

Parkland County

Hamlet Reinvestment Strategy

Service Area Analysis – Initial Findings

March 3rd, 2021



Wherever business takes you

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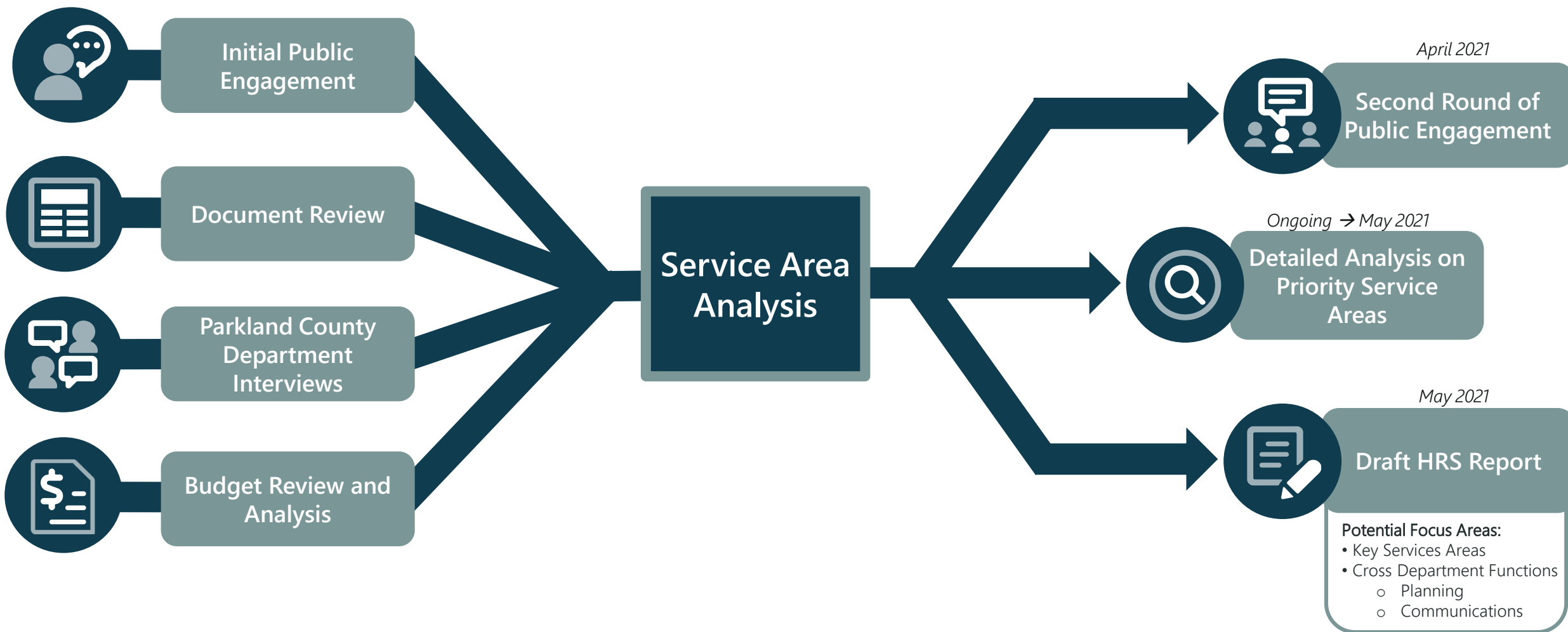


PHASE 1: TIMELINES & TOUCH POINTS



	Phase 1: Project Initiation & Planning	Phase 2: Develop Communications Plan	Phase 3: Public Engagement	Phase 4: Establish Service Standards	Phase 5: Analyze Financial Implications	Phase 6: Develop Implementation Plan
Key Deliverables	- Project Plan and timeline	- Communications Plan and timeline - Public Engagement Strategy - Key messages	- Phone survey for hamlet residents - Web survey for all residents	- Complete service profiles - Conduct initial analysis - Chose priority services	- Complete detailed analysis	- Draft Hamlet Reinvestment Strategy
Council & Committee Touch Points	<u>Committees</u> Circulate draft for feedback <u>Council</u> Presentation for information	<u>Committees</u> 1. Circulate high- level draft for feedback 2. Meeting to refine key content <u>Council</u> Presentation for information	<u>Committees</u> Present summary and analysis for information <u>Council</u> Present summary and analysis for information	<u>Committees</u> Workshop to develop scenarios <u>Council</u> Presentation for information/ feedback	<u>Committees</u> Circulate for feedback <u>Council</u> Presentation to accept as information	
Estimated Timeline	May 2020	May 2020	September 2020 – April 2021	May 2021	March - May 2021	




