PARKS, RECREATION AND CULTURE

OUR COMMUNITIES, OUR PEOPLE:
A SOCIAL DEVELOPMENT PLAN

FINAL REPORT

June 2018

One Parkland: Powerfully Connected.

parkland county

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Acknowledgements

This project was undertaken in collaboration with diverse groups and individuals whom we would like to thank for their support and input.

Executive Summary

Our Communities, Our People: Parkland County Social Development Plan provided an opportunity for Parkland County to engage residents, stakeholders and service providers in the community in identifying current and anticipated individual and community social development and wellness needs and capacities. The results will inform the development of a Plan that guides Council and Administration in continuing to meet the evolving needs of its residents.

The purpose of the overall project was to identify social needs and develop potential options for meeting these needs. Work was undertaken to reach out to and engage a wide cross-section of County residents and the County's program and service providing agencies and partner municipalities.

This Plan provides the County with direction with regards to social program and service planning, development, implementation, and evaluation. Parkland County is committed to helping ensure healthy communities for its residents, which includes access to effective programs, services, and infrastructure that meet individual and community social development and wellness needs and contribute to well-being and quality of life.

Project Approach

The first phase focused on analysis and review of the current state of the social sector in Parkland County.

The second phase was comprised of the first round of public engagement, including resident and stakeholder surveys, focus groups, community events, open houses, key informant interviews, and sounding boards.

The third phase was comprised of the second round of public engagement, including resident and stakeholder surveys and workshops.

The fourth phase developed the action plan and implementation frameworks.

The fifth phase is the Final Report for the Our Communities, Our People: Parkland County Social Development Plan.

Consultation Overview

The project included a two phase engagement process. This public consultation reached out to and engaged a wide cross-section of residents in the County and worked with stakeholders such as County staff, partner municipalities, and the program and service providing agencies to identify social and wellness needs and develop potential options for meeting those needs. Various tactics were employed to ensure there were a diversity of public consultation opportunities for both residents and stakeholders in the County.

The overall engagement process included the following engagement tactics:

- ▶ Community event attendance
- ▶ Surveys - online and paper
- ▶ Focus groups
- ▶ Workshops
- ▶ Open houses
- ▶ Key informant interviews
- ▶ Sounding boards

The Plan's engagement processes garnered feedback from over 600 respondents across two phases of engagement. In total, over 960 participants were reached during the public consultation.

The first phase of engagement ran from February 26 to April 5, 2018. Over these 6 weeks the County used a number of channels to communicate the process to and collect input from Parkland County residents and stakeholders.

Each tactic and tool allowed for varying levels of depth of input. The survey allowed for the most breadth of exploration of community assets and needs. The survey was in fact four surveys, tailored to different audiences: general, seniors, youth, and key stakeholders (agencies). Additionally, twelve focus group sessions were held, and seventeen in person and telephone interviews were conducted. These tactics allowed the ability for more depth and further

exploration of the prominent themes being heard. The sounding boards and community events enabled the project team to go where residents already were to ask them the highest-level questions.

The second phase of engagement ran from May 15 to May 27, 2018. Over these 13 days the project team explored what was heard in the first phase of engagement more deeply to gauge from both the public and the County stakeholders, partners, service providers and staff whether what we heard in the first phase was accurate. This phase also allowed the project team to explore some of the generalities that were heard about priority focus areas in the first phase and gain more clarity and insight into potential solutions. In this phase there were two surveys: resident and key stakeholder. There were also two workshop sessions: internal County staff, and partner municipalities and program and service providing agencies.

Key Findings

Feedback heard across all resident and stakeholder groups led to recognition that Parkland County's community assets are plentiful and the issues are complex. With just over 30,000 people living across nearly 3,000 square kilometres, it can be complicated to keep people connected to the resources they need to stay satisfied and healthy.

At the core transportation is the biggest barrier to such a geographically dispersed population trying to access the services they want and need. This issue is escalated for seniors and youth who do not have the same access to private vehicle use as others in the general population.

Addressing transportation could potentially help in addressing several of the other key concerns of residents. For example, transportation options would mean:

▶ Youth would have more opportunity to get to programs and services in the County.

