

2018 Project Charter

Hamlet Reinvestment Strategy

Revision History

Version	Date	Author	Description
1	April 27, 2018	Krista Quesnel	Initial development

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1. Project Overview

The intent of this strategy is to provide a holistic approach to identifying and establishing services, amenities and design concepts within Hamlet areas in Parkland County, both internally and externally. It will emphasize hamlets as service areas integral to the sustainability of the County’s rural areas.

The Hamlet Reinvestment Strategy (HRS) will be the embodiment of the County’s vision statement “One Parkland: Powerfully Connected.” Not only does it provide the County an opportunity to connect internally on projects and priorities, it provides an opportunity to ensure that the community at large is connected through sustainable rural centres.

1.1 Project Governance

Name	Project Role	Approval Signature	Date
Krista Quesnel	Project Manager		
David Cross	Sponsor		
Rob McGowan	Sponsor		
Peter Vana	Sponsor		

1.2 Background

Hamlets are unincorporated municipalities within the County that provide a range of land uses, housing types, employment, and amenities to a local, rural services area. They are intended to provide a focal point for the surrounding rural area, providing convenience and community services. Hamlets are rural in nature and should continue to retain this rural charm as they develop. Parkland County has seven hamlets: Carvel, Duffield, Entwistle, Fallis, Gainford, Keephills, and Tomahawk.

This project was initiated based on Council direction given through a number of adopted high level planning documents including:

- Council’s Strategic Plan:** Complete Communities 1.1: We offer a range of lifestyle choices, community services, and other amenities to meet community needs. Broad Objective: Finalizing and implementing a long-term investment strategy in Hamlets.
Responsible Leadership 4.1: We are recognized as leaders in municipal governance, managing our resources responsibly and sustainably, ensuring we leave a vibrant and resilient community legacy to those that follow us.
- The Integrated Community Sustainability Plan:** Land Use. Broad Objective: Complete communities and prosperous hamlets that support live, work and play.
- The Municipal Development Plan:** 6.0 Hamlets. Objective: To support growth in the County’s hamlets as part of maintaining a rural character and lifestyle.

1.3 Project Objectives

Project objectives fall under three goal areas: increasing quality of life, aligning internal strategy, and developing a realistic work plan.

1. Increase quality of life for residents
2. Increase livability in hamlets
3. Identify elements of a prosperous hamlet
4. Align internal capital projects
5. Increase operational efficiency
6. Identify gaps in current plans and services
7. Identify & align with external supports
8. Prioritize actions
9. Develop an implementation plan including: applicable timelines, budget, initiative leads and partners
10. Outline updated land use, service levels and design concepts for growth hamlets

1.4 Project Scope

1.4.1 In Scope

In-scope	
General Statement of Scope	This project will include the development of a strategy that outlines guiding principles, broad objectives and actionable strategies for hamlet reinvestment. The project may also include refinement of these items as well as servicing strategies and design concepts using a Hamlet Area Redevelopment Plan (HARP) for each growth hamlet.
Imperative	Guiding principles, broad objectives and actionable strategies for hamlet redevelopment.
Desirable	Specific redevelopment plans for growth hamlets.

1.4.2 Out of Scope

- Public engagement prior to the hamlet-specific action plans
- Any required budget initiatives associated with new actions.
- Completion of action items

1.5 Budget

No specific budget funding will be required to complete Steps 1-5. These will be completed using existing staff resources accounted for in our annual salaries budget.

Step 6-Refinement will require specific budget funding for each hamlet action plan along with allocated internal staff hours. The exact amount of funding is still to be determined, however it will need to cover the cost of plan development and public engagement associated with the project.

1.6 Assumptions

Assumption	FURTHER INVESTIGATION REQ'D (y/n)	Impact if assumption is incorrect
Issue identification- High level issues have been adequately identified in previous public engagement work conducted for supporting plans and studies	Y	Timelines would be delayed and costs increased if public engagement is required during early stages of the project.
Budget- costs for steps 1-6 are covered by internal employee salaries	N	A spring budget adjustment or RFD to Council would be required to obtain budget.
Timeline- completion of the HRS in Q3 2018 will not negatively impact timelines of prioritized actions	Y	Other project timelines may be delayed.
Public engagement- will only be necessary for Step 6 (Refinement)	Y	Timelines would be delayed and costs increased if public engagement is required during Steps 1-5.
Staff capacity- internal support and capacity exists to complete Steps 1-5	N	Costs and timelines would increase due to procurement of external consultant.

