

Operational Updates October to December 2020



Our Mission - To create desirable rural experiences

County of St. Paul

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Administration: 2020 Quarterly Reporting						
Department	Strategy	Action	Q1: January to March	Q2: April to June	Q3: July to September	Q4: October to December
	Strategy		Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.
1. Governance	Strategy 1.1					
	Provide communication to demonstrate accountable governance.	Communicate about the AGM to the public.	No AGM has been scheduled due to pandemic.	AGM for 2020 has been cancelled due to COVID.		
		Book AGM meeting in a community hall, rotating community locations each year.				
		County Strategic Plan and narrative budget available online.	This will be posted following approval of budget in Q2.	County Strategic Plan and Budget are available on the County's website.	County Strategic Plan and Budget are available on the County's website.	County Strategic Plan and Budget are available on the County's website.
		Proactive communications - see Communications Plan.	County is providing proactive communication to staff and the public regarding what is happening due to the pandemic. We have also improved communication through the use of Facebook to provide more timely information about County initiatives.	The County continues to provide updated information to the public via our webpage, Facebook page and radio advertising, and print media. All Council and Public Works meetings are livestreamed for the public. Council Highlights continues in local paper and is posted on the website.	The County continues to provide updated information to the public via our webpage, Facebook page and radio advertising, and print media. All Council and Public Works meetings are livestreamed for the public. Council Highlights continues in local paper and is posted on the website. The County provided proactive communication to the public regarding the Province's Assessment Model Review in August.	The County continues to provide updated information to the public via our webpage, Facebook page and radio advertising, and print media. All Council and Public Works meetings are livestreamed for the public. Council Highlights continues in local paper and is posted on the website.
	Strategy 1.2					
	Collaborate with municipal partners.	Meet with Town of St. Paul and Town of Elk Point at least once a year to discuss collaborative opportunities.	No joint council meetings in Q1, however the Administrations of the region are meeting regularly due to the pandemic. Currently 2 times per week.	No joint council meetings in Q2 due to the pandemic. Administrations continue to meet as required due to the pandemic.	No joint council meetings in Q3 due to the pandemic. Administrations continue to meet as required due to the pandemic.	Virtual - Joint Council Meeting with Town of Elk Point held on November 17th.
		Explore meetings with First Nations and Metis Councils.	No action on this in Q1.	No action on this in Q2.		No action on this in Q4.

1. Governance		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.	The Storm Water Management Plan projects are nearing completion. Work has commenced on the HR Framework project with much of the project work scheduled in Q2. We are currently reviewing option to change the scope of the Economic Development Project to use in recovery as we restart our economies that have been shut down due to the pandemic.	All Storm Water Management Plans are now complete. The HR Framework project is being undertaken by each of the municipalities along with their Management teams. The Regional Administrations have met and are making a proposal regarding the Economic Development Project at their July Council meetings.	The HR Framework Project is well underway with each municipality working with the consultant regarding HR policies. We are working towards having Regional Safety/HR policies that are the same for all three municipalities - Harassment/Violence Policy, Fit For Duty Policy (Drugs & Alcohol). Other aspects we are currently working on for this project includes Performance Management and Job Descriptions. The Economic Development Project is underway. The Regional has determined to work on a Business Retention and Expansion Project in conjunction with the St. Paul Chamber of Commerce as well as a Labour Study. The Region has formed a committee called the STEP Economic Development Alliance that will be moving forward with this project. They will also be undertaking a look at governance for this committee and working towards an Economic Development Strategic Plan.	The HR Framework Project work by the consultant is generally complete. The implementation of this work will take place in 2021. A final report has been shared with the CAO's of the three municipalities with reports scheduled for presentation to the municipal Council's early in 2021. The Economic Development Project is continuing its work through the STEP Economic Development Alliance. The County included a contribution to an Economic Development Officer in their 2021 Preliminary Operating Budget.
		Continue to apply for available provincial grants around collaboration.	We have applied for and received 4 new Alberta Community Partnership Grants. 3 Storm water implementation grants (1 with each of our urban neighbours, and 1 Area Structure Grant partnering with the Town of Elk Point. We have also applied for a regional grant to assist our region with our response to the pandemic.	The Storm Water Implementation projects with all three partners have been sent out to Request for Proposals (RFP). The Projects with the Summer Village of Horseshoe Bay and the Town of Elk Point have been awarded as per the RFPs. The Town of St. Paul and County will be reviewing and awarding the RFP for their Storm Water Implementation project in July. The Area Structure Grant Project with the Town of Elk Point will be awarded in July as well.	The Storm Water Implementation grants are underway in all three municipalities - Town of St. Paul, Town of Elk Point, and SV of Horseshoe Bay. Work will continue until late 2020 on all of these projects and wrap up early in 2021. The Area Structure Plan for the north end of the Town of Elk Point kicked off work in mid-September.	The Storm Water Implementation grants are underway in all three municipalities - Town of St. Paul, Town of Elk Point, and SV of Horseshoe Bay. Work will continue until late 2020 on all of these projects and wrap up early in 2021. The Area Structure Plan for the north end of the Town of Elk Point kicked off work in mid-September. We anticipate the Background report for this project to be complete in early 2021.
	Strategy 1.3					
	Provide scholarships to support students in the St. Paul Regional Education Division.	Provide 3 scholarships of \$1000 each for students based on high marks, community involvement and volunteerism entering full-time studies.	We have provided the funds for these scholarships to St. Paul Education.	22 Students applied for the scholarships - Dustin Dubrule, Katelyn Boratynec, Brianna Riopel have been selected to receive the scholarships.		
		Provide 1 scholarship of \$1000 for students entering a trade.	We have provided the funds for this scholarships to St. Paul Education.	2 Students applied - Blake Gratton was the successful applicant.		

1. Governance	Strategy 1.4					
	Council to financially support community groups.	Continue to support community groups through Recreational Facility Grant Funding.	We have provided funding to the CAP Arena and Mallaig Ag Society in Q1 as they were successful in receiving funding through CFEP for their facilities. We have also provided a letter of support and potential funding for the St. Paul Gymnastics Club.	Provided Mallaig Ag Society \$20,500 to fund shortfall on matching funds for large CFEP Grant.	Council approved a Loan Bylaw \$50,000 to assist the Mallaig Ag Society with the purchase of a Zamboni for their arena.	Mallaig Ag Society received \$16,389.05 for Loan for the Zamboni. Council approved a second loan Bylaw for the Mallaig Ag Society - \$21,000 for repairs to their Arena. Recreational Facilities Grant Funding approved for Community Halls and Ag Societies - \$110,630.
		Consider additional funding to community groups.	No requests received in Q1	The County provided some work in kind to the St. Paul Animal Shelter in Q2.		
	Strategy 1.5					
	Approve appropriate policies for the County.	Proactively manage emerging policy issues.	Administration has been working on a number of policies in Q1 that will be addressed by the Policy Committee in Q2.	12 Policies were amended and 1 new policy was approved in Q2	Administration has been working on a number of policies in Q3 that will be addressed by Council in Q4.	2 Policies were amended in Q4.
	Strategy 1.6					
	Support efforts to ensure safe communities in our County.	Advocating to Federal and Provincial governments for increased RCMP in rural communities.	The County is mandated by the province to pay for a portion of the RCMP costs effective 2020. This project is expected to see 300 additional staffing in the province.	The County has been working with RCMP and our Bylaw Officer to jointly enforce County Bylaws at lake subdivisions.	RCMP safety/ crime prevention information posted on Facebook and on the County's website.	
	Strategy 1.7					
	Transparency and Accountability to the Public.	Continue to publish Council Remuneration.	This is done monthly and is available on the County's website.	This is done monthly and is available on the County's website.	This is done monthly and is available on the County's website.	This is done monthly and is available on the County's website.

