rural success**

Photo Credit: Infinity Photography



The background of the entire page is a photograph. It shows a field of tall, dry, golden-brown grass. In the foreground, a light-colored cow is looking towards the camera. In the middle ground, another cow is visible. In the background, there are several large, dark industrial storage tanks and some smaller structures. The sky is a pale blue with some light clouds.

## **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.

# 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.

After each quarter, a summary report will be attached to this document.



# 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.



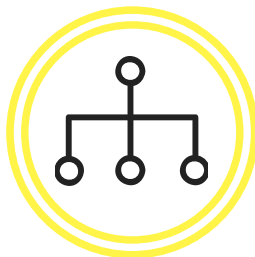
## Measurable:

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.



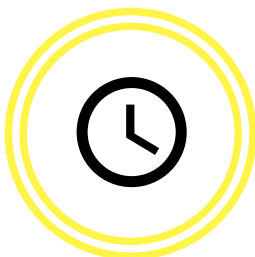
## Achievable:

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.

## ACTION PLAN - 2020

# 1. GOVERNANCE

Strategy	Action
Strategy 1.1 Provide communication to demonstrate accountable governance.	<ul style="list-style-type: none"><li>• Communicate about the AGM to the public.</li><li>• Book AGM meeting in a community hall, rotating community location each year.</li><li>• County Strategic plan and narrative budget available online.</li><li>• Proactive communications - See Communications Plan.</li></ul>
Strategy 1.2 Collaborate with municipal partners.	<ul style="list-style-type: none"><li>• Meet with Town of St. Paul and Town of Elk Point at least once a year to discuss collaborative opportunities.</li><li>• Explore meetings with First Nations and Metis Councils.</li><li>• Complete Storm Water 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.</li><li>• Continue to apply for available provincial grants around collaboration.</li></ul>
Strategy 1.3 Provide scholarships to support students in the St. Paul Regional Education Division.	<ul style="list-style-type: none"><li>• Provide 3 scholarships of \$1000 each for students based on high marks, community involvement and volunteerism entering full-time studies.</li><li>• Provide 1 scholarship of \$1000 for students entering a trade.</li></ul>



## ACTION PLAN - 2020

# 1. GOVERNANCE

Strategy	Action
Strategy 1.4 Council to financially support community groups.	<ul style="list-style-type: none"><li>• Continue to support community groups through Recreational Facility Grant Funding.</li><li>• Consider additional funding to community groups.</li></ul>
Strategy 1.5 Approve appropriate policies for the County.	<ul style="list-style-type: none"><li>• Proactively manage emerging policy issues.</li></ul>
Strategy 1.6 Support efforts to ensure safe communities in our County.	<ul style="list-style-type: none"><li>• Advocating to Federal and Provincial governments for increased RCMP in rural communities.</li></ul>
Strategy 1.7 Transparency and Accountability to the Public.	<ul style="list-style-type: none"><li>• Continue to publish Council Remuneration.</li></ul>

## ACTION PLAN - 2020

# 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"><li>• Integrate Asset Management into Core County operations.</li><li>• Defer any purchase of software to 2020 or beyond.</li><li>• Review the Road Classifications and continue to develop 5 to 20 year plan.</li><li>• Consider annual contribution to reserves for departmental capital equipment purchases.</li><li>• Implement road condition assessment tool.</li><li>• Implement Munisight Asset Management software for linear assets.</li><li>• Communicate progress on asset management plans to Council and public.</li></ul>
Strategy 2.2 Build positive relationship between County Administration Office and Public Works Office.	<ul style="list-style-type: none"><li>• Continue Team building for all staff – minimum of 2 events per year, including one Regional Team Building meeting.</li><li>• Consider team building/ leadership courses.</li></ul>
Strategy 2.3 Improve customer experience	<ul style="list-style-type: none"><li>• Promote social media and website to customers as County information source.</li><li>• Promote the various pay options to the County that customers may select.</li><li>• Promote monthly payments/ autopay for taxes and utilities</li><li>• Explore Bylaw Enforcement Strategies.</li></ul>

