

Hamlet Reinvestment Strategy

Governance and Priorities Committee

May 3rd, 2022

Investing in the Future of Our Communities



Why Hamlet Reinvestment

- Quality of Life
- Complete Communities
- Nodal Development
- Consistent Servicing
- Stagnant Populations

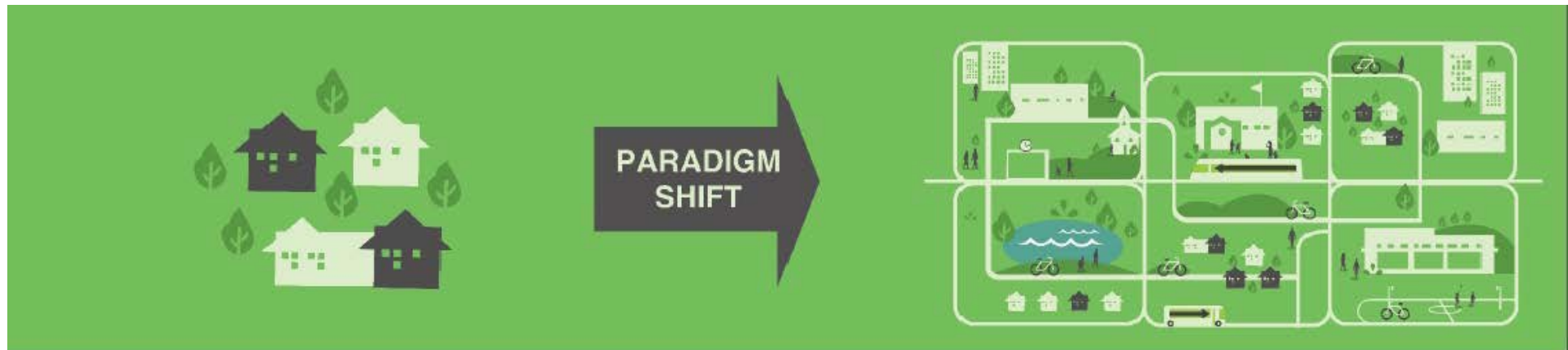


Hamlet Revitalization

- **In 2017 Council completed a Long-Term Strategic Plan which gave direction to finalize & implement a long-term investment strategy for Hamlets**
- **The 2018 Technical Growth Study summarized Hamlet statistics and identified hamlets best suited for strategic public & private investment. It also suggested that many other social and cultural goals could be fulfilled through hamlet growth.**
- **The 2018 MDP identifies several land use policy and priority growth areas, including:**
 - Priority Growth Hamlets
 - Growth Hamlets
 - Rural Hamlets
- **Aligns with the Edmonton Metropolitan Region Growth Plan**
 - Supports preservation of agriculture and natural systems through clustered/focused growth
 - Focuses on nodal development in existing hamlets
- **In order to support hamlet growth a goal to provide services that can increase quality of life, livability, and complete communities was identified in the 2018 ICSP**



What Are Complete Communities?



Hamlet Growth- As Per the MDP

General Hamlet Policies

- Infill
 - May investigate opportunities for incentives for developers to infill or redevelop vacant, underutilized or brownfield lots within hamlets
- Hamlet Character
 - Encourages mixed use development
 - Consider proper design measures (i.e. scale, massing, landscaping, urban design) when developing within hamlets
- Housing
 - Encourage a range of housing forms within hamlets (i.e. duplexes, triplexes, secondary suites, garden suites, etc.)
 - Hamlet Design Guidelines
 - Support aging in place through seniors housing and residential care facilities
- Parks + Open Space
 - Encourages creation of public parks and pathways within hamlets
 - Establish standards for recreation facilities and open spaces in hamlets
 - Coordinate planning and connectivity between hamlets and nearby recreation areas
- Transportation
 - Seek opportunities to improve active transportation infrastructure to promote walking and cycling within hamlets



Hamlet Growth- As per the MDP

GROWTH VS RURAL HAMLET(S)

Outlines:

- Priority for investment
- Housing densities & types
- Municipal vs private servicing
- Encouraging employment, commercial & residential development