2. General Administration	Strategy 2.1					
	Continue to work on an Asset Management Project to make informed decisions regarding replacement and maintenance of County equipment and infrastructure.	Integrate Asset Management into Core County operations.	The Asset Management Committee continues to work on this project. We have reduced our meetings during the pandemic, however staff are still working on the project.	The Asset Management Team is reviewing the FCM Asset Management Grant program to determine what we could apply for. We are resuming monthly Asset Management Committee Meetings in July.	The County has applied for the FCM Asset Management Grant to work on a long term financial plan. The Asset Management Team is meeting monthly to further our work on Asset Management. Departments with physical assets met with County Council at the end of September to review current levels of service and to get Council's feedback regarding their view of public perception of our services.	The Public Works Department has input information into the road condition assessment tool that was created with an ACP Grant in partnership with County of Two Hills. The Asset Management Committee will use this information to create the Risk Assessment and Management of gravel roads in the County. We have scheduled a workshop in March to complete this task. In the interim Public Works will concentrate on the roads on the 5 year capital plan to use as samples for this project/workshop.
		Defer any purchase of software to 2020 or beyond.	No consideration of software at this time.	No consideration of software at this time.	No consideration of software at this time.	No consideration of software at this time.
		Review the Road Classifications and continue to develop 5 to 20 year plan.	This will be part of the review of the General Municipal Servicing Standards that will be done in 2020 along with the Land Use Bylaw and Municipal Development Plan	This will be part of the review of the General Municipal Servicing Standards that will be done in 2020 along with the Land Use Bylaw and Municipal Development Plan.	This will be part of the review of the General Municipal Servicing Standards that will be done in 2020 along with the Land Use Bylaw and Municipal Development Plan.	This will be part of the review of the General Municipal Servicing Standards that has been deferred to 2021 when we review the Land Use Bylaw and Municipal Development Plan.
		Consider annual contribution to reserves for departmental capital equipment purchases.	Council has approved annual contributions to Capital reserves in our Fire and Waste Management Departments.	No further action.	Transfer of funds to reserves will occur at yearend.	Transfer of funds to reserves will occur at yearend.
		Implement road condition assessment tool.	This tool was received late fall 2019 and is being implemented by our Public works team this spring.	No action in Q2.	Public works will be using this tool prior to Strategic Planning for roads that will be presented for construction in 2021-23	See above.
		Implement Munisight Asset Management software for linear assets.	Our GIS staff member is working with our Finance Officer to align our GIS software with what is recorded in our financial system	Work is complete for water infrastructure. Staff are exploring the process required for road infrastructure.	GIS staff member/Finance Officer continue to work on aligning our linear Tangible Capital Assets with our GIS system.	GIS staff member/Finance Officer continue to work on aligning our linear Tangible Capital Assets with our GIS system.
		Communicate progress on asset management plans to Council and public.	No action on this item in Q1.	No action in Q2 due to COVID-19.	Working draft Communication Plan in place for team consideration.	Communication Plan approved by Asset Management Team. Plans to implement after budget.
	Strategy 2.2					
	Build positive relationships between County Administration Office and Public Works Office.	Continue Team Building for all staff - minimum 2 events per year, including one Regional Team Building meeting.	Regional Team Building event was postponed due to the pandemic.	No action in Q2 due to COVID-19.	A County staff BBQ was held in mid-September.	
		Consider team building/ leadership courses.	These were not included in the 2020 budget.	There will be supervisor training as part of our HR Framework project.	Supervisor training is scheduled for October/November.	Staff completed DISC Personality profile/workshop to facilitate better understanding and working relationships.

2. General Administration						
	Strategy 2.3					
	Improve customer experience.	Promote social media and website to customers as County Information source.	We are increasing our followers on Facebook and promoting this in our monthly Council Highlights in the newspaper.	We are increasing our followers on Facebook and promoting this in our monthly Council Highlights in the newspaper.	Ongoing. Sept 4 to Oct 1, 2020 reach on Facebook was 9977. Reach will depend on what is posted. Continue to drive readers to County website for information. No other social media being considered at this time.	Continuing to use our webpage and Facebook along with traditional newspaper to inform the public regarding County happenings.
		Promote various pay options to the County that customers may select.	Promotion of this is included in the County newsletter that will be going out with tax notices.	30% increase in online payments for property taxes. Double usage of Option Pay.		Continue to promote various pay options to residents with their invoices and billing statements.
		Promote monthly payment/ autopay for taxes and utilities.	Promotion of this is included in the County newsletter that will be going out with tax notices.	Continue to promote monthly payments for property taxes and utilities. Applications forms are sent to utility customers twice a year.		Increase of 30 tax rolls enrolled for Tax Auto Pay. Additional 10 accounts enrolled for Utilities - (approximately 300 Utility Accounts).
		Explore Bylaw Enforcement Strategies.	The County has hired a Bylaw Enforcement Office contract position to work on enforcement of County bylaws. The Bylaw Enforcement Officer's information is available on the County website.	Bylaw Enforcement has commenced and we have over 60 files opened regarding Unsightly Conditions, ATV use, Noise, and Land Use Bylaw infractions.	The Bylaw Enforcement Officer opened over 167 files. There is a 78% compliance rate.	179 Files opened in 2020. 137 of these are closed. General Complaints: (9) ATV (9) Dogs (26) Land Use (7) Noise (4) Excessive RVs (2) Speeding in residential area (27) Unsightly Bylaw Enforcement Determined infractions: (13) Land Use (13) Excessive RVs (1) Noise (34) Unsightly – General (34) Unsightly – Grass