▶ Seniors and other residents with mobility challenges in the community might feel less isolated and have a greater sense of belonging if able to get to events, programs, services, and/or appointments.

Residents have expressed their social needs and the opportunities and challenges they encounter. In addition to transportation other priority areas included:

▶ Recreation and leisure opportunities

▶ Mental health supports

▶ Jobs and training opportunities

▶ Housing supports

▶ Family services

A common theme that emerged was related to more mobile services being provided across the County, including health and wellness programming and recreation and leisure opportunities. The local community halls, libraries and schools were identified as community hubs and good locations to host these services.

Key issues that emerged across all divisions included:

▶ Criminal activity

▶ Alcohol and drug use

▶ Lack of public transportation

▶ Depression

▶ Isolation and loneliness

▶ Lack of housing for all stages of life

There were many ideas and insights that helped uncover root issues and potential solutions for addressing social and wellness needs in Parkland County. Interesting tips from participants that applied across many priorities included:

▶ Working on small, tangible wins with a shared measurement of how the region might use a few measurement indicators rather than provide programmatic responses to complex social issues.

▶ Being more conscious of the volunteer time, money and liability that goes into the work they do.

▶ Improved communication between community resources and agencies is important, as is communication with the community for the promotion of services.

What these results emphasized was the need for Parkland County's various municipal departments to continue to work strongly together in an inter-disciplinary way and to continue to keep the lines of communication open to ensure solutions are developed and delivered in a resource effective way. Whether it is building off existing programs and initiatives or collaborating on new ways to serve residents, one department cannot accomplish a socially satisfied community alone.

Similarly, strong ties with neighbouring municipalities and local agencies must continue to ensure duplication of effort is avoided and collaborative solutions are encouraged across the region.

The results of this engagement program have been used to inform the priorities, recommendations, and actions defined in the Plan.

Recommendations

Recommendations and actions have been identified that could address key priority areas and issues that emerged during the community engagement process. The Community Action Plan is intended for use by residents and stakeholders alike as we move toward addressing identified key themes and areas of concern in Parkland County.

The recommendations are identified as follows:

1. Improve mobility needs of County residents
2. Provide diversity and improved access to recreation and leisure opportunities
3. Improve access to mental health programs
4. Engage youth in the community
5. Expand services for families
6. Better understand the gaps in housing need of residents
7. Improve access to food
8. Expand internet connectivity
9. Increase feelings of safety and security in the community
10. Continue to build relationships with Indigenous population
11. Improve access to information
12. Define Parkland County FCSS Program
13. Build capacity within communities in the County

These recommendations have been further refined to include over 70 recommended actions. The report outlines each of the actions across three time periods: Short Term (1-2 years), Medium Term (3-5 years) and Long Term (Over 5 years).

Parkland County residents are currently serviced by a wide array of social service agencies at the local, provincial and federal levels. While it is not unusual for people to be unaware of a service until they themselves are in need, the level of awareness of the services of local providers could be enhanced. Greater awareness of services would likely contribute to enhanced efficiency in people accessing programs and services during times of need.

The Community Action Plan is meant to be a tool used by community residents, local agencies, municipal partners and Parkland County to collaborate in planning to address these priority areas and issues. It provides a feasible, impactful path toward addressing some of the key themes identified during the engagement process. Cross-sectional planning, collaboration between community organizations and/or the business community, and advocacy from local groups will aid in

developing strategies to strengthen the well-being of Parkland County residents.

Next Steps

Our Communities, Our People: Parkland County Social Development Plan is a significant body of work that impacts the quality of life of residents and requires the interaction of various systems including the County, residents, and other key and critical stakeholders. It is important to understand that the responsibility for implementation cannot be the sole responsibility of the County. It must be a collaborative effort among community stakeholders and residents to be engaged and contribute to the actions, and successful outcomes of the Plan.

In addition, it is a responsibility of the County to effectively communicate with residents and stakeholders on the implementation of this work and to share the successful outcomes of actions, as well as changes that may result in modifications to the action plan as the social priorities may evolve.

This work represents a key stepping stone in support of the social and wellness needs of Parkland County residents and will continue to shape the social landscape of the County today and in the future.