Ranking & Prioritizing Hamlets

- Required by the EMRB
- Identified hamlets best suited for strategic public and private investment
- Based on the criteria below:

| TABLE 4 HAMLET RANKING CRITERIA | |
|---|---|
| CRITERION | RATIONALE |
| 1. Historic population growth | <ul style="list-style-type: none"> • Shows node has an ability to attract population growth |
| 2. Presence of municipal Infrastructure | <ul style="list-style-type: none"> • Allows for a range of land uses types and densities (flexible growth pattern) • Is environmentally sustainable • Provide reliable and secure water and wastewater servicing • Encourages private investment in employment and residential growth |
| 3. Presence of Community Services – School | <ul style="list-style-type: none"> • Encourages growth in families (sustainable demographic make-up) |
| 4. Presence of Community Services – Other (Includes recreation, library, gas stations, natural areas, water parks, etc) | <ul style="list-style-type: none"> • Encourages growth in families (sustainable demographic make-up) • Provides for a high-quality lifestyle • Encourages aging in place |
| 5. Presence of transportation Infrastructure (Highway and Rail) | <ul style="list-style-type: none"> • Increases viability of non-residential and employment uses |
| 6. Existing employment in area | <ul style="list-style-type: none"> • Shows node has an ability to attract population growth and existing synergies |
| 7. Future employment in area | <ul style="list-style-type: none"> • Shows node has ability to enhance synergies and facilitate employment growth |

Each hamlet was scored based on how well it met the criteria listed in Table 4: Hamlet Ranking Criteria. For each criteria a score of 0, 1 or 2 was given depending on if the hamlet, failed to meet (score = 0), partially met (score = 1), or fully met (score = 2) the criteria. The scores from the criterion were then summed to give a total score for each hamlet. A higher score indicated a greater potential for growth within the hamlet.

Objectives

Establishing Core Services

Creating Efficiencies

Reinvesting for Attraction/Retention



Parkland County Services



Wastewater



Drinking Water



Recreation and Natural Areas



Road Maintenance



Drainage



Libraries



Planning and Land Use



Solid Waste



Tourism



Engineering



Emergency Services



Beautification

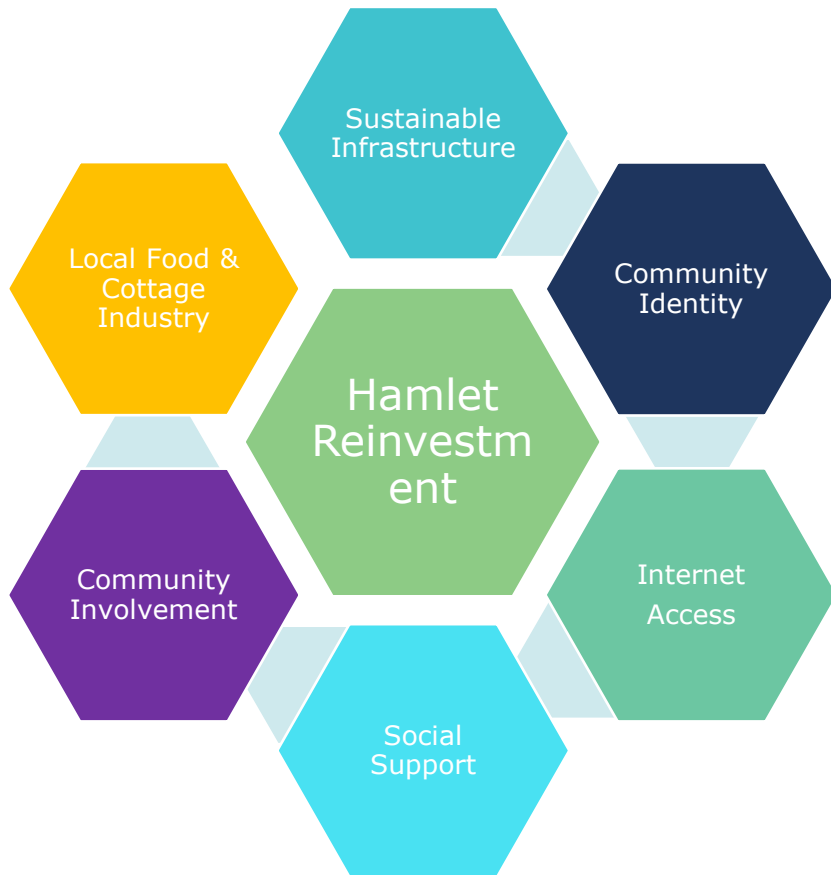


Economic Diversification



Connected Communities

Council Committee Recommendations



Methodology



Jurisdictional Comparison

Parkland County manages their hamlets very similarly to other Counties in Alberta