3. Corporate Services	Strategy 3.1					
	Implement Human Resources framework to improve experience for management, staff and employees.	Cross training of staff.	Ongoing.	Ongoing. Working on updating job descriptions including backup of positions in job descriptions to ensure cross training.	Ongoing.	Ongoing.
		Restructuring/ redefining of job responsibilities for frontline administration staff.	Job descriptions have been changed and implemented.	Job Descriptions are being reviewed throughout the organization as part of the HR Framework Project. We are including the Job Hazard Assessment and Physical/Mental Demands as part of each job description.	Due to resignation of Director of Corporate Services, there has been a restructuring of organizational chart that better aligns the reporting structure of staff in the Administration Department. This restructuring will be evaluated as the new Director of Corporate Services takes over.	
		360 review for management team.	On hold.	On hold.	On hold.	On hold.
		Consider application to Alberta Municipal Affairs Internship Program.	Application period is in September.	Administration is reviewing if an intern position would be a good fit to further our Asset Management Program under the Finance Stream.	Council has made a motion to apply for a municipal intern in the finance stream to assist with the asset management project. Administration is waiting for the program to be announced so the application can be submitted.	Application submitted on December 15th for Municipal Intern.
		Explore development of Employee Handbook.	This will be completed as part of the HR Framework project.	This will be completed as part of the HR framework project.	A draft outline of this document has been developed and will be completed and rolled out as part of the HR Framework Project.	Employee Handbook is completed and will be rolled out to staff in 2021.
		Continue to monitor and update the Performance Appraisal system to ensure it meets the needs of management and staff.	This will be completed as part of the HR Framework project.	This is being reviewed and updated as part of the HR Framework including supervisors and workers in the process. Includes training for supervisors on Performance Management.	An Employee Performance Manual has been developed and the forms have been created for the different types of positions in the County. The Management team and select staff have reviewed the documents to determine if these will work well for both the employee and supervisor. To be rolled out in Q4 for 2020 performance appraisal conversations.	The new Performance evaluation tool has been rolled out by supervisors in Q4. We will be actively seeking feedback from both supervisors and staff on the new format into 2021.
		Conduct Exit interviews.	This process will be updated as part of the HR Framework project and completed if staff leave the County	We conducted an exit interview on outgoing Director of Emergency Management/OHS.	The HR Framework consultant has provided tools for conducting exit interviews.	
		Include 'Cultural Sensitivity Training' for appropriate staff.	No action taken in Q1	No action taken in Q2 due to COVID-19.	No action taken in Q3 due to COVID.	No action taken in Q3 due to COVID.
		Include 'Conflict Resolution' training for appropriate staff.	No action taken in Q1	This will be part of the HR Framework Project Supervisory Training.	This will be completed in supervisory training in Oct/Nov.	Supervisory training took place as part of the HR Framework project.

3. Corporate Services	Strategy 3.2					
	Continue to research opportunities for grant funding.	Continue to explore ACP grant opportunities with regional partners.	The County/region received 4 ACP grants in 2020.	No action in Q2.	No action in Q3	Applied for ACP Grant for an Area Structure Plan for Elk Point South. The County is also participating in an ACP Grant application with the Town of St. Paul for an ASP St. Paul North that also includes the Town's future industrial area. The County is also participating in an ACP Grant Application with the Town of Elk Point regarding a Regional Medical Facility Concept Plan in Elk Point.
	Strategy 3.3					
	Continue adding County vehicles to AVL system.	Continue to implement AVL in County fleet.	This has been put on hold to evaluate the current system	On hold.	On hold.	On hold.
	Strategy 3.4					
	Re-familiarize Additional Named Organizations with Insurance requirement and protocol.	Hold meetings with Additional Named Insured Organizations.	No action taken in Q1.	No action taken in Q2 due to COVID-19.	No action taken in Q3 due to Covid.	No action taken in Q3 due to Covid.
	Strategy 3.5					
	Continue to transfer land files into digital record system.	Develop a plan to complete this project by 2021.	Significant progress is being made on this project and will be the focus of Administrative summer staff.	1,712 files completed as of June 30, 2020.	3,156 files completed as of September 30, 2020	3,387 files completed as of December 31, 2020.
	Strategy 3.6					
	Have accurate assessment of County properties.	Continue to work with assessors and province on centralization of designated industrial properties.	Ongoing.	Ongoing. Waiting for announcement regarding proposed changes due to the assessment model review.	Ongoing. Waiting for announcement regarding proposed changes due to the assessment model review. We understand that the Minister of Municipal Affairs will be making an announcement mid-October.	The Province announced changes to the County's industrial assessment that will result in an estimated loss of \$1.6 Million in tax revenue. The County has budgeted less revenue in the Preliminary Operating budget for 2021.
		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.	This is completed in Q1 when assessments are received from the Province, prior to finalization of the budget.	Completed for 2020.		

		Provide proactive communication to residents so they have ample opportunities to discuss with assessors whether the parcels are designated agriculture vs other.	Letters were sent out to residents who have property that is currently assessed as Agriculture, but may not be used as Agriculture. If determined these parcels are not used in the production of agriculture, the assessment will be changed to market value for the 2021 taxation year.	Follow-up letters were sent to landowners that did not respond to the first letter sent in Q1.	A second follow-up letter will be sent out in early October for those landowners that did not respond.	Follow-up letters have been sent to landowners. These changes will be effective for the 2021 tax year.
	Strategy 3.7					
	Continue to maintain and upgrade Administration Building.	Upgrades to telephone system, lower Board Room and Security.	Telephone upgrade was scheduled for Q1, but postponed due to the pandemic. The upgrades to the lower Board Room and security system were not included in the 2020 budget.	New Telephone System has been installed at Public Works and Administration. Sneeze Guard barriers were installed in the reception area due to Covid.	Hand sanitizer stations were installed at each entrance door of the Administration Building	

4. Planning and Development	Strategy 4.1					
	Consider revision and approval of St. Paul North ASP following completion of IDP with Town of St. Paul.	Review North Area Structure Plan documents as they relate to the Inter-Municipal Development Plans, and consider revisions to present to Council and public.	Deferred during budget to 2021	Deferred to 2021.	Deferred to 2021.	The revision of these documents to be completed as part of the ACP Grant application with the Town of St. Paul.
	Strategy 4.2					
	Resurvey Plan 527MC Block at Vincent Lake to have house be situated on the lots.	Finalize survey. Apply for accretion and close roadways adjacent to plan area.	Road closure process untaken. Accreditation applied for.	Waiting on accreditation pending closure of Pine Street.	No action in Q3	Council gave 1st reading of a bylaw to close Pine Street as part of the process to complete this re-subdivision. Administration has drafted a letter providing lot owners with an update regarding the project and a push to complete in 2021.
		Survey lands to establish roadways, Environmental Reserve, and private lots.				Deferred to 2021.
		Sell the land that is currently Environmental Reserve but would become the landowners after re-survey to the appropriate lot owners.				Deferred to 2021.
		Registration of land titles and new titles issued to landowners and County.				Deferred to 2021.
	Strategy 4.3					
	Proceed with resurvey of Mallaig lots along Railway Avenue.	Estimate costs of survey.	Complete.			
		Consider sale of and set price of former road plan adjacent to railway avenue lots.	Complete.			
		Resurvey, sell and consolidate lots.	Road closure process undertaken.	Preliminary survey completed and sent to residents for comment with a July 3, 2020 deadline. Currently, 12/17 lots have responded.	16/17 lots have responded as of September 30.	One lot owner still needs to respond.
	Strategy 4.4					
	Determine opportunities of Mallaig lots along Railway Avenue.	Review the Land Use Bylaw and General Municipal Servicing Standards.		Activity to take place in Q4.		Review of Land Use Bylaw and other bylaws to take place in 2021.