Analysis Overview







Service Area Analysis Methodology



Criteria

Criteria		Public Engagement Definition	Internal Interviews Definition
	Visibility	The prevalence of the service to residents. Assessed on how often / in-depth residents spoke to that service area in public engagement.	The level of importance and/or awareness of the service amongst hamlet residents as perceived by the interviewed County personnel. Key factors include the amount of formal or informal complaints received related to the service and frequency of discussion.
	Satisfaction	The level of resident satisfaction with the service received (quality, frequency, level, etc.). Gauged by the responses and tone of the public engagement responses related to that service. Residents voicing concern or praising a service area largely contributed to its satisfaction score.	The perception of resident satisfaction with the level and quality of service in relation to a given service as perceived by the interviewed County personnel. Key factors include the amount of complaints received related to the service and the departments indication of service quality.
	Change	The level of residents' perceived urgency, want, and/or need to make adjustments to that service as gathered through public engagement responses.	The level of change possible and/or suggested for the service gathered from the perspective of the interviewed County personnel. Often considers questions of viability, feasibility, and the legislated-core-discretionary spectrum.

Criteria

Criteria		Definition
	Budget	An assessment of the impact on taxation of a set of services, programs, infrastructure, etc. Budget was considered "low" if between 0%-2%, "medium" when between 2%-8%, and "high" when over 8% of total budget. Percentages were derived by separating budget items by department and dividing individual department budgets by the total department budget.
	Impact	How much life would change from a resident perspective. Services that are more significant and interconnected, not only with other services, but with day-to-day resident life are scored the highest.
	Service Level Ranking	Service level converts the February 2019 Service Levels & Objectives and Internal County Assessment of 2019 Service Levels for Hamlets into a numeric value. Green converts to 1, yellow to 2, and red to 3.
	Relevance to Strategic Plan	The level of relevance to the strategic plan based on the number of broad objectives or strategic goals in the long term and 2016-2020 strategic plans that are pertinent to a given service. Relevance to strategic plan was given a low score when between 0-3 aspects, medium for 4-9, and high for 10 or more.

Overall Scoring Assessment














Service areas were assessed against the identified criteria and given a score between 1-3 (3 being high, 1 being low).

	Visibility	Satisfaction	Change	Impact	Budget	Internal Quality Ranking	Relevance to Strategic Plan	Total Score
Beautification	3.0	2.0	2.0	1.0	1.0	1.2	2.0	37
Connected Communities	3.0	2.0	2.4	3.0	1.0	1.9	2.0	43
Drainage	1.6	2.0	1.0	2.0	2.0	1.1	2.0	30
Economic Development	2.6	3.0	2.4	3.0	2.0	1.0	3.0	47
Emergency Services	2.4	2.0	2.0	2.0	3.0	1.5	1.0	37
Engineering	2.0	1.4	1.0	2.0	3.0	1.0	2.0	31
Planning & Land Use	1.4	2.0	1.6	2.0	2.0	1.3	3.0	33
Recreation and Natural Areas	3.0	1.0	2.6	2.0	3.0	1.3	3.0	41
Roads	3.0	2.6	2.0	3.0	3.0	2.0	1.0	44
Solid Waste	1.0	2.0	1.0	2.0	2.0	1.4	1.0	25
Tourism	3.0	2.0	2.4	3.0	1.0	1.0	1.0	40
Wastewater	1.0	2.0	1.0	1.0	1.0	1.1	1.0	22
Water	1.0	2.0	1.0	2.0	1.0	2.3	1.0	25

*A score of 3 for satisfaction correlates to low satisfaction to align with the overall scoring system which results in the service areas with the highest scores requiring further analysis.