INTRODUCTION

1. Introduction

Our Communities, Our People: Parkland County Social Development Plan provided an opportunity for Parkland County to engage residents, stakeholders, and service providers in the community in identifying current and anticipated individual and community social development and wellness needs and capacities. The results form the development of a Plan that guides Council and Administration in continuing to meet the evolving needs of its residents.

The purpose of the overall project was to identify social needs and develop potential options for meeting these needs. Work was undertaken to reach out to and engage a wide cross-section of County residents and the County's program and service providing agencies and partner municipalities.

This project will provide the County with direction with regards to social program and service planning, development, implementation, and evaluation. Parkland County is committed to helping ensure healthy communities for its residents, which includes access to effective programs, services, and infrastructure that meet individual and community social development and wellness needs and

contribute to well-being and quality of life.

This section defines the approach to this project. This includes a review of the project vision, guiding principles of social sustainability, and building blocks that inform the work.

1.1. Project Vision

The Project Vision for Our Communities, Our People: Parkland County Social Development Plan reflects the following:

▶ Parkland County's commitment to helping ensure healthy communities for its residents, which includes access to effective programs, services, and infrastructure that meet individual and community social development and wellness needs and contribute to well-being and quality of life.

- Background analysis and a multilayered engagement process that informs the development of a comprehensive social needs, issues, and assets profile for the County.

- Engagement that facilitates understanding of the experiences, strengths, and challenges of residents as they relate to social programs and services, as well as community social wellness in the County.

- Engagement that draws upon the expertise and knowledge of local partners, service providers, and other key stakeholders in the County.

- Engagement that enables resident and stakeholder identification of current and future gaps and trends in social programs and services.

- Engagement that serves as a catalyst for recommendations on required social policies, direction, strategies, and an action framework.

- An ongoing evaluation framework that allows for continued resident and stakeholder participation in and contribution to social well-being in the County, and includes action plans relative to the social needs and gaps in service within and outside of the mandate of Family and Community Support Services.

- A detailed implementation plan that serves as a way forward for Parkland County.

1.2. Guiding Principles

The three required components of social sustainability are basic needs, individual capacity, and community capacity.[1] Consideration of these components have informed Our Communities, Our People: Parkland County Social Development Plan.

In a socially sustainable community, the basic needs of adults, children, youth, families, and seniors, regardless of their diverse backgrounds, are met. Residents can obtain and maintain jobs, they have sufficient income to financially support themselves and their families, they live in adequate housing that meets their needs, and they enjoy high levels of personal safety and security.

Basic needs can continue to be met, including:

- ▸ Affordable, appropriate housing, with flexibility to meet changing needs.
- ▸ Affordable, appropriate physical and mental health services available in the community.
- ▸ Nutritious food that is available and affordable locally.
- ▸ Employment that enables people to be productive and to utilize their skills and abilities.

- ▸ Sufficient income for people to be able to financially support themselves and their families.
- ▸ Safe and accessible communities, homes, and workplaces.
- ▸ Effective social services that meet the needs of individuals and families of all ages, abilities, and backgrounds.
- ▸ Quality, diverse recreation, culture, and arts opportunities that promote a healthy lifestyle and social engagement.
- ▸ A sense of belonging to the community in which one lives.

In a socially sustainable community, individuals develop their personal capacity and capital through education, access to health and social services, and the opportunity to fully participate in, contribute to, and benefit from all aspects of community.

Individual or human capacity is maintained and enhanced by:

- ▸ Opportunities to develop and upgrade skills.
- ▸ Range of opportunities for local employment throughout the region.

- ▸ Value of unpaid and volunteer work is recognized.
- ▸ Opportunities to develop and make use of creativity and artistic expression.
- ▸ Affordable, appropriate formal and informal life-long learning.
- ▸ Affordable, appropriate recreation, leisure, and cultural facilities and programs.
- ▸ Moving and traveling through communities and throughout the region is a satisfying and a safe experience.
- ▸ Opportunities for individuals to contribute to the health and well-being of the community.