5. Economic Development	Strategy 5.1					
	Make it easier for businesses and residents to connect to the internet and potentially attract new business technologies.	Support MCSNet growth in communities in the County.	No action taken Q1	No action taken in Q2.	No action taken in Q3.	Council has provided letters of support to MCSNet and Xplornet to obtain federal grants to increase/improve their coverage areas in the County.
	Strategy 5.2					
	Implement strategies that come out of CARES project.	Continue path to Regional Economic Development Strategy through ACP grant.	Looking to change scope of ACP grant to recovery from the pandemic	Regional Administrations have been meeting to determine a plan forward to use the ACP Grant received in 2019.	This is part of the Economic Development ACP Grant project.	
	Strategy 5.3					
	Consider participation in Regional Tourism Initiative.	Assist/ Provide/ Resource/ Information and participate in the Regional Committee that includes Municipalities, Chambers, Destination Marketing Organizations, Alberta HUB, etc.	County is participating in this Regional Tourism Initiative.	No action in Q2 due to COVID-19.	Regional Tourism Initiative has meet monthly re: Zoom to discuss increasing visitors to the region and initiatives for local residents.	Regional Tourism Initiative meets monthly re: Zoom to discuss increasing visitors to the region and initiatives for local residents.

6. Emergency Management and Occupational Health & Safety

Strategy 6.1					
Ensure Regional Emergency Management Preparedness.	Maintain and update the Regional Emergency Management Plan.	The new draft Regional Emergency Management Plan was presented to Administration and Committee members in late 2019. No further action has been taken, and will now be postponed until after the pandemic.	No action due to COVID-19.	The plan has been updated by the new Director of Emergency Management, Trevor Kotowich and the Regional Deputy Fire Chief. The plan has been distributed to County Council and will be reviewed at the October Council meeting. Regional Administrations will be meeting at the end of October regarding the REMP.	The updated Regional Emergency Management Plan (REMP) has been updated and approved by all regional municipalities.
	Provide training for staff and Councillors.	All County staff have been encouraged to take the Basic Emergency Management and ICS100 courses.	No training in Q2 due to COVID-19.	No training in Q3 due to COVID-19. Henry Thomson has taken the trainer course for ICS200 so he can deliver the training to the regional staff that need it.	Meetings have been held to update staff and Councillors regarding the updated REMP.
	Exercise the Incident Command System Plan in conjunction with Emergency Management Agency.	We are currently operating a virtual ICP during the pandemic. We are waiting to hear from the Province if another exercise will be required in 2020.	Still waiting to hear from the Province if another exercise will be required in 2020.		No action,
Strategy 6.2					
Increase public awareness and education on public participation.	Increase participants in mass notification system.	The mass notification system is being highlighted in our County newsletter that is being included with the tax notices.	County Newsletter went out to residents in May 2020 with tax notices.	Incident Management Team considering cancellation of Comm Alert and using Alberta Emergency Alert instead.	CommAlert has been cancelled. The Region will be using the Alberta Emergency Alert to notify residents regarding emergencies.
	Communicate and educate public to improve community readiness.	Information is available on the website.	Communication to residents was increased during pandemic.		
Strategy 6.3					
Ensure safety of our staff.	Maintain and update Joint Workplace Health and Safety Plan.		The Plan has been revised, but waiting for some OHS policies. Currently working with this under the HR Framework Project to see if we can agree on regional safety policies.		Regional Safety Policies have been completed and just waiting on final approval.
	Provide orientation and training to all staff.	Safety orientation is ongoing as new staff commence employment. Some training has been put on hold due to the pandemic.	Safety orientation is ongoing as new staff commence employment. Some training has been put on hold due to the pandemic.	Safety orientation is ongoing as new staff commence employment. 14 people orientated in Q3.	Regional safety orientation is ongoing as new staff and contractors commence employment. 26 workers completed the regional orientation in Q4.
	Provide management support system.	The Safety department provides support to all departments as it relates to safety. Have been instrumental in providing safety documentation for the reality of staff working from home.	The Safety Department provided training to supervisor staff on Job Safety Assessments which will be included in updated job descriptions.	Reviewed and provided input into contracts, developed an HSE Project Checklist to use for all projects.	A training matrix has been completed and updated as required. 5 workers trained in fall protection in Q4.

		Conduct regular inspections and worksite visits to ensure regular safety Practises.	Ongoing.	Ongoing.	Inspected 4 transfer stations, library, library roof renovation, waste transfer station project	Worked on developing a web page outline for all HSE documents to be uploaded onto the intranet. Revised several procedures and hazard assessments as well as added in proper format for document control.
		Maintain and update Joint Workplace Health and Safety Plan.	Ongoing.	Ongoing.	Updated training matrix and scheduled mandatory training for members in Q4.	Inspected 3 transfer stations, arena, admin building, water treatment plant.
		Maintain work alone system.	Ongoing.	Ongoing.	Ongoing.	Evaluated a different working alone system that is more cost effective and user friendly. Will most likely switch over in Q2 of 2021 (current contract expires in May).
		Annual audit or either internal or external as required.	Annual audit scheduled for week of July 6, 2020.	Annual audit was moved up to June 2020 as Safety staff were leaving their positions at the end of June.	Auditor returned in August as he had lost several documents off his phone so he needed to spend a full day in the office to finish the audit.	Received COR Maintenance audit results and working on an Action Plan to address opportunities for improvement. Average COR Audit score for the Region was 85%.

Community Services: 2020 Quarterly Reporting						
Department	Strategy	Action	Q1: January to March	Q2: April to June	Q3: July to September	Q4: October to December
	Strategy		Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.
1. Parks and Recreation	Strategy 1.1					
	Increase usage of our parks, campgrounds and recreation facilities.	Increase public awareness of our parks through promotions, marketing and social media.	Ongoing. Advertised on social media, newsprint and radio about the March 1 start date for on-line reservations through Camp Reservations Canada	Ongoing. Weekly updates on available campsites. Promoted changes to campground procedures for visitors on social media, website, radio. Revised Campground brochure to reflect changes. Promoted campgrounds in 'Go East' and 'Summer in the City' and advertised in Fort Saskatchewan, Sherwood Park and Lloydminster papers.	Ongoing. Weekly updates on available campsites posted on Facebook.	Engagemnent Survey postponed to 2021.
		Host events in partnership with FCSS and other County departments.	Deferred to 3rd qtr.	Postponed due to COVID-19		Deferred to 2021 due to COVID-19.
		Review our rates and assess how they can be more flexible.	Setup daily and weekly rates for all site and monthly rate for certain site and specific parks			
		Modify campsites to accommodate demand for more groups sites.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Inspected Floatingstone and Westcove with Director of Public Works. Public Works to provide costing for new loop at Floatingstone. Westcove sites improvements to be scheduled with Public Works. Improvements to site at Stoney completed during boat launch installation.	12 Sites expanded at Westcove to accommodate larger/multiple units in December.
	Strategy 1.2					
	Maintain and upgrade parks and recreation facilities.	Maintain and improve boat launches.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Stoney Lake boat launch installation commenced September 8. To be completed by September 25.	