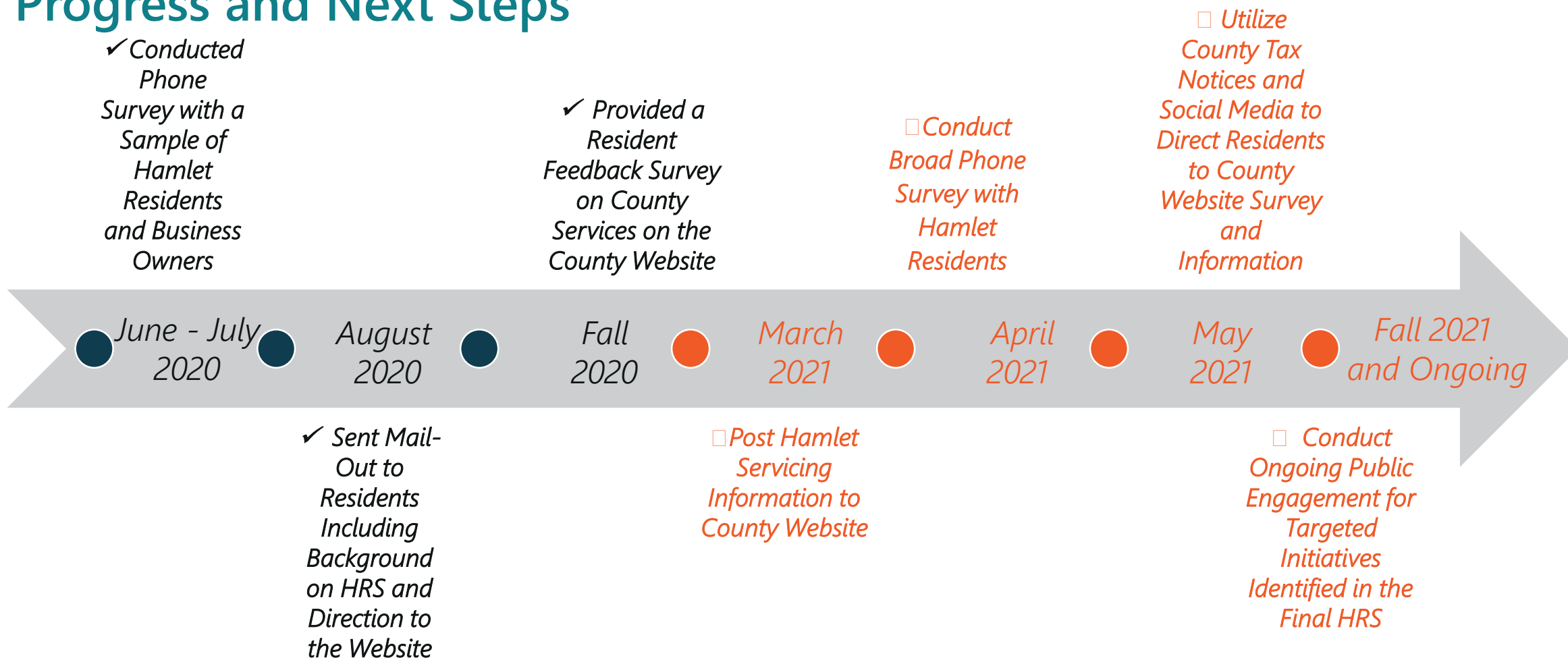
Overall Scoring Assessment

Priority Service Areas for Further Analysis

Priority A		Priority B		Group C	
 Economic Development	46	 Tourism	40	 Engineering	31
 Roads	44	 Beautification	37	 Drainage	30
 Connected Communities	43	 Emergency Services	37	 Solid Waste	25
 Recreation and Natural Areas	41	 Planning & Land Use	33	 Water	25
				 Wastewater	22

Public Engagement

Progress and Next Steps



Public Engagement Survey

Approach

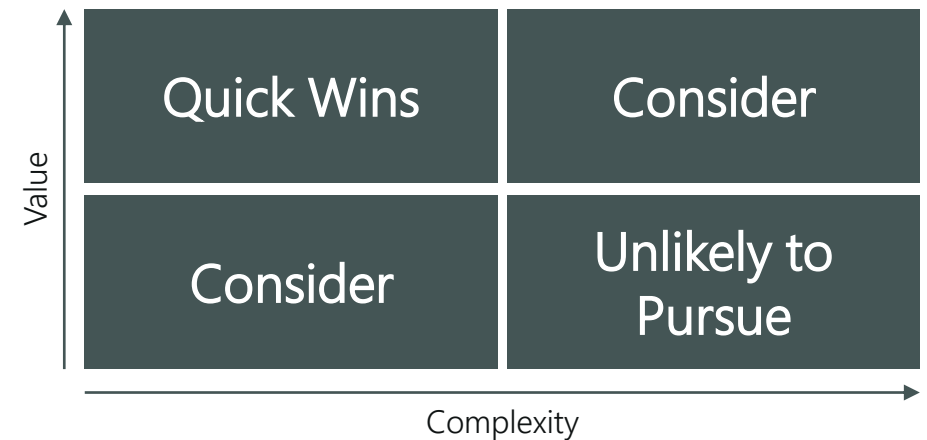
- Conduct a phone survey with residents of Carvel, Duffield, Entwistle, Fallis, Gainford, Keephills, and Tomahawk
 - Anticipate 50-100 surveys, ~7 minutes each
- Questions will be framed to assess:
 - Understanding of County services
 - Satisfaction with County services
 - Desired changes to County services