High levels of personal and social capital mean that, individually and collectively, residents have the ability, skills, and resources to respond creatively and effectively to local problems and challenges. With community capacity, neighbourhoods are able to mobilize around issues, to exercise the political clout required to attract public or private resources, and to forge vital connections beyond the neighbourhood. Social or community capacity is defined as the relationships, networks and norms that facilitate collective action taken to improve upon quality

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[1] Canadian Policy Research Networks Inc, Merrill Cooper, "Social Sustainability in Vancouver" (2006)

of life and to ensure that such improvements are sustainable.

To be effective and sustainable, individual and community resources need to be developed and used within the context of four guiding principles – equity, social inclusion and interaction, security, and adaptability. Although it is not clear which precedes the other, low community capacity is also associated with low sense of community, fewer associated outcomes, and low neighbourhood affiliation, often leading to residents leaving the neighbourhood as soon as they are able.

Social capacity is maintained and enhanced by:

- ▶ Opportunities for involvement in public processes and their results, and in government.
- ▶ Opportunities for community economic development.
- ▶ Opportunities for employers to ease work/life tension for employees.
- ▶ Community identity is reflective of community diversity.
- ▶ Opportunities and places for social engagement and interaction throughout the community.
- ▶ Opportunities to engage in recreation, leisure and sport pursuits which improve physical and mental health.

- ▶ Opportunities, resources and venues for arts, cultural and community activities.
- ▶ Access to healthy food.

1.3. Project Approach

The project was divided into five phases.

The first phase focused on analysis and review of the current state of the social sector in Parkland County.

The second phase was comprised of the first round of public engagement, including community events, resident and stakeholder surveys, focus groups, open houses, key informant interviews, and sounding boards.

The third phase was comprised of the second round of public engagement, including resident and stakeholder surveys and workshops.

The fourth phase developed the action plan and implementation frameworks.

The fifth phase is the Final Report for the Our Communities, Our People: Parkland County

Social Development Plan.

Process Flow Chart

Phase	Dates	Steps
Phase 1: Analysis & Review	January 15 - February 9	Initial Project Meeting; Background Review; Phase 1 Report
Phase 2: Needs Identification	February 10 - April 5	Develop Public Engagement Plan; Prioritization Consultation; Social Indicators; Gap Analysis Consultation; Social Needs & Assets Profile
Phase 3: Recommendations	April 6 - May 27	Develop Guiding Principles; Develop Key Priorities & Recommendations; What We Heard Report
Phase 4: Framework	May 28 - June 22	Develop Action Plan Framework; Develop Implementation Framework
Phase 5: Final Plan	July 3	Our Communities, Our People: Parkland County Social Development Plan

1.3.1. Building Blocks

Previous Province of Alberta and Parkland County legislation and policy serve as the Building Blocks of the Plan.

Province of Alberta - Municipal Government Act

The Municipal Government Act (MGA) is the legislative framework in which all municipalities and municipal entities in the Province operate, including Parkland County. The MGA contains three major areas of focus:

▶ Governance

▶ Planning and Development

▶ Assessment and Taxation

Province of Alberta - Family & Community Support Services Act

The Family and Community Support Services Act (FCSSA) is the legislation governing FCSS, the 80/20 funding partnership between the Government of Alberta and the municipalities or Métis Settlements in the Province. Parkland County's FCSS Program receives its provincial mandate from the FCSSA and regulation.

The FCSSA defines the powers of municipalities with respect to their FCSS Programs. A municipality such as Parkland County:

▶ Provides for the establishment, administration and operation of a family and community support

Building Blocks of the Social Development Plan

Province of Alberta Municipal Government Act

Province of Alberta Family and Community Support Services Act

Parkland County Family and Community Support Services Review

Parkland County Family and Community Services Program Review

Parkland County Parks, Recreation and Culture Master Plan

Parkland County Long-Term Strategic Plan

Parkland County Municipal Development Plan

Parkland County Integrated Community Sustainability Plan

Our Communities, Our People: Parkland County Social Development Plan

services program within the municipality; and

▶ Enters into agreements with other municipalities to provide for the establishment, administration and operation of joint family and community support services programs.

