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Responsible Department:	Council and Chief Administrative Officer

SECTION 1.0 – POLICY STATEMENT

1. Every four years, following the municipal elections, Council’s work on strategic planning with obtaining input from its’ citizens. Strategic planning is an ongoing activity through monitoring, reporting and budgeting. Strategic planning is used to determine long-term vision and goals, and to develop the action plan to achieve those goals.

SECTION 2.0 – PROCEDURE


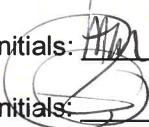
1. The Strategic Plan is attached hereto as **Schedule A**.
2. The Chief Administrative Officer will provide an update annually on the Strategic Plan progress to Council.



Maureen Miller, Mayor



Kim Heyman, Chief Administrative Officer

Mayor Initials: 
CAO Initials: 



TOWN OF ST. PAUL
STRATEGIC PLAN

2020-2023



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INTRODUCTION

The Town of St. Paul was founded by resilient people who saw beauty and opportunity in its Lakeland setting, and sought to build a welcoming community with the promise of life fulfilled. Dating back to its roots as a Métis settlement and homestead of French-Catholics, St. Paul has always been, and remains to be “A People Kind of Place” among Alberta’s most welcoming of prairie towns.

This plan outlines the focus set forth by the Town Council for the next few years ahead. It puts forward a collaborative strategic direction for Council to guide current and future endeavours to better the community, and meet the needs of its citizens, in partnership with the Town Administration.

It is informed by input provided by citizens to Council and Administration, through regular community conversations, formal town-hall style discussions, and ongoing engagement through various outreach channels.

This plan outlines key strategic directions for moving our town forward to ensure we are maximizing on opportunities to create a safe, inclusive, well-managed and prosperous community, and how to continue to move forward beyond COVID-19. While this work moves ahead, Town Administration are committed to delivering budget-conscious, essential services that we all expect and deserve for our daily experience in every home and business in our community.

The Town of St. Paul’s leadership team – Council and Administration – look forward to collaborating on this plan for the coming years with citizens, neighbours and other key stakeholders to help us achieve success, and to continue identifying opportunities for improvement and growth.



MESSAGE FROM TOWN COUNCIL

As Town of St. Paul Council, we offer great thanks to the families, businesses, volunteers and community builders who have helped create the community we all enjoy today.

We have, with our neighbours across the street and those across the Lakeland region, continued the work of our many ancestors who came before us, over many generations, to give life to our Town.

Like them, we each share hopes, and dreams for the lives we lead, together - with each other's company and support – which has become more important and increasingly evident into 2020.

This strategic plan was built by putting the needs and interests of our community first. It captures input not just from the mayor and council, but also from those in our administration responsible for making our system work each and every day, and from all of those who take the time to share their thoughts about our great community – whether by phone, online, at the rink or the local coffee shops.

This plan will help guide how we will make decisions and take actions that position the Town of St. Paul for success and prosperity now, and in the years to come.

We extend an invitation to all of you to keep the conversation flowing – keep bringing your ideas, your concerns, your solutions and your voices to the table. We must always strive to forge our path ahead together.

Mayor Maureen Miller and Council

Maureen Miller

MISSION, VISION, VALUES

Mission Statement

The Town of St. Paul is built on a strong history of being “A People Kind of Place.” We embrace our resilient and adventurous past as we point toward a future-focused, prosperous community for us all.

Vision Statement

The Town of St. Paul becomes the economic and cultural heart of the Lakeland region – the place to go and grow.

Our Values

- › Citizen-centred
- › Diverse and inclusive
- › Proud heritage and future-focused
- › Creative and fiscally sound
- › Courageous and dynamic
- › Bold and balanced
- › Big ideas and evidence-based
- › Short-term consideration with long-term view



STRATEGIC DIRECTIONS SUMMARY

These are the six pillars of work that will guide current and future strategy development:



ENABLE ECONOMIC VITALITY

The Town of St. Paul aims to enable a resilient and prosperous environment for employment, business, service and tourism to grow.