Outcomes

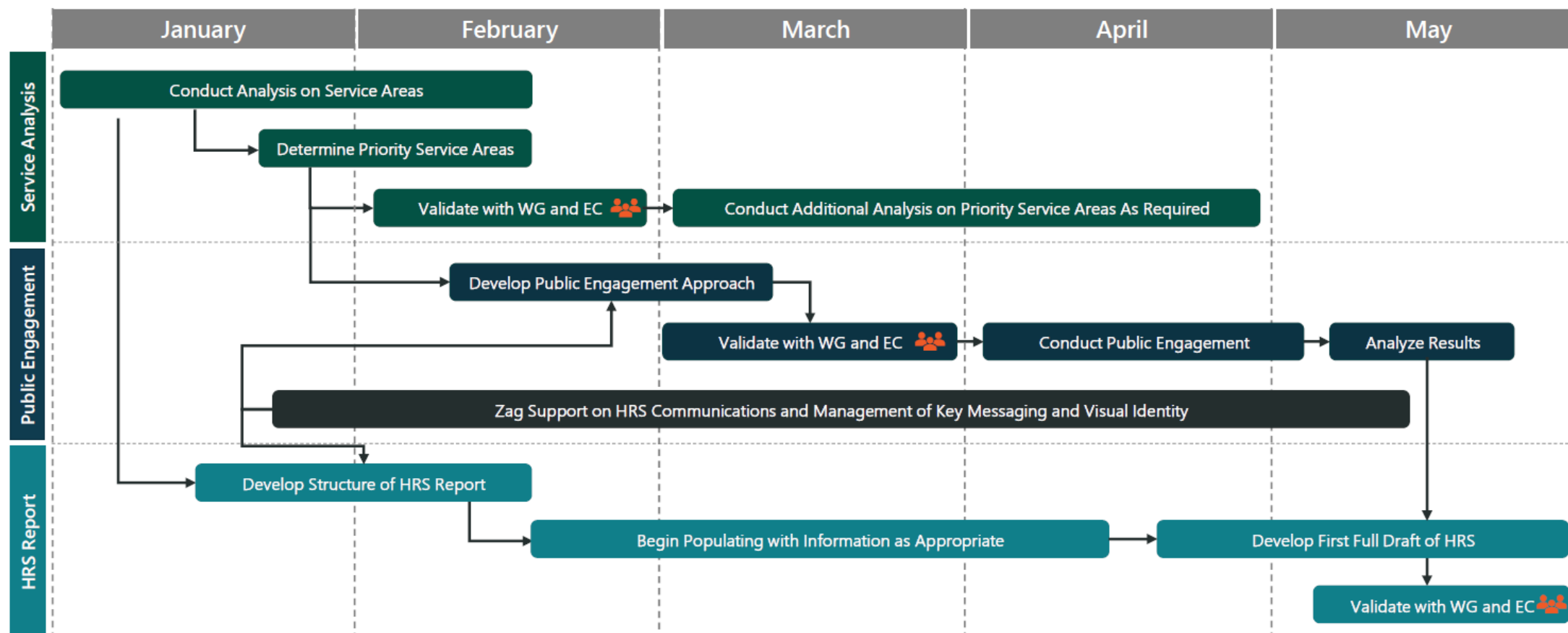
- Communicate key messages
- Gauge understanding of current services
- Gauge satisfaction with current services
- Explore long-term objectives
- Explore priority service areas
- Identify servicing gaps, opportunities, duplications and inefficiencies
- Identify resident servicing priorities

Next Steps

- Conduct public engagement (April)
 - Conduct phone survey with hamlet residents to gather meaningful feedback on current service levels and any potential adjustments
- Incorporate resident feedback into service area analysis and begin to determine priority initiatives using the assessment matrix on the right
- Draft Hamlet Reinvestment Strategy Report
 - Background and Objectives
 - Methodology and Approach
 - Findings
 - Service Area Analysis
 - Public Engagement
 - Future Strategies and Processes



Next Steps- Timelines and Touch Points



 : WG and EC Participation
 WG: Working Group
 EC: Executive Committee
 HRS: Hamlet Reinvestment Strategy