Larger hamlets receive additional services such as curb side waste pick-up



Most hamlets have community halls and recreational areas

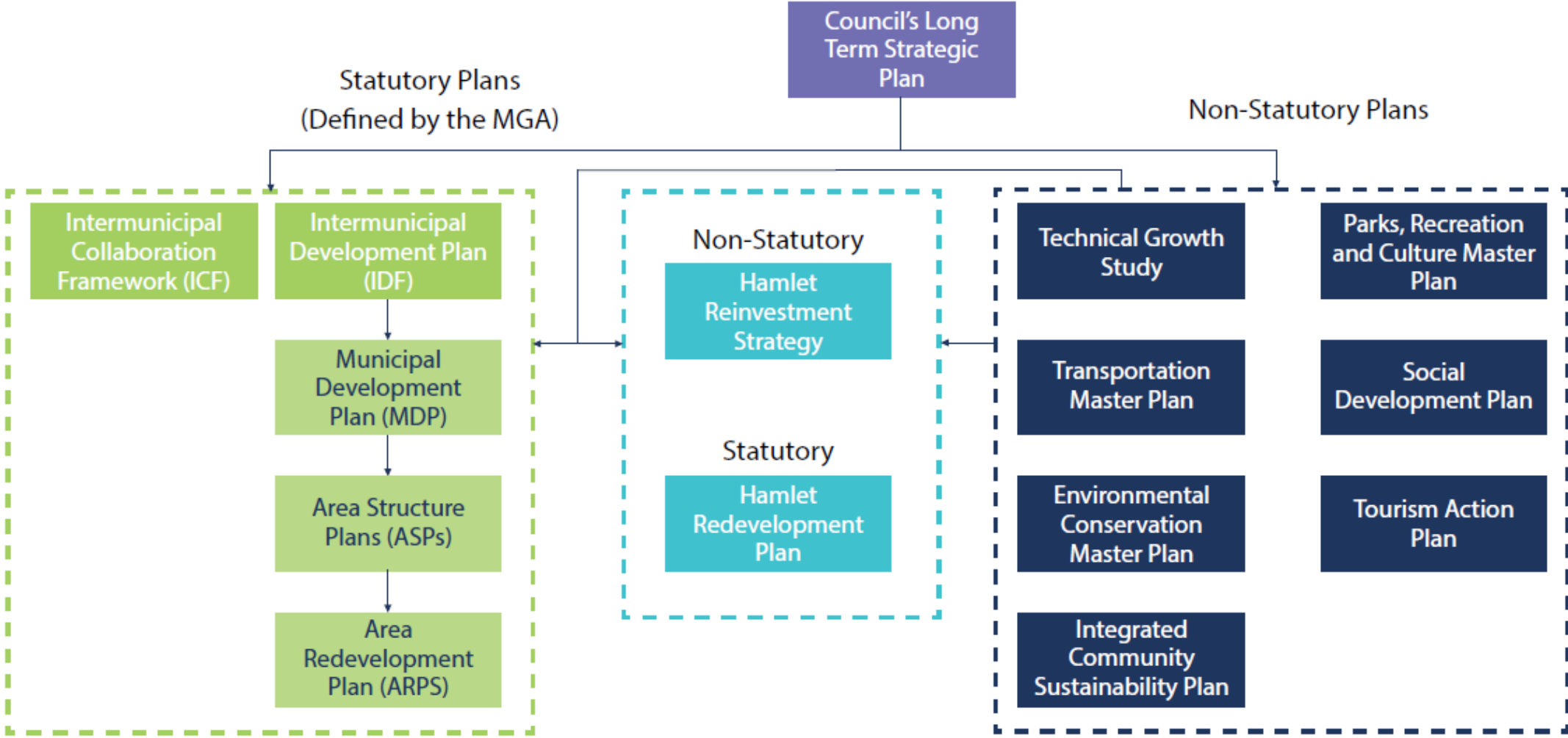


The number of hamlets (7) in Parkland County is similar to comparable Counties



The population and variation in size of hamlets of Parkland County's hamlets is similar to comparable Counties