ENRICH HEALTH & SAFETY

The Town of St. Paul aspires to be a welcoming, accessible, safe and vibrant community to enhance work and play for all.



EMPOWER ORGANIZATIONAL EXCELLENCE

The Town of St. Paul plans to empower our people to integrate best practices for responsible fiscal management, open and accountable government, and professional and efficient service.



EXCEL IN ENVIRONMENTAL STEWARDSHIP

The Town of St. Paul strives to excel in key aspects of environmental stewardship and to positively influence consumer awareness.



ENHANCE QUALITY INFRASTRUCTURE

The Town of St. Paul will invest, plan and maintain municipal infrastructure for current and future community needs.



ENGAGE IN ESSENTIAL RELATIONSHIPS

The Town of St. Paul seeks to engage in, nurture and deepen relationships outside and within our community, and collaborate for shared investment, benefit, and advocacy.

ENABLE ECONOMIC VITALITY

The Town of St. Paul aims to enable a resilient and prosperous environment for employment, business, service and tourism to grow.

Key Initiatives:

- 1 Promote the Town of St. Paul as an experiential tourism hub that builds off the natural environment and cultural diversity.

Ideas for Implementation:

In collaboration with like-minded partners, the Town will:

- Explore unique festivals and tourism packages
- Encourage and facilitate development of the visitor economy through natural environment opportunities (i.e. dark sky preserve, birding, Iron Horse Trail)
- Investigate potential for Indigenous tourism partnerships
- Explore further options similar to the Travel Lakeland initiative

- 2 Support initiatives that identify, engage and promote business connectivity.

Ideas for Implementation:

- Explore opportunities for deeper collaboration with the Chamber of Commerce, Champions of Change, Community Futures, the Downtown Revitalization Group, Portage College, the St. Paul Ag Society, and University nuhelot'jne thaiyots'j nistameyimâkanak Blue Quills.
- Identify channels to directly engage young business leaders and students.
- Develop a Town of St. Paul welcome kit for new businesses and support the development of similar offerings from the Chamber of Commerce and business community.

- 3 Repurpose available space to serve the local economy.

Ideas for Implementation:

- Inventory, plan and evaluate potential refurbishment of available civic spaces.
- Catalogue commercial, industrial and retail locations for potential business growth (i.e. spaces vacated or being vacated, and target business acquisition suited to space available in conjunction with new land development build-out).

- 4 Draw on the strength of committed communities.

Ideas for Implementation:

- Identify and eliminate or reduce barriers to business innovation and creativity.
- Facilitate input from volunteers, entrepreneurs, and the non-profit sector.

- 5 Prepare the groundwork for generational economic change and the gig economy.

Ideas for Implementation:

- Identify opportunities to promote and encourage technology-based businesses and operational innovations.



Desired Outcomes:



INCREASE GROWTH

in net new assessments.



INCREASE

in net new number of business licenses.



INCREASE VISITOR NUMBERS

at major events, and in campground use (particularly off-peak).

ENRICH HEALTH & SAFETY

The Town of St. Paul aspires to be a welcoming, accessible, safe and vibrant community to enhance work and play for all.

Key Initiatives:

- 1 Ensure residents, businesses, and visitors alike feel a sense of welcome and belonging in the community.

Ideas for Implementation:

- Solicit community input for the creation of historical plaques.
- Display visitor-friendly promotional signage at Town exit and entry points.
- Refresh the welcome and care kits for Family and Community Support Services clients and other social programming initiatives.
- Leverage public library programming to improve community outreach.
- Create a business “welcome info package” for any new business licenses approved.

- 2 Support community and commercial accessibility best practices.

Ideas for Implementation:

- Offer local businesses and organizations new opportunities to communicate their accessibility needs and share their learnings.
- Develop a method of indentifying, assessing and addressing low-cost/ high-value accessibility improvements for municipal infrastructure.
- Support the development of accessibility information kits to help local partners meet the needs of the current and future population.

- 3 Balance proactive and reactive community safety initiatives.