		Continue to upgrade and maintain playground structures at all sites.	Deferred to 2nd qtr.	Parks opened to public on June 25th. Park Caretakers do monthly playground inspections. No new capital for playground equipment approved for 2020.		CFEP Grant for new playground at Lac Bellevue approved. Work to be completed in 2021.
		Continue to upgrade and maintain equipment in the parks.	Deferred to 2nd qtr.	Parks maintenance crew started on May 11. All equipment services and delivered out to each park.	Parks closed September 7. All equipment delivered back to Parks storage building.	
		Install outdoor showers for beach users.	Deferred to 2nd qtr.	Postponed to 2021 due to COVID-19		
		Install welcome signs at all parks.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to 2021 season.	
		Conduct customer satisfaction survey to include what improvements can be made.	Deferred to 2nd qtr.	Postponed due to 2021 due to COVID-19.		
	Strategy 1.3					
	Review Parks and Recreation governance.	Continue to conduct playground and campground inspections.	Deferred to 2nd qtr.	Parks opened to public on June 25th. Park Caretakers do monthly playground inspections and daily campsite inspections.	Final playground inspections completed by County's certified inspector at 4 County Parks and at Lindbergh and Lottie Lake playgrounds.	
		Continue to train staff.	Deferred to 2nd qtr.	Spray Park course training deferred to 3rd qtr.	Deferred to 2021.	New Park Attendant confirmed for 2021 season.

2. Waste Management	Strategy 2.1					
	Increase recyclable segregation options.	Allow for cardboard recycling at Transfer Stations.	Continue to collect cardboard from 6 Transfer Stations and deliver to the St. Paul Transfer Station for bailing.			
		Continue to explore other options for recycling.	Ongoing.		New pilot program for collection of household items with cords commenced September 1.	
		Implement additional Take it or Leave it sites.	Deferred to 2nd qtr.	Take-it-or-Leave it sites opened at Whitney Lake and St. Lina Transfer Stations during the week of June 22.		
	Strategy 2.2					
	Public awareness about waste management.	Conduct a customer satisfaction survey.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to 2021.	
		Continue to include information about waste management on County, social media and other communication.	Ongoing. Implemented a monthly Trash Talk Letter to the Public via social media on a variety of topics with reference to Waste Management.	Developed additional 'Trash Talk' issues on Demolition Materials and Burnables. Posted on website and social media. Promoted information through Council Highlights.	Trash Talk regarding paint completed.	Trash Talk on bottle recycling and new electronic programs promoted in October.
		Host events related to waste management - grant funding for toxic waste round up.	Deferred to 2nd qtr.	Postponed to COVID-19		Postponed to 2021.
		Improve signage at sites.	Deferred to 2nd qtr.	Ongoing	New signage installed at Transfer Stations for pilot program to collect household cord items. New signage installed on bins used to collect recyclable bottle containers.	Signage installed for approved groups for the bottle recycling program. New signage installed on household waste bins.
		Continue with spring clean-up program to remove Freon from fridges, freezers and watercoolers.	Deferred to 2nd qtr.	Spring Clean-up program was available to residents for the month of May for free Freon removal.		
	Strategy 2.3					
	Streamline waste collection and operation.	Review Transfer Station operating days and hours to ensure they accommodate the public needs.	Review completed in 2019.			

		Review unmanned bin sites.	Deferred to 2nd qtr.	Ongoing.	Deferred to Strategic Planning.	No changes after discussions at Strategic Planning.
		Consider an annual capital contribution for waste management vehicles to be set up in reserves.	Deferred to 2nd qtr.	\$120,000 approved in the 2020 budget for waste capital reserve.		
		Explore options with the Town of Elk Point for Elk Point Transfer Station/ Landfill.	Ongoing.	Ongoing.	Ongoing.	Deferred to 2021.

3. Agriculture Services	Strategy 3.1					
	Build public awareness about Agriculture Services	Communicate effectively about ASB programs and services.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Continue to work with Communications Specialist to develop ASB communication plan.	Deferred to 2021.
		Communicate LARA initiatives and newsletter.	Updates from LARA posted on County's social medial sites.	Most LARA events have been postponed or cancelled due to COVID-19.		
		Initiate a bi-annual ASB newsletter for public dissemination.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to 4th quarter.	Deferred to 2021.
	Strategy 3.2					
	Maintain and improve programs for Agriculture Service Board.	Design more efficient ASB program planning	Ongoing.	Ongoing.	Deferred to Strategic Planning.	Improve Mowing/Spraying programs as part of the 2021 Strategic Plan.
	Strategy 4.1					
	Maintain fire equipment and facilities.	Review equipment/ supply needs for Ashmont, Mallaig, Elk Point, St. Paul Fire Departments.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to Strategic Planning.	Supplies budgets for Ashmont and Mallaig reduced by \$5000 each for the 2021 budget.
4. Fire Services		Continue annual capital contribution for fire equipment to be set up in Reserve.	Deferred to 2nd qtr.	\$136,000 approved in the 2020 budget for Fire Capital Reserve.		
	Strategy 4.2					
	Attract and retain volunteer fire fighters.	Review results of engagement survey and determine opportunities for success, and implement some suggested changes/ strategies.	Deferred to 2nd qtr.	Engagement Survey presented to the St. Paul, Mallaig and Elk Point Fire Departments.	Engagement surveys presented to Ashmont. Complete.	
		Continue to have semi-annual Fire Chiefs' meetings	Deferred to 2nd qtr.	Had a Fire Chief's meeting over Zoom in Q2.	2nd meeting deferred to 4th quarter.	Meeting deferred to 1st qtr. 2021.

4. Fire Services	Strategy 4.3					
	Share common strategies for policies, procedures and operations between departments.	Review policies and procedures	Ongoing.	Ongoing.	Ongoing.	Ongoing.
		Standardize training and reporting	Ongoing.	Ongoing	Ongoing.	Ongoing.
	Strategy 4.4					
	Engage residents in fire safety programming.	Engage residents in Fire Smart program and Fire Prevention Week	Deferred to 2nd qtr.	Volunteer Fire Fighters from all 4 Departments (16 members) took online training for Fire Smart Home Assessments. No timeline set for inspections due to COVID-19. FireSmart information posted on Facebook and on website.	Home assessments deferred to 2021. FireSmart grant extension approved to October 31, 2021.	
		Investigate department collaboration opportunities to increase number of residents engaged.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to 4th quarter.	Deferred to 2021.
	Strategy 4.5					
	Maintain and consider new opportunities for regional collaboration with our neighbours.	Review and update mutual aid agreements with rural and urban neighbours.	Deferred to 2nd qtr.	Deferred to 3rd qtr.	Deferred to 4th quarter.	Deferred to 2021.
		Review current agreements with Frog Lake and explore new opportunities for agreements with other surrounding First Nations and Metis Settlements.		Fire Protection Services Agreement signed with Fishing Lake Metis Settlement on April 14.	September 17 meeting with Frog Lake postponed until further notice.	New Agreement with Frog Lake First Nations approved on November 10, 2020.