Connection With Other Plans



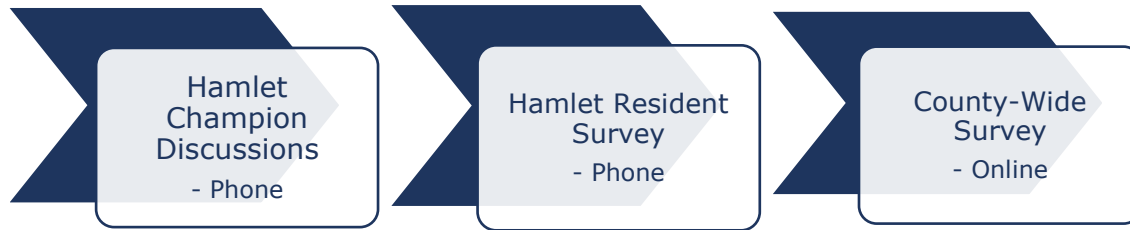
Service Area Analysis



| Criteria | | | |
|----------|---------------------|--|------------------------------|
| | Visibility | | Impact |
| | Satisfaction | | Service Level Ranking |
| | Change | | Strategic Relevance |
| | Budget | | |

| Priority A | Priority B | Group C |
|------------------------------|-----------------------|--------------------|
| Economic Development | Tourism | Engineering |
| Roads | Beautification | Drainage |
| Connected Communities | Emergency Services | Solid Waste |
| Recreation and Natural Areas | Planning and Land Use | Water & Wastewater |

Public Engagement



Survey questionnaires were developed that focused on assessing residents':

1. Perception of the state of the County's economy
2. Community values
3. Desire for additional community development
4. Overall satisfaction with County services
5. Satisfaction with individual service levels

The complete set of interview questions are included in each respective appendix.

| Hamlet | Residents Reached | | |
|----------------------|-------------------|------------|------------|
| | Stage 1 | Stage 2 | Stage 3 |
| Entwistle | 2 | 8 | 5 |
| Wabamun ² | Out of Scope | | 7 |
| Tomahawk | 6 | 23 | 5 |
| Duffield | 2 | 14 | 6 |
| Carvel | 5 | 54 | 22 |
| Gainford | 2 | 15 | 6 |
| Keephills | 1 | 9 | 0 |
| Falls | 1 | 4 | 3 |
| Non Hamlet Residents | 1 | 0 | 97 |
| Total | 20 | 127 | 151 |

² The Village of Wabamun became a Hamlet in 2021 as a result of dissolution. It has been designated priority growth status based on high-level comparisons.