## ACTION PLAN - 2020

# 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"> <li>• Cross training of staff.</li> <li>• Restructuring/ redefining of job responsibilities for frontline administration staff.</li> <li>• 360 reviews for management team.</li> <li>• Consider application to Alberta Municipal Affairs Internship Program.</li> <li>• Explore development of employee handbook.</li> <li>• Continue to monitor and update the Performance Appraisal system to ensure it meets the needs of management and staff.</li> <li>• Conduct Exit interviews.</li> <li>• Include "Cultural/Sensitivity training" for all staff.</li> <li>• Include "Conflict Resolution" training for appropriate staff.</li> </ul>
Strategy 3.2 Continue to research opportunities for grant funding.	<ul style="list-style-type: none"> <li>• Continue to explore ACP grant opportunities with regional partners.</li> </ul>
Strategy 3.3 Continue adding County vehicles to AVL System.	<ul style="list-style-type: none"> <li>• Continue to implement AVL in County fleet.</li> </ul>
Strategy 3.4 Re-familiarize Additional Named Organizations with insurance requirement and protocols.	<ul style="list-style-type: none"> <li>• Hold meetings with Additional Named Insured Organizations.</li> </ul>

## ACTION PLAN - 2020

# 3. CORPORATE SERVICES

Strategy	Action
Strategy 3.5 Continue to transfer land files into digital record system.	<ul style="list-style-type: none"><li>• Develop a plan to complete this project by 2021.</li></ul>
Strategy 3.6 Have accurate assessment of County properties.	<ul style="list-style-type: none"><li>• Continue to work with assessors and province on centralization of designated industrial properties.</li><li>• 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.</li><li>• Provide proactive communication to residents so they have ample opportunities to discuss with assessors whether the parcels are designated agricultural vs other.</li></ul>
Strategy 3.7 Continue to maintain and upgrade Administration Building.	<ul style="list-style-type: none"><li>• Upgrades to telephone system, lower Board Room, and Security.</li></ul>

## ACTION PLAN - 2020

# 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"> <li>Review North Area Structure Plan Documents as they relate to the Inter-Municipal Development Plans, and consider revisions to present to Council and public.</li> </ul>
Strategy 4.2 Re-Survey Plan 527MC Block 1 at Vincent Lake to have houses be situated on the lots.	<ul style="list-style-type: none"> <li>Finalize survey. Apply for accretion and close roadways adjacent to plan area.</li> <li>Sell the land that is currently Environmental Reserve but would become the land owners after re-survey to the appropriate lot owners.</li> <li>Registration of land titles and new titles issued to landowners and County.</li> </ul>
Strategy 4.3 Explore potential resurvey of Mallaig lots along Railway Avenue.	<ul style="list-style-type: none"> <li>Estimate costs of survey.</li> <li>Consider sale of and set price of former road plan adjacent to railway avenue lots.</li> <li>Resurvey, sell and consolidate lots.</li> </ul>
Strategy 4.4 Determine opportunities to encourage development.	<ul style="list-style-type: none"> <li>Review the Land Use Bylaw and General Municipal Servicing Standards.</li> </ul>

## ACTION PLAN - 2020

# 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"><li>• Support MCSNet growth in communities in the County.</li></ul>
Strategy 5.2 Implement strategies that come out of CARES project report.	<ul style="list-style-type: none"><li>• Continue path to Regional Economic Development strategy through ACP grant.</li></ul>
Strategy 5.3 Consider participation in Regional Tourism Initiative.	<ul style="list-style-type: none"><li>• Assist/ Provide Resource/ Information and participate in the Regional Committee that includes Municipalities, Chambers, Destination Marketing Organization, Alberta HUB, etc.</li></ul>

## ACTION PLAN - 2020

# 6. EMERGENCY MANAGEMENT AND OH&S

Strategy	Action
Strategy 6.1 Ensure Regional Emergency Management preparedness.	<ul style="list-style-type: none"><li>• Maintain and update the Regional Emergency Management Plan.</li><li>• Provide training for staff and councilors.</li><li>• Exercise the Incident Command System Plan in conjunction with Emergency Management agency.</li></ul>
Strategy 6.2 Increase public awareness and education on public participation.	<ul style="list-style-type: none"><li>• Increase participants in mass notification system.</li><li>• Communicate and educate public to improve community readiness.</li></ul>
Strategy 6.3 Ensure safety of our staff.	<ul style="list-style-type: none"><li>• Maintain and update Joint Workplace Health and Safety Plan.</li><li>• Provide orientation and training to all staff.</li><li>• Provide management support system.</li><li>• Conduct regular inspections and worksite visits to ensure regular safety practice.</li><li>• Maintain work alone system.</li><li>• Annual audit or either internal or external as required.</li></ul>

NEED MORE INFORMATION?

## CONTACT US

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