The FCSSA regulation outlines the responsibilities of municipalities. In providing for the establishment, administration, and operation of a FCSS Program, Parkland County must do all of the following:

▶ Promote and facilitate the development of stronger communities;

▶ Promote public participation in planning, delivering and governing the program and services provided under the program;

▶ Promote and facilitate the involvement of volunteers;

▶ Promote efficient and effective use of resources; and

▶ Promote and facilitate cooperation and coordination with allied service agencies operating within the municipality.

The FCSSA regulation also outlines the service requirements.

Services provided under Parkland County's FCSS Program must:

▶ Be of a preventive nature that enhances the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity; and

▶ Do one or more of the following:

  ▸ Help people develop independence, strengthen coping skills and become more resistant to crisis;

  ▸ Help people to develop an awareness of social needs;

  ▸ Help people to develop interpersonal and group skills which enhance constructive relationships among people;

  ▸ Help people and communities to assume responsibility for decisions and actions which affect them; or

  ▸ Provide supports that help sustain people as active participants in the community.

Services provided under Parkland County's FCSS Program must not:

▶ Provide primarily for the recreational needs or leisure time pursuits of individuals;

▶ Offer direct assistance, including money, food, clothing, or shelter, to sustain an individual or family;

▶ Be primarily rehabilitative in nature; or

▶ Duplicate services that are ordinarily provided by a government or government agency.

Parkland County Family & Community Support Services Review

The Family and Community Support Services Review (August 2010) provided a review of the current and future state of Parkland County's FCSS Program.

Parkland County has participated in the FCSS Program with the Province of Alberta since 2002. The County has had ongoing complex interdependent agreements with surrounding municipalities to have their established FCSS Programs provide preventative social services to Parkland County residents. Provincial funding accessed by Parkland County has been divided between FCSS Programs in the municipalities of the City of Spruce Grove, the Town of Stony Plain, Yellowhead County, Leduc County, and the Town of Drayton Valley. The Village of Wabamun did not have a FCSS Program in 2010

and thus was not involved in the Review.

The Review's key recommendation was that the County transition from the current agreements and practices with its municipal partners to a more focused business relationship, based on a two-year transition period and a needs-based approach. In 2010, the Town of Devon was in the process of establishing a FCSS Program and as a result the Review recommended that Parkland County explore potential partnership opportunities with the municipality.

Three key areas were identified as foundational pieces for the redesign of Parkland County's agreement with its municipal partners:

▶ Collaboration - Parkland County FCSS Collaborative Action Group: Ongoing collaboration between Parkland County and all participating municipalities is required to comprehensively identify and meet current and emerging needs of Parkland County residents. Creating a central body, led by Parkland County, to identify problems and solutions is a vital, initial step in collaboration and successful change management.

▶ Accountability - Routine Monitoring, Reporting and Evaluation of Needs and Services: There are two primary

components required to enhance accountability in the relationship between Parkland County and each partner municipality. First, participating municipalities must take part in ongoing collaborative activities in order to maintain funding provided by Parkland County. Second, participating municipalities need to be able to provide detailed feedback to the County regarding program participation and the use of Parkland County funds. Emphasis on accountability by the FCSS leaders involved in the newly proposed central body will empower service providers to act upon the required change.

▶ Meeting Specific Needs of Parkland County Residents - Evolution of the Agreement: As part of the ongoing collaboration, Parkland County and municipal partners need to remain up to date on current and emerging community needs. This would indicate that current Parkland County demographics will be assessed when considering citizen programming needs. A targeted effort also needs to be established to obtain feedback from Parkland

County residents regarding community needs as well as emerging issues and/or concerns. As a result, municipalities will be better able to provide services tailored to the needs of Parkland County residents. The goal of matching community need with relevant service offerings is to institutionalize successful practices into routine business for Parkland County and its municipal partners.

Parkland County Family & Community Services Program Review

The Family and Community Services Program Review (March 2015) provided a review of Parkland County FCSS, including a review of existing relevant data, documentation and interviews with the partner municipalities of the City of Spruce Grove, the Town of Stony Plain, Leduc County, Yellowhead County, the Town of Drayton Valley, and the Village of Wabamun. The Town of Devon was not involved in the Review because no formal relationship exists.