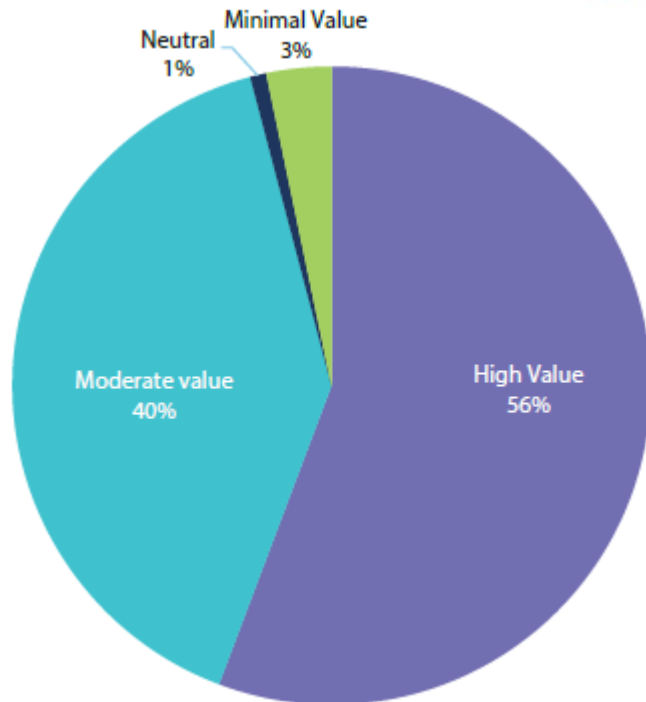
County-Wide Results



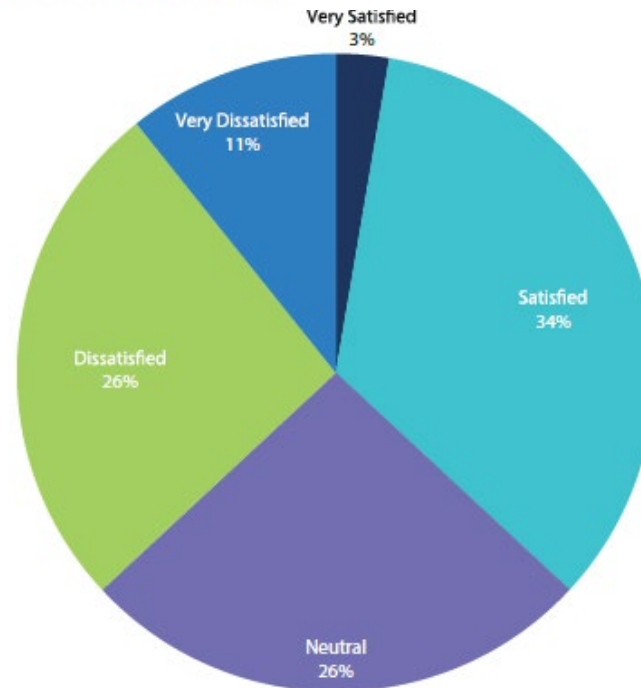
Do you see value in increasing investment in the County's hamlets?



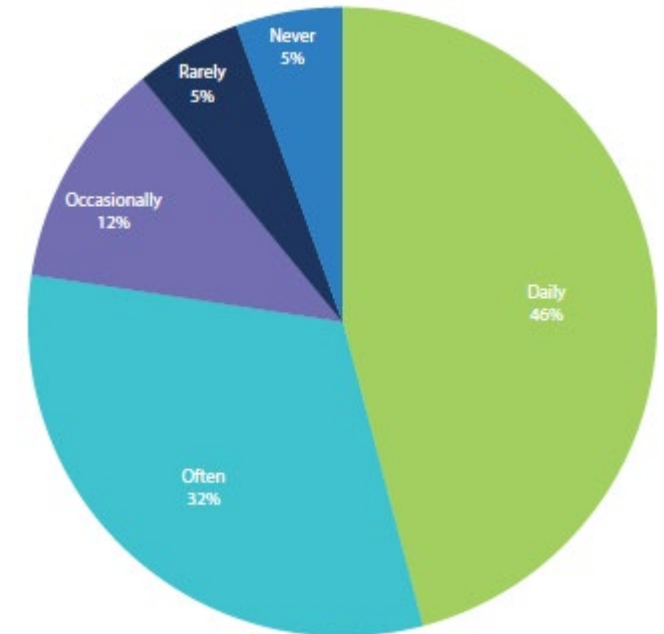
If so, how much?



In general, how satisfied are you with hamlet services and infrastructure?



How often do you use the services and amenities in one or more of the hamlets?



Community Perspective

“There is a long term need to increase employment opportunities and increase income opportunities for residents of the regions hamlets while decreasing the need/costs of commuting. In addition creating new ventures, particularly tourism-based attractions/operations along the West border areas. These could be based on controlled use of natural areas, cooperative opportunities using under utilized county sites or even partnering in the development of the coal sites being reclaimed as both natural areas and/or motorized recreation sites economically.”

“I would like the county to ACTIVELY (not passively, that is waiting for complaints) to check for bylaw infractions”

“Minor improvements and beautification go a long way to raise community pride.”



Top Survey Results

Most Important Services



Road Engineering and Maintenance



Fire and Rescue Services



Internet Access



Snow Removal



Community Peace Officers

Top Services to Improve



Internet Service



Parks and Trails



Policing and Bylaw Enforcement



Road Maintenance



Snow Removal



Community Perspective

“Hamlets are the service centres for most county residents and their development and services improve the lives of residents. Hamlets need to grow and be a vibrant part of the county.”