Public Works: 2020 Quarterly Reporting						
Department	Strategy	Action	Q1: January to March	Q2: April to June	Q3: July to September	Q4: October to December
	Strategy		Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.
1. Transportation	Strategy 1.1					
	Ensure safe road infrastructure for public.	Maintenance Program	Planning for scopes according to budget.	All Maintenance activities under way.	All Maintenance activities under way.	All Maintenance activities under way.
		Road Construction	Planning for scopes according to budget.	Road Construction has commenced.	Road Construction is ongoing.	Road Construction is wrapping up for season last day was December 10, 2020.
		Continue monthly reporting to Council.	Continue monthly reporting to Council.	Continue monthly reporting to Council.	Continue monthly reporting to Council.	Continue monthly reporting to Council.
		Implement road condition assessment software.	Will start using this next Quarter.	Started to utilize this application.	Continue to use this application.	Review of the roads tracked, resulted in further work to determine risk value. Meeting scheduled in March 2020.
		Application for grants to improve roads.	Resubmitted Grant applications.	Received approval on 2 bridge files.	Submitted 4 bridge files for next year.	Submitted 4 bridge files for next year.
		Appendices for construction, oiling and equipment purchases.	Working on schedules according to budget.	Progressing per approved scopes of work.	Progressing per approved scopes of work.	Scopes have been completed for 2020.
		Improve winter maintenance and services.	Brushed 36km of Roadways.	Planning to perform more brushing next winter season. Reviewing scopes.	Planning to perform more brushing next winter season. Reviewing scopes.	Planning to perform more brushing. Reviewing scopes.
		Continue to produce high quality aggregate for road maintenance and construction.	Continue to produce high quality aggregate for road maintenance and construction.	Continue to produce high quality aggregate for road maintenance and construction.	Continue to produce high quality aggregate for road maintenance and construction.	Crusher is down and in shop for maintenance as of November 15, 2020.
		Continue to explore for new gravel sources and testing.	Continue to explore for new gravel sources and testing.	Continue to explore for new gravel sources and testing.	Continue to explore for new gravel sources and testing.	Continue to explore for new gravel sources and testing.
		Consider contracting equipment to assist with Public Works in achieving objectives.	We won't be pursuing this.	N/A	N/A	N/A
		Consider contract maintenance of Northern Valley Road.	We won't be pursuing this.	N/A	N/A	N/A
		Obtain rates from local contractors for types of equipment for rent and rates.	Obtain rates from local contractors for types of equipment for rent and rates.	Working on this.	No progress this quarter.	No progress this quarter.
		Consider annual capital contribution for Public Works equipment to be set up in reserve.	Not included in 2020 budget.	Not included in 2020 budget.	Not included in 2020 budget.	Not included in 2020 budget.

	Strategy 1.2					
	Improve communications with residents about public works.	Implement concern/ complaint tracking system that creates work orders.	Starting to implement Munisight, continuing to utilize Remind application for complaints.		Utilizing Munisight, continuing to utilize Remind application for complaints.	Utilizing Munisight, continuing to utilize Remind application for complaints.
		Be proactive in providing advance notice of road work to residents.	Continue to do this.		Continue to do this.	Continue to do this.
		Assist Communication department with educational videos about services and issues.	No work done on this yet.		No work done on this yet.	No work done on this yet.
		Communicate about winter maintenance and services.	Continue to do this.		No work this quarter	No work this quarter.

2. Water/ Wastewater	Strategy 2.1					
	Ensure safe supply of water to residents of Mallaig, Ashmont, Lottie Lake and rural residents along the transmission lines.	Maintenance of transmission and distribution lines.	Repaired water leak in Ashmont.	Ongoing.	Repaired water leak in Ashmont & Mallaig	Ongoing.
		Review costs of water rates for those communities.	Ongoing.	Ongoing.	Ongoing.	Ongoing.
		Ensure water meters are working properly or are replaced.	Ongoing.	Ongoing.	Ongoing.	Ongoing.
		Tracking of water concerns and complaints to determine future actions.	Ongoing.	Ongoing.	Ongoing.	Ongoing.
		Consider distribution lines for Ashmont and Lottie Lake.	Not included in 2020 budget.	Not included in 2020 budget.	Not included in 2020 budget.	Not included in 2020 budget.
	Strategy 2.2					
	Continue to explore alternatives for water and sewer for Riverview residents.	Continue to discuss options with Windsor Salt and residents.	Ongoing.	Ongoing.	Preparing tender package for Riverview scope of work.	Working with residents to move from municipal system to cisterns and septic holding tanks. Preparing tender package for Riverview scope of work.
		Consider implementation of rate structure.	Ongoing.	Ongoing.	Ongoing.	If project above goes ahead there will be no rate structure developed.
	Strategy 2.3					
	Ensure maintenance of sanitary lagoons and collective systems.	Report on maintenance required.	Report is in draft format.	Report is in draft format.	No work done on this, this quarter.	County is working with Banner Engineering for innovative solution for release of Whitney Lake Lagoon
		De-sludge Whitney Lake.	On hold.	On hold.	Planning to mobilize next quarter.	The sludge at Whitney Lake Lagoon was measured and it is deemed that desludging is not required at this time, or in the near future.

2. Water/ Wastewater	Strategy 2.4					
	Consider consistent rate structure for use of County wastewater facilities.	Set rate for joint wastewater transfer station.	Completed January 1, 2019.			County Council increased the rate for this transfer station with the installation of the metering station at the Ashmont lagoon.
		Consider installation of flow point equipment at Ashmont and Whitney Lake lagoons.	Whitney is on hold. Preparing to start installation at Ashmont.	Ashmont is completed	No work done on this during current quarter.	The Ashmont metering of wastewater was complete and operational in October 2020. Deferred any installation at Whitney Lake lagoon at this time.
		Review rate structure for residents with collection systems for Ashmont and Mallaig.	Under review.	Under review.	Under review.	No action in 2020.
		Explore relationship with Saddle Lake to allow use of Ashmont Lagoon once flow point equipment is available.	On hold.	On hold.	On hold.	On hold.
		Decommission septic truck dumping station at Mallaig Lagoon.	Requires approval, RFD required.	Requires approval, RFD required.	Requires approval, RFD required.	Septic Truck Station has been shut in, Requires approval to completely decommission.
	Strategy 2.5					
	Explore alternative wastewater treatment processes at Ashmont or Mallaig lagoons to reduce maintenance costs and improve effluent quality.	Gather more information from wastewater treatment.	On hold.		On hold.	Council approved agreement with Banner Engineering to look at options for release of water from this lagoon.
		Explore funding opportunities for new technologies.	On hold.		On hold.	On hold.