Ideas for Implementation:

- Support and mentor volunteer community safety walks, in collaboration with local peace officers.
- Foster strong relationships with safety stakeholders by co-sponsoring an annual, family-friendly, municipal open house with RCMP and volunteer fire department.
- Develop community fire safety information initiatives for commercial and residential application.
- Improve mental health education, awareness and programming support services for residential and workplace applications.

- 4 Support attraction of medical professionals in collaboration with AHS.

Ideas for Implementation:

- Community continues to explore appropriate incentives to encourage professionals to make St. Paul their home.



Desired Outcomes:



HIGH LEVEL OF ENGAGEMENT

for community members and businesses at safety, health and wellness and accessibility learning sessions year-over-year.



“WELCOME” PACKAGE

Every new business and new members of the community receives a “Welcome” package when they set up in St. Paul.

EMPOWER ORGANIZATIONAL EXCELLENCE

The Town of St. Paul plans to empower our people to integrate best practices for responsible fiscal management, open and accountable government, and professional and efficient service.

Key Initiatives:

- 1 Formalize the development and maintenance of a three-year operational planning schedule and a five-year capital planning schedule.

Ideas for Implementation:

- Develop a business continuity plan for the corporation with clear communication plans, particularly a crisis communications protocol.
- Succession planning focus for key leadership roles with priority on knowledge capture and transfer to support transitions.

- 2 Fair and consistent application of legislation, policy and processes, particularly in our land development efforts.

Ideas for Implementation:

- Regular review of land use bylaw to meet community needs and reduce burden on Town and citizens.
- Develop data gathering protocols and explore business analysis tools to help inform business decisions.

- 3 Build educational and performance excellence among municipal staff.

Ideas for Implementation:

- Assess and identify emerging training requirements and, where suitable, identify opportunities for collaboration with neighbouring communities for “co-learning”.
- Support ongoing professional development.
- Identify opportunities for, and reward ideas around, efficiency and cost-savings with a “ground-up” issue and solution sharing process.

- 4 Improve information sharing between departments, and with regional partners.

Ideas for Implementation:

- Assess and evaluate current practices to inform internal information sharing protocols with digital and analog solutions.
- Research and assess the viability of expanding cloud-based computing solutions for ease of use and sharing.

- 5 Increase transparency and access to public records.

Ideas for Implementation:

- Conduct a user-experience audit of the Town’s existing online assets and services and develop an associated improvement plan.
- Work with third-party vendors to expand access to online services, and where appropriate, collaborate with regional partners.
- Continue the digitization of municipal records.



Desired Outcomes:



CREATE A “TOWN TEAM HUDDLE”

annual session with a day of solution-finding for core challenges and team learning experiences beginning in 2020.



ICS 200

All directors will have achieved a minimum Incident Commander System (ICS) 200 level.



EMERGENCY CROSS-TRAINING

Conduct emergency cross-training and table-top incident exercise with regional partners once every two years.



MUNICIPAL STANDARDS

reviewed and updated by spring 2021.

EXCEL IN ENVIRONMENTAL STEWARDSHIP

The Town of St. Paul strives to excel in key aspects of environmental stewardship and to positively influence consumer awareness.

Key Initiatives:

- 1 Decrease the volume of organic matter going to landfill.

Ideas for Implementation:

- Develop or renew existing educational tools to raise awareness of the value of diversion.
- Develop and promote local and/or residential composting program.
- Socialize the notion of re-use and compost, and develop programming incentives or communication materials to support those behaviours.

- 2 Build on our record as leaders in water and wastewater management.

Ideas for Implementation:

- Offer learning and expertise to municipal groups borne of successful investments in water treatment facilities and water pipeline infrastructure, including both online and in-person learning sessions.

- 3 Encourage responsible consumerism.

Ideas for Implementation:

- Support and raise awareness of the AUMA and RMA efforts to further the Extended Producer Responsibility initiative.
- Develop local awareness programs (waste diversion and responsible consumerism).

- 4 Decrease community energy usage.