“Small Country Hamlets offer a quality family lifestyle, that creates a community that cares and looks out for each other. The outlying farmland creates jobs for youth, and promotes a healthy population, with hardworking ideals and morals.”



Hamlet-Specific Results

Community Values

My community is a safe place to live and work



My community is an appealing place to live for young people and young families



I feel strongly connected to my community



My community is vibrant and strong



I feel that the County appropriately invests and supports my community



■ Agree (4 or 5) ■ Neutral (3) ■ Disagree (1 or 2) ■ Not sure

Desire for Additional Community Services

I would like to see more business activity / economic development in my community



I would like to see more community and social services in my community



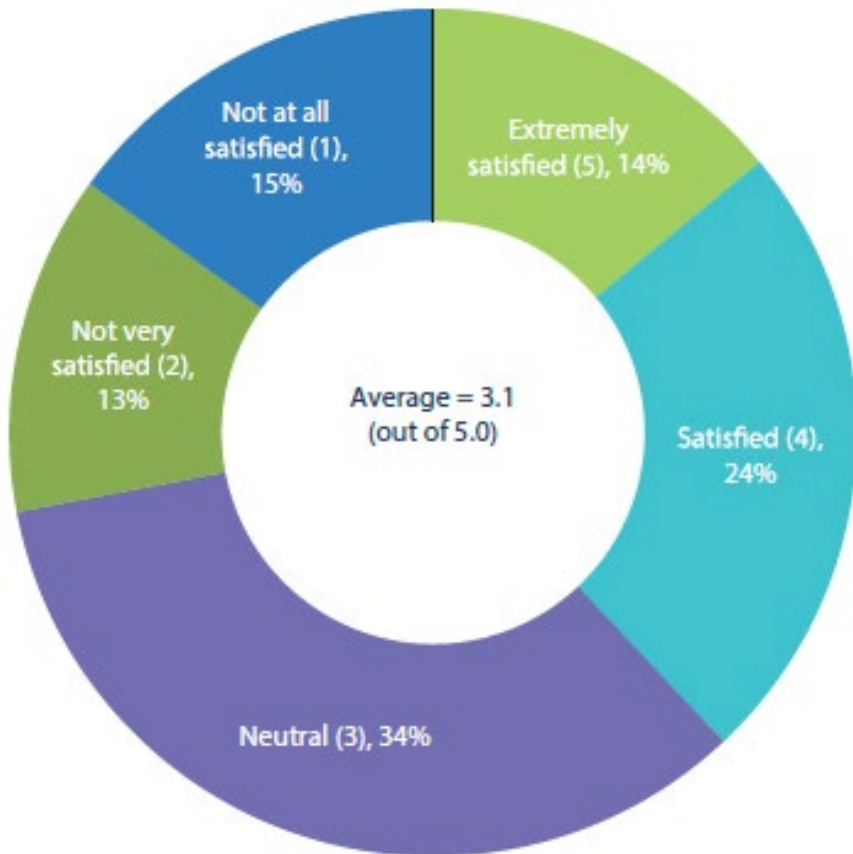
I would like to see more culture and tourism services/amenities in my community