3. Airport	Strategy 3.1 Collaborate with Town of St. Paul and Town of Elk Point for maintenance and improvements at local airports.	Snow removal at both airports.	Went well this winter, have a solid procedure going forward.	Went well this winter, have a solid procedure going forward.	No work completed this quarter.	Snow removed as required at both airports. Need to determine cost/inventory of ice removal product that is safe to use at these airports during inclement weather.
		Participate in capital upgrades for both airports.	No upgrades for 2020.	No upgrades for 2020.	No upgrades for 2020.	No upgrades for 2020.
		Apply for funding for capital upgrades.	No applications made this quarter.	No applications made this quarter.	No applications made this quarter.	No applications made this quarter.

FCSS: 2020 Quarterly Reporting						
Department	Strategy	Action	Q1: January to March	Q2: April to June	Q3: July to September	Q4: October to December
		Action Plan 2020	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.
		Goal 1: Make all services affordable for everyone.				
		Goal 2: Provide more opportunity and recognition for volunteerism in our communities.				
		Goal 3: Create a sense of community and acceptance for all.				
FCSS in the County of St. Paul and Elk Point	Action	Relevant Goals				
	Janice and Coco 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	Cancelled due to Covid 19.	Cancelled due to Covid 19.	Cancelled due to Covid 19.	Cancelled due to Covid 19.
	Coco and Terry to administer the Volunteer Income Tax Program by June 30. This will be measured by tracking the number of participants and providing a demographic survey that will compare results from year to year.	Goal 1, 2 and 3	Ongoing.	Completed. 250 participants.		
	Janice to complete the annual Report as required by the province by June 30. If this is not complete, funding will be held.	Goal 1, 2, 3	Not completed yet.	Completed.	Completed.	Completed.

FCSS in the County of St. Paul and Elk Point	Janice and Terry will coordinate the Elk Point Community Information night by September 4. 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 3	Unsure if it will go ahead.	To be determined whether event will go ahead.	Cancelled due to COVID-19.	Cancelled due to COVID-19.
	Janice to coordinate and manage the annual Mallaig Summer Programs by September 30. 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	Cancelled due to Covid 19.	Cancelled.	Cancelled.	Cancelled.
	Coco will manage and coordinate the Community Connector Trailer by September 30. 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, 3	Not going out till Covid restrictions are lifted.	Connector not going out this summer.	Connector did not go out this summer.	Connector did not go out this summer.
	Janice will coordinate the "Movies in the Community" at Cork Hall, Heinsburg, Ferguson Flats & Stoney Lake - including completing the licensing requirements by September 30. This will be measured by tracking the number of participants and then compare results from year to year.	Goal 1 and 3	Cancelled until Covid 19 restrictions are lifted.	Cork Hall and Heinsburg movies cancelled. Movies at other locations booked: Stoney - July 10; Ferguson Flats - July 17.	Completed three movie nights: Elk Point, Stoney Lake and Ferguson Flats.	See previous.

FCSS in the County of St. Paul and Elk Point	Janice to arrange Red Cross Babysitting Course and Home Alone courses in Elk Point by September 30. This will be measured by tracking the number of participants.	Goal 1	Cancelled until Covid-19 restrictions are lifted.	Babysitting courses are allowed only on-line. There is no public interest to on-line courses. Cancelled for 2020, to revisit in 2021.	See previous quarter	See previous.
	Janice and Coco to coordinate Summer Community events by October 16th to include sandcastles, Block Party with Town of St. Paul, Mallaig Summer Program, and 3 parades. This will be measured by tracking the number of participants and then compare results from year to year.	Goal 1 and 3	Cancelled until Covid-19 restrictions are lifted.	Cancelled.	Cancelled	Cancelled
	Janice to complete Outcome Measures as required by the province by October 30. Funding will be held if not complete.	Goal 1, 2, and 3	Completed April 24, 2020.	Completed in April.	Completed in April.	

FCSS in the County of St. Paul and Elk Point

Support the Elk Point Ambassador Program by October 30. This will be measured by receiving feedback from participants then compare results from year to year.	Goal 1, 2 and 3	Cancelled until Covid-19 restrictions are lifted.	To be reassessed in the fall.	Funded until year end.	Funded until year end.
Janice and Coco will organize and host the Seniors Festival to be held in Elk Point by December 15. 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	Cancelled until Covid-19 restrictions are lifted.	To be reassessed in the fall.	Cancelled due to COVID-19.	Cancelled due to COVID-19.
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 last year.	Goal 1	Ongoing.	Ongoing.	Ongoing. New cases on the rise.	Ongoing. New cases on the rise.
Janice, Coco, and Terry will provide referrals and support to individuals that request assistance. Measured by staff who keep daily records of people served throughout the year.	Goal 1	Ongoing.	Ongoing.	Ongoing	Ongoing

FCSS in the County of St. Paul and Elk Point	Janice and Coco to administer the Mallaig and Ashmont "Mom's 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	Cancelled until Covid-19 restrictions are lifted.	To be reassessed in the fall.	Cancelled until further notice.	Cancelled until further notice.
	Coco and Terry to administer the "Meals on Wheels" program throughout the year. Volunteers deliver 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	Ongoing.	Ongoing.	Ongoing.	Ongoing.
	Coco and Janice to monitor the ECDC activities and events as per the grant by March 31, 2021. This will be measured by tracking the number of participants and providing a feedback survey to participants and then compare results from year to year.	Goal 1, 2 and 3	Grant cancelled effective March 30,2020	Cancelled.		Cancelled.

FCSS in the County of St. Paul and Town of Elk	Janice, Coco 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	Ongoing.	Ongoing.	Ongoing.	Ongoing.
	Janice, Coco and Terry will manage the "Welcome to the County and Elk Point" packages, 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 and 3	Ongoing.	Ongoing.	Ongoing.	Ongoing.

Communications: 2020 Quarterly Reporting						
Department	Strategy	Action	Q1: January to March	Q2: April to June	Q3: July to September	Q4: October to December
	Strategy		Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.	Notes that detail progress of action that supports that corresponding strategy.
1. Communication Methods	Strategy 1.1					
	Continue to improve, review and update communication methods to create a user-friendly digital experience for everyone.	Create and sustain social media accounts - Facebook and consider feasibility of other social media.	Ongoing.	Ongoing.	Ongoing. Sept 4 to Oct 1, 2020 reach on Facebook was 9977. Reach will depend on what is posted. Continue to drive readers to County website for information. No other social media being considered.	Ongoing. Reach will depend on what is posted. Facebook does not have data for this time period. Continue to drive readers to County website for information. No other social media being considered.
		Create guidelines for the use of social media as a feedback tool.	Deferred to Q2 due to COVID-19.	Ongoing.	Guidelines for social media use are on the Facebook page.	
	Strategy 1.2					
	Improve how we disseminate information through traditional print methods of communication.	Develop Best Practises for internal and external communication.	Deferred to Q2 due to COVID-19.	Working draft. To be completed by year end.		Working draft to be completed in 2021.
		Proactively plan information the County will communicate through the year via radio and local newspapers, annual calendar, newsletters, brochures and publications.	Planning schedule developed that is serving as a guide for upcoming events/ ads, etc. Many programs cancelled or deferred due to COVID-19.	Ongoing. Many changes due to COVID-19 but continue to update the public on office closures/ openings/ tax payment dates/ road work/ Transfer Station information.	Ongoing information. Information disseminated included information on Assessors, reminder of burn permits needed, bottle recycling program, Farm Safety Week, caution around farm equipment on roads, gravel program, tax penalty, Transfer Stations hours, calendar photo contest, FCSS You Rock. Radio, print, Facebook and website used.	Ongoing information. Information disseminated included information on Farm Safety Week, County COVID protocols/ closures, tax deadlines, Transfer Station move to winter hours, calendar availability, et al. Radio, print, Facebook and website used.
		Develop a Branding Standards Guide for internal and external use.	Deferred to Q2 due to COVID-19.	Working on draft.	Working on draft. Will be complete by year end.	Document to be completed in 2021.
		Develop targeted communication plans for Waste Management, ASB (draft presented to ASB in 2019), Public Works, Community Services.	Deferred to Q2 due to COVID-19.	No change.	Working on draft. Will be complete by year end.	Documents to be completed in 2021 in consultation with stakeholders.
		Develop a Communication Plan for over-arching County communication (including messaging.)	Deferred to Q2 due to COVID-19.	Working on draft.	Working on draft. Will be complete by year end.	Document to be completed in 2021.