Ideas for Implementation:

- Develop behavioural-incentive and low-cost hardware solutions as part of a new electricity minimization program.
- Identify and create an administration energy use reduction strategy (i.e., replace switches with auto-off switches, encourage "lights out" behaviours, etc).

- 5 Formalize an asbestos and lead remediation program.

Ideas for Implementation:

- Conduct an asbestos and lead toxicity review of all town facilities.
- Determine a remediation schedule and budget.



Desired Outcomes:



SIGNIFICANTLY INCREASE

the quality of wastewater discharge to lake.



REDUCE

per capita residential garbage tonnage.



REDUCE

Town administration environmental impacts.

ENHANCE QUALITY INFRASTRUCTURE

The Town of St. Paul will invest, plan and maintain municipal infrastructure for current and future community needs.

Key Initiatives:

- 1 Improve community awareness of core infrastructure improvements.

Ideas for Implementation:

- Develop a communications recognition protocol to celebrate the completion of infrastructure upgrades and facility maintenance improvements.
- Establish an inventory check-list of completions and outstanding issues.

- 2 Explore the option for a publicly accessible infrastructure priority list that reflects the needs of the community.

Ideas for Implementation:

- Assess the potential of an ongoing priority list report to the community and best practices in other communities.
- Review and revise current infrastructure prioritization criteria to ensure it is apolitical, community-focused, and minimizes civic corporate liabilities.
- Establish a revision schedule and process to socialize prioritization criteria.

- 3 Develop a formal asset management plan.

Ideas for Implementation:

- Create an inventory of efficiency and accessibility issues.
- Develop strategies to repurpose under-used community assets.
- Plan ongoing maintenance of all underground / horizontal infrastructure.
- Set a target for ongoing annual upgrades and repair.
- Inventory, assess and prioritize asset maintenance and replacement.

- 4 Support the capacity-building needs of the non-profit community.

Ideas for Implementation:

- Encourage regional centralization of grant application services.
- Support the development of coordinated training for grant proposal writing for Town and County agencies.



Desired Outcomes:



REVIEW & UPDATE
all Municipal Standards



INCREASE TRANSPARENCY
on asset upgrades prioritization and scheduling.



INCREASE CAPACITY
of inter-municipal emergency management systems and resources, including annual cross-training, and biennial table-top mock-exercises with partners.

ENGAGE IN ESSENTIAL RELATIONSHIPS

The Town of St. Paul seeks to engage in, nurture and deepen relationships outside and within our community, and collaborate for shared investment, benefit, and advocacy.

Key Initiatives:

- 1 Create opportunities for collaboration with Indigenous communities.

Ideas for Implementation:

- Explore the development of bi-annual meetings with local First Nations, Métis and Indigenous communities and formalize these.
- Appropriate cultural training implemented.

- 2 Continue to build positive relationships with neighbours.

Ideas for Implementation:

- Explore further ongoing cross-regional collaboration.
- Maintain commitments to the existing Intermunicipal Collaboration Framework.
- Explore opportunities to share learnings at Rural Municipalities of Alberta or Alberta Municipalities Association and Federation of Canadian Municipalities tables.
- Investigate the value of Memorandums of Understanding with other neighbours.

- 3 Improve public engagement.

Ideas for Implementation:

- Formalize a public engagement mechanism, and develop live and online portals to encourage more fulsome engagement with citizens.

- 4 Foster stronger relationships with provincial associations and the Government of Alberta.

Ideas for Implementation:

- Be an active, well-respected member of the RMA, AUMA and FCM.
- Establish pro-active relationships with the province of Alberta at the appropriate levels of the Alberta Legislature and the civil service.



Desired Outcomes:



INCREASE PUBLIC PARTICIPATION
and public engagement.



ENSURE 100% STAFF COMPLETION
of Indigenous Relations and Cultural training as part of onboarding.



IDENTIFY
and increase opportunity for inter-municipal and inter-partner collaboration, and re-engage successfully on the next ICF agreement review.



TOWN OF
ST. PAUL
 A People Kind of Place

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