Parkland County operates a funding model that involves receiving the annual available funding from the province (80%), adding the municipal matching share (20%), and allocating a portion of the combined funding amount to adjacent municipalities to support their FCSS Programs. In response, the partner municipalities

universally accept Parkland County residents into the FCSS programs and services that they offer throughout the operating year. The County also reserves a portion of their FCSS funding to allocate to County based service agencies and to support some direct program delivery. This is comparable to the FCSS relationships between some other municipalities in Alberta.

The Review included partner municipality interviews that resulted in some key findings, such as:

- Funding: Parkland County funding was allocated to the municipalities of the City of Spruce Grove, the Town of Stony Plain, Leduc County, Yellowhead County, and the Town of Drayton Valley. While the Village of Wabamun received no Parkland County dollars, the Village felt they could be a program centre for the County.

- Relationship: The perception among partner municipalities was that their relationships with Parkland County were increasingly moving towards a program partner relationship, rather than the previous funder relationship. The partnership was reported to be valuable, with increasingly

open engagement and support and good working relationships between municipalities.

- Collaborative Action Group: The Collaborative Action Group (CAG) has been a useful forum for partner municipalities for various reasons, including sharing of information on programs and services, development of a consistent way of reporting, and facilitation of collective work on communication strategies. All partner municipalities participate in CAG, with the exception of the Village of Wabamun.

- Program Planning and Development: As Parkland County moves to an increased level of engagement in FCSS program and service development and delivery within the County, partner municipalities feel there is not a clear and consistent mechanism to participate in terms of their own program planning and development. Partner municipalities have a high level of willingness to work together with Parkland County on an individual and county wide basis.

- Communication: While communication mechanisms and activities have improved significantly, there is an unrealized opportunity for the Parkland County FCSS Program to define and describe the work of the County and the programs and services available to County residents through participating municipalities.

- Annual Reporting: It may be helpful for partner municipalities to be engaged as partners in reporting, as the current reporting template and processes are felt to be overly comprehensive and administratively onerous.

- Administrative and Political Partnership Support: All partner municipalities reported good support administratively and at the political level for delivering programs and services in partnership and on behalf of Parkland County, with some concern for rising costs and lack of additional dollars to cover those costs.

- Impacts and Risks of Reducing or Eliminating Funding: Provision of programs and services outside of

the respective partner municipality may not be able to be continued if funding was reduced or eliminated, directly impacting current programs and services provided under contract to communities including Graminia, Tomahawk, Entwistle and Parkland Village, as well as other outreach services such as home support and short term counselling. Other concerns included reduced opportunity for collaborative program development and design, reduction in programs and services available in partner municipalities due to lower numbers of participants, and addition of a fee or fee surcharge for County residents attending programs and services in another municipality.

- Needed Areas of Focus: **There is a need for Parkland County to create a social development plan.** This would benefit the County and partner municipalities by providing direction on what Parkland County residents need and what programs and services might best align with the goals and desired outcomes of the County. Some other needs

identified included transportation so that Parkland County residents have greater access to available programs and services, solid information for Parkland County and partners to determine potential improvements to program and service partnerships, and funding level review within FCSS with respect to dollars from the Province and as a result dollars from Parkland County to partner municipalities.

Parkland County Parks, Recreation & Culture Master Plan

The Parks, Recreation and Culture Master Plan (May 2017) provides recommendations to consider for programs, services and facilities for parks, recreation and culture in Parkland County over the next 5 to 10 years. The Plan stressed the importance of a commitment to partnerships through collaboration with municipal partners, community partners, and parks, recreation and culture organizations.

Six desired outcomes were identified as follows:

- Individual and Community Health and Well-being
- Conserved and Restored
- Economic Growth and Diversification
- Accessible, Diverse and Inclusive

- Connected to Nature and Our Heritage
- Shared Stewardship

Eight overarching strategies were identified as follows:

- Grow volunteer capacity and commitment.
- Continue cost sharing.
- Apply consistent classification systems.
- Enhance the not for profit grant program.
- Grow capacity and improve data.
- Grow nature-based and cultural tourism.
- Minimize barriers to participation through leisure education.
- Strengthen communication and engagement.