1. Communication Methods	Strategy 1.3					
	Improve participatory methods of communication.	Increase participation at public events and AGM through strategic communication planning.	Deferred to Q2 due to COVID-19	AGM cancelled for 2020 due to COVID-19		
	Strategy 1.4					
	Proactively plan ahead to improve County communications with the public.	Generate an annual County calendar that promotes all services provided, including relevant information.	To be determined whether a calendar for 2021 is feasible. Requires Council/ Administration decision.		Calendar in draft form. Photos from photo contest included. Checking information. To be at printers before end of October.	Calendar completed and distributed through Admin Office, Public Works (once office is open), to staff, through Council members, Transfer Stations, and Public Libraries (when open).
		Continue to expand/ develop County activates scan to ensure programs/ activities are promoted.	Ongoing but activities cancelled/ deferred due to COVID-19.	Continue to promote activities as they become available.	Ongoing. Continue to promote activities as they become available, and annual campaigns.	Ongoing. Continue to promote activities as they become available, and annual campaigns.
	Strategy 1.5					
	Increase number of people attending events, online followers and people we engage with in general.	Communicate through all available channels of communication to ensure public awareness of programming and events.	Ongoing information County and regional municipalities re: being provided through website, Facebook and ads. Employee updates are being provided.	Updating events/ information as they become available.	Number of Facebook followers continues to increase and shares dependent on issue.	Number of Facebook followers continues and shares continues to increase.
	Strategy 1.6					
	Create policies related to our communication methods	Review the Social Media policy if new social media tools are implemented.	Deferred to Q2 due to COVID-19.	Have reviewed Social Media policy and no additional social media required at this time.		
		Develop a communication plan for the Incident Command Plan system.	Deferred to Q2 due to COVID-19 but experience with COVID will help in determining the process for the County and region.	Working draft developed and have incorporated 'learnings' from COVID-19 process.	To be developed more fully after October Training Session.	To be developed in 2021 in consultation with T. Kotowich.
		Create privacy policies related to online terms of use.	Deferred to Q2 due to COVID-19.	Ongoing.	Existing Policy has been reviewed and in place on Facebook without changes.	
	Strategy 1.7					
	Ensure all County departments are supported with timely and effective Communications.	Increase public awareness and education of County Community Services, Agriculture Services (including LARA workshops), Fire Smart program and Fire Prevention Week, winter maintenance and others.	Despite COVID-19, education information to the public is ongoing re: FireSmart, Spring Cleanup, Transfer Station Hours, Road Restrictions.	Fire Smart programs continue to be promoted due to Wild Fire Season. Transfer Station Summer Hours promoted, road work/ restrictions communicated out. LARA has cancelled programs due to COVID-19 and may proceed with July programming.	Ongoing. Examples: Additional Trash Talk issues produced with Waste Management, Taxation/ Assessor information. Also continue to support community information such as RCMP safety/crime prevention material, road maintenance.	Ongoing. Examples: County COVID protocols, burn permits, Farm Safety Week, Fire Safety Week, Snow Flags, FCSS Your Rock, road maintenance, campground closures, Council Highlights, RCMP detachment information, community event info (when available).

1. Communication Methods		Promote events related to FCSS, Parks and Waste Management.	Information promoted re: status of parks' openings. Opening of registration was widely promoted through regional advertising, radio, social media, website.	Ongoing promotion of changes to campground procedures due to COVID-19. Weekly update of available campsites began week of June 22. Campground promotion in Go East and Summer in the City publications.	Most FCSS programming cancelled due to COVID-19 - promoted You Rock on Facebook and radio -- now supporting FCSS website and Facebook page. Weekly information on campground availability on Facebook and website has been updated after campgrounds closed. Additional Trash Talk on paint recycling, and bottle recycling and electronics.	
		Promote use of online campground booking system.	Information about status of parks, opening of registration was widely promoted through regional advertising, radio, social media, website.	Ongoing.	Weekly information on campground availability on Facebook and website has been updated after campgrounds closed.	
		Develop 2021 County Calendar with public participation i.e. competition for community photos that would be used in the calendar.	To be determined whether a calendar for 2021 is feasible. Requires Council/ Administration decision.	No change.	Calendar in draft form. Photos from photo contest included. Checking information. To be at printers before end of October.	Calendar completed and was ready for distribution at the end of November. Availability of calendars posted on Facebook, County website and in Council Highlights.
		Add information about community services and public works to website community Events calendar.	Event information is ongoing. Many events cancelled due to COVID-19. Will proceed as situation returns to 'normal'	Information added as it becomes available.	Information added as it becomes available.	Information added as it becomes available.
		Work with ASB and Public Works on bi-annual newsletters.	Deferred to Q2 due to COVID-19, Trash Talk issues have been produced prior to COVID-19.	New issues of 'Trash Talk' produced.	Continue to support departments with information on road work and ASB programs. No newsletter produced, to date, due to COVID.	Continue to support departments with information on road work and ASB programs as it became available. No newsletters produced due to COVID-19.
		Communicate progress on asset management plans to Council and public.	Deferred to Q2 due to COVID-19.	Draft Communication plan developed.	Draft Communication plan developed. Process proposed is to 'tell the story' of our assets i.e. cost of road building/ repairs. To be pushed out more after Strategic Planning for 2021.	
		Proactively provide advance notice of road work to residents.	Spring Road Restrictions promoted on radio, website, social media.	Information on road work/ closures has been posted on Facebook, website and radio on ongoing basis.	As per previous quarter.	Information on road work/ closures has been posted on Facebook, website and radio on ongoing basis.
		Create educational videos about Public Works and Community Services.	Deferred to Q2 due to COVID-19.	No change.	As per previous quarter.	