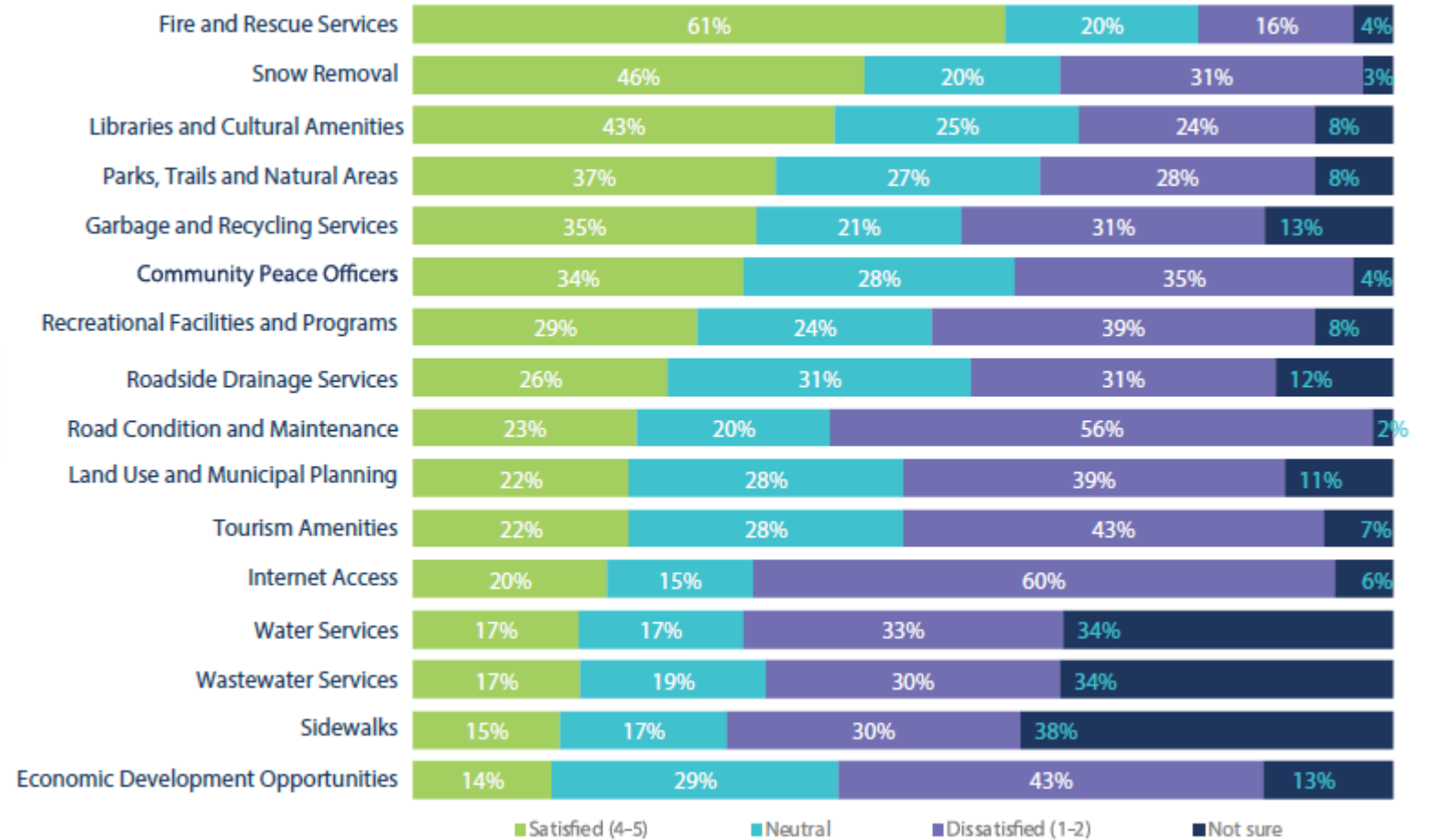
■ Agree (4 or 5) ■ Neutral (3) ■ Disagree (1 or 2) ■ Not sure

Hamlet-Specific Results

Overall Satisfaction with County Services



Satisfaction with Specific County Services



Community Perspective

“In addition to doing things to attract growth and business, it would be good if there were projects that could bind the community together. Building a skating rink isn’t just about the rink. It’s about bringing people together and giving them a sense of ownership in their community.”



“The folks living in the hamlets should have a large voice in the future of their hamlet. If consensus upon hamlet upgrades is wanted by hamlet residents they should be given some long term visibility how their taxes will be affected.”