Parkland County Long-Term Strategic Plan

The Long-Term Strategic Plan (July 2017) set Parkland County's vision and guiding principles for the next 25 years and will be the road map for the current and future Councils. The Plan represents input from residents, the business community, Council and staff and is supported by comprehensive research and planning.

Five core values define Parkland County's culture, govern the way we make decisions, and guide us as we interact with our stakeholders. These core values provide a foundation for a strong, vibrant and sustainable community and are further defined as follows:

- Integrity: We conduct ourselves at all times in a manner that is ethical, legal and professional, fostering a culture of honesty, trust and fairness.

- Respect: We ensure the equitable and fair treatment of all as a foundation of our policies and practices.

- Collaboration: We build and maintain strong relationships both internally and externally, through cooperation, mutual respect and open communication, working together for the benefit of the region.

- Transparency: We conduct ourselves in a clear and visible manner, ensuring we are accountable for our actions at all times.

- Responsibility: We focus on operating in a safe, efficient, reliable and cost effective manner, acting today with the interests of tomorrow in mind.

Four strategic pillars represent broad areas of importance to the future of Parkland County and are defined as follows:

- Complete Communities: We recognize the diversity of Parkland's communities, while fostering a united and shared vision for Parkland as a whole.

- Strategic Economic Diversification: We support the continuation and evolution of traditional economic activities, while pursuing new opportunities for diversified and sustainable growth.

- Respected Environment: We respect the natural environment, recognizing Parkland's biodiversity and unique natural beauty, and ensuring our commitment to sustainable practices.

- Responsible Leadership: We maintain the public's trust through transparent and fair decision-making, superior service delivery, and effective communication.

Parkland County Municipal Development Plan

The Municipal Development Plan (MDP, October 2017) is a high level plan that establishes a vision for the future for Parkland County's growth for the next 30 years. The MDP contains policies for future land use, infrastructure and transportation requirements, and areas for environmental protection. The MDP follows a central, logical best planning practice approach that protects and preserves key agricultural areas and natural living systems through focused residential, industrial and recreational development that is efficient, clustered and contiguous. This clustered growth has economic benefits by promoting synergies between businesses and establishing an efficient and cost-effective servicing pattern.

The MDP is intended to be a living document and remain a current and effective tool for achieving the goals and objectives of Council and aspirations of the community. The MDP identifies the following key priorities and objectives for growth in Parkland County:

- Agriculture: To protect and enhance the County's valuable agricultural land base while supporting a strong rural economy and vibrant rural lifestyle. Agriculture is an integral part of Parkland County's historic and future economic and community

life. The agricultural industry is highly innovative, with increasing diversification to ensure long-term viability and growing employment opportunities.

▶ Economic Competitiveness and Employment: To promote a strong and diversified economy through all areas of the County. Parkland County is well situated to continue to grow its economy through a diverse range of agriculture, commercial, industrial, natural resource and institutional land uses.

▶ Hamlets: To support growth in the County's hamlets as part of maintaining a rural character and lifestyle. Entwistle is the County's only identified Priority Growth Hamlet, while Duffield and Tomahawk are designated as Growth Hamlets and Carvel, Fallis, Gainford and Keephills as Rural Hamlets. Parkland County supports continued prosperity and growth in hamlets where adequate infrastructure and land is available.

▶ Rural Communities and Housing: To encourage residential development that meets varied housing and lifestyle needs. The County's vast land base allows for a range of housing types that are often closely related to their natural setting.

▶ Recreation and Tourism Development: To encourage growth in recreation and tourism development, including supportive services and community amenities, which enhance the character of the County's many unique landscapes. Residents and visitors alike enjoy an active lifestyle made possible by Parkland County's environmental assets, tourism and recreational opportunities.

▶ Transportation and Utility Infrastructure: To provide safe, connected and efficient transportation and utility infrastructure that supports the community, economic diversification and future development. Transportation and utility infrastructure services communities, employment areas, amenities and municipalities. Transportation and utility infrastructure includes roadways, transit, rail infrastructure, airports and aerodromes, water, wastewater and stormwater servicing, infrastructure corridors, SMART Parkland, and sour gas facilities.

▶ Natural Environment: To protect, preserve and/or enhance the County's High Priority Landscapes, Environmentally Significant Areas and other natural features through effective and appropriate conservation and management practices. Parkland County is characterized by a diverse network of natural areas, including forests, lakes, wetlands and riparian areas, as well as many unique landform features.