1.7 Constraints

- Council approval
- Community support
- Budget (capital & operating)
- Timelines of ancillary projects
- Internal capacity
- Conflicting priorities

1.8 Risks

No.	Risk	Probability	Impact	Risk Response
1	Change in Council direction	M	H	-Committee of the Whole presentation -Council workshop if needed
2	Lack of internal support	L	M	-Update at Director’s Retreat -Update to Executive Committee
3	Lack of internal capacity	M	M	Deliverables due 1 week before meetings
4	Lack of community support	M	H	-Community engagement summary include in HRS -Detailed communications strategy and public participation plan for HARPs(step 6)
5	Insufficient budget for all actions	H	M	-Utilize ICSP prioritization criteria

1.9 Benefits

Work is currently underway across Parkland County’s hamlets through various initiatives, but this strategy will ensure that these are aligned and that the County’s efforts are maximized. It will also allow a more comprehensive and cohesive approach to identifying viable services levels for different hamlets. Overall, the intent is that through this strategy Parkland County will be able to identify the key elements of prosperous hamlets in our community and align our work plan to achieve these elements through efficient and cost effective redevelopment.

3. Managing the Project

3.1 Project Team

Name	Position
Peter Vana, Dave Cross & Rob McGowan	Project Sponsor
Krista Quesnel	Project Manager
Community Sustainability team	Project administration
Internal Steering Committee	Project development

3.2 Project Schedule

Delivarable	Step	Expected Date
MDP & ICSP Engagement Summaries	1	October 10th, 2017
TGS Hamlet Baseline Data Sheets	1	October 10th, 2017
Summary of Existing Policy & Objectives	2	February 22nd, 2018
ICSP Prioritization Criteria	3	October 10th, 2017
Elements of a Prosperous Community Report	3	June 30 th , 2018
Project Inventory & Gap Analysis	4	February 22nd, 2018
Prioritized Work Plan	5	July 31st, 2018
Hamlet Reinvestment Strategy Document	5	September 30th, 2018
Refined Action Plan-Entwistle	6	2019
Refined Action Plan-Tomahawk	6	2020
Refined Action Plan- Duffield	6	2021

See attached Schedule A for detailed Project Process and Schedule B for a detailed Project Timeline.

3.3 Stakeholders

Internal		
Department	Person	Role
Council	All members	Project Guidance
Executive Committee	Mike Heck	Project Sponsor
	Peter Vana	Project Sponsor
	Dave Cross	Project Sponsor
	Rob McGowan	Project Sponsor
	Krista Quesnel	Project Manager
Planning & Development	Rachelle Trovato	Steering Committee Member
	Carol Bergum	Steering Committee Member
	Martin Frigo	Steering Committee Member
Smart Parkland	Barb Scully	Steering Committee Member
Economic Diversification	Mark Edwards	Steering Committee Member
Engineering	Brandi Dechkoff	Steering Committee Member
	Jody Hancock	Steering Committee Member
Public Works	Leo Girard	Steering Committee Member
Parks, Recreation and Culture	Lenny Richer	Steering Committee Member
Strategic Planning	Laura Swain	Steering Committee Member
Finance	Jeff Dyck	Steering Committee Member
External		
Organization	Person	Role
Community Sustainability Committee	Committee Members	Provide community input into the development of prosperous community elements.
Consultants	TBD	Provide technical expertise & greater capacity (at step 6)
Public	Multiple	Provide community input at refinement stage (step 6)

3.4 Roles and Responsibilities

Role or Department	Responsibilities
Council	Give direction on project objectives. Final approval of Strategy document.
Executive Committee	Give direction on administrative action. Participate in steering committee. Review and approval of project deliverables.
Project Manager	Ensure timely and efficient completion project task including: <ul style="list-style-type: none"> • Deliverables • Milestones • Communications
Steering Committee	Advise on project development and development of key deliverables.

3.5 Project Communication

Audience	Communication Method	Timing/Frequency	Sender
Council	Presentation at Council meeting	Quarterly	Project Manager
General Public	Information sharing	Touchpoints throughout 2018	Communications
Each hamlet community	Design charrettes	Annually 2019-2021	Communications

4. Approach and Deliverables

4.1 Project Approach

Overall, this project will take a holistic, cross-departmental approach to aligning work in hamlet areas and increasing quality of life for hamlet residents. The project will look to identify the current and potential elements of hamlets in our community that make them prosperous. It will also summarize our current work plan and evaluate and prioritize it based on the objective of creating said elements of a prosperous community, as well as realistic budget and capacity expectations.

See detailed project process in attached Schedule A.

4.2 Deliverables

Deliverable	Responsible	Acceptance Criteria	Target Completion Date
Elements of a prosperous Community Report	Internal	Adequately identifies elements of a prosperous community relevant to Parkland County hamlets.	June 30, 2018
Project Inventory	Internal	Contains all current work being done in hamlets.	February 22, 2018
Gap Analysis	Internal	Contains all actions necessary to achieve identified elements.	July 31, 2018
Prioritized Work Plan	Internal	An organized list of actions, delineated by year, that fits within our target budget and capacity constraints.	July 31, 2018
Hamlet Reinvestment Strategy Document	Internal	A report that includes high level guiding principles, objectives, service standards and design elements for all hamlets. Must also include a summary of all above items.	September 30, 2018
Refined Action Plan-Entwistle	External	TBD after HRS	2019
Refined Action Plan-Tomahawk	External	TBD after HRS	2020
Refined Action Plan-Duffield	External	TBD after HRS	2021