Service Satisfaction Correlation with Overall Satisfaction



Most strongly correlated

-  Land use planning
-  Wastewater

Least strongly correlated

-  Internet Access
-  Garbage and Recycling

Gap Analysis

| Hamlet | Growth Status | Beautification | Connected Community | Economic Development | Emergency Services | Engineering | Drainage | Planning and Land | Recreation and Natural Areas | Community Programs | Facilities and Signage | Urban Agriculture | Roads | Solid Waste | Tourism | Wastewater | Water |
|-----------|---------------|----------------|---------------------|----------------------|--------------------|-------------|----------|-------------------|------------------------------|--------------------|------------------------|-------------------|-------|-------------|---------|------------|-------|
| Wabamun | Priority | I | N | I | M | M | M | I | I | I | I | N | M | M | I | M | M |
| Entwistle | Priority | N | N | I | M | M | M | I | I | I | I | N | M | M | I | M | I |
| Tomahawk | Growth | N | N | M | M | M | M | I | I | I | I | N | M | M | M | M | M |
| Duffield | Growth | N | N | M | M | M | M | I | I | I | I | N | M | M | M | M | M |
| Carvel | Growth | N | N | M | M | M | M | I | I | I | I | N | M | M | M | M | M |
| Gainford | Rural | N | N | M | I | M | M | I | I | I | I | N | M | M | M | M | M |
| Keephills | Rural | N | N | M | I | M | M | I | I | I | I | N | M | M | M | M | M |
| Fallis | Rural | N | N | M | I | M | M | I | I | I | I | N | M | M | M | M | M |

Strategic Pillars

Hamlet Identity



Economic Opportunity and Community Growth



Quality of Life



Recommended Service Changes

Hamlet Identity

- Beautification
- Unsightly Properties Bylaw
- Community Gathering Spaces
- Small Community Advisory Committee
- Facility and Signage Renewal

Economic Opportunity and Community Growth

- Tourism Amenities
- Curb Appeal
- Business & Development Marketing
- Leisure and Trails Guide
- Urban Agriculture Plan

Quality of Life

- Internet Access
- Enforcement Patrols
- Road Condition & Safety
- Sidewalks
- Community Programming
- Non-motorized Trail Connections



Entwistle
Sidewalks &
Curbs



Wabamun
Recreation &
Tourism
Amenities



Tomahawk
Walking Trails



Duffield
Community
Space



Carvel
Internet
Access

Community Priorities



Entwistle
\$10,497,000



Wabamun
\$597,000



Tomahawk
\$322,000



Duffield
\$117,000



Carvel
\$116,000

Community Investment

An aerial photograph of a residential area. A road runs diagonally from the top right towards the bottom center. To the left of the road, there is a large body of water, likely a lake or a wide river. The area is densely populated with houses and trees. A small, circular green area is visible in the upper middle part of the image. The overall scene is a typical suburban or rural residential development.

Key Takeaways

Key Takeaway

Infrastructure to Support Social Capital

- Social capital is the key foundation for community prosperity. Infrastructure and economic development should be used to support community development and resident quality of life.



Key Takeaway

Communications and Awareness

- Many concerns could be solved by increasing communications and awareness of current programs and services and capitalizing on current infrastructure or capacity



Key Takeaway

Community Champions

- Community champions are one of our greatest assets. Providing the necessary supports for them to coordinate their efforts, engage the wider community, and provide feedback is key to revitalizing the hamlet communities.



Key Takeaway

Concentrate Key Services and Amenities

- There is a drive for hamlets to be rural population centres. To increase the sustainability of our populations and decrease urban sprawl, these areas should be planned to concentrate key services and amenities that will support sustainable growth.



Key Takeaway

Operating Capacity

- When planning for new or improved hamlet servicing, it will be important to consider if the County's current capacity can support the operating impact as many capital investments have repercussions for other service areas.



Key Takeaway

Investment Value

- Public engagement has demonstrated that most County residents see value in investing in our hamlet communities, as well as a need for the County to re-evaluate its current investment and community support.



Key Takeaway

Building Community Identity

- The look and feel of hamlets are important to residents and businesses, both current and prospective. Making small changes to beautification, infrastructure maintenance and building design standards will go a long way towards building community identity.



Ongoing Communications

- Advertisements
- Signage
- Key Messages

Investing in the Future of Carvel

Strengthening Our Community



Strengthening Our Community

Investing in the Future of
[insert hamlet name or use County]

[Project name]
[Project budget]
[Estimated completion date]



Entwistle Water Upgrades

With your **Input**, we have prioritized community needs, focusing on the investment initiatives that will allow us to build a more sustainable future and create more opportunities.

Investing in the Growth of Wabamun

Creating Shared Prosperity and Opportunity

Build this together.

Thank You

Questions?