▶ Community Infrastructure and Services: To promote active, inclusive, safe, vibrant and connected communities. Community infrastructure includes schools, parks, open spaces, recreation facilities, protective services and the social, cultural and institutional uses that help communities thrive.

▶ Intermunicipal Collaboration and Local Governance: To foster strong collaboration with municipal neighbours, regional and Indigenous partners and other

levels of government. Parkland County believes that working collaboratively with other municipalities, external agencies and its Indigenous neighbours is imperative to municipal and regional success.

Parkland County Integrated Community Sustainability Plan

The Integrated Community Sustainability Plan (ICSP, October 2017) is Parkland County's primary vehicle for planning, achieving, and reporting on the success of community sustainability initiatives. The ICSP provides direction for the County for the next 20 to 30 years as to how it can promote balanced growth, ensure healthy ecosystems, build complete communities, diversify the economy, and deliver inclusive governance.

The ICSP adopted five community pillars, along with eighteen aspirational long-term sustainability objectives outlined as follows:

Community

- Quality of Life: Good quality of life for all residents.
- Rural Heritage: A vibrant rural character, sense of community and strong local heritage.
- Social and Recreational Amenities: A variety of lifestyle options,

recreational amenities and facilities.

- Inclusive and Valued Communities: Empowered, included and valued community members.

Land Use

- Balanced Landscapes: Balanced interests and reduced conflict between developed, natural and working landscapes.
- Complete Communities: Complete communities and prosperous hamlets that support live, work and play.

Economy

- Innovative Industrial and Commercial: Innovative and diversified industrial and commercial development.
- Value-Added Agriculture: A vibrant agricultural economy.
- Recreation and Tourism: A diverse and prosperous recreation and tourism market.
- Rural Business: Widespread entrepreneurship and rural diversification of business opportunities.

Environment

- Ecosystems and Biodiversity: Functioning natural ecosystems.
- Water Quality and Watersheds: Quality water supplies supported by healthy and resilient watersheds.
- Climate Resilience: Climate change resiliency and good air quality.
- Waste Diversion: Diversion of solid waste from landfills.

Governance

- Decision Making: Responsible, balanced and transparent decision-making.
- Communications and Engagement: County operations that create a partnership culture with community members.
- Achieving Goals: Progress in achieving corporate and sustainability objectives.
- Regional Partnerships: Effective regional partnerships that build resilience and improve efficiency.

1.4. Trends in the Social Sector

Over the past several years, the demand for effective services to meet social and wellness needs has both intensified and diversified. Alberta's Social Policy Framework (February 2013) was initiated to help guide future direction of social policies and provision of related programs in the Province. This includes Parkland County's FCSS Program, and as such is crucial to consider in the context of Our Communities, Our People: Parkland County Social Development Plan.

Alberta's Social Policy Framework outlines the four main goals identified for social policy in the Province:

- ▶ Reduce inequality
- ▶ Protect vulnerable people
- ▶ Create a person-centred system of high-quality services
- ▶ Enable collaboration and partnerships

The strategic directions of Alberta's Social Policy Framework are driven by the following eight key transformational initiatives:

- ▶ Early Childhood Development
- ▶ Poverty Reduction Strategy
- ▶ Common Service Access
- ▶ Primary Health Care Initiatives
- ▶ Results-based Budgeting

- ▶ Partner with First Nations, Métis and Inuit communities
- ▶ Safe Communities
- ▶ 10-Year Plan to End Homelessness

Alberta's Social Policy Framework defines the key social policy roles of local governments such as Parkland County as follows:

- ▶ Promote the social, cultural, and economic well-being of local communities.
- ▶ Facilitate collaboration in their communities to respond to social issues or challenges that affect citizens.
- ▶ Champion the vision, principles, and outcomes of the social policy framework.

Alberta's Social Policy Framework identifies five key drivers of change with respect to the social sector in the Province. These pressures placed on society, communities and families are felt within Parkland County and other municipalities throughout the Province. The five key drivers of change in the context of the County are:

- ▶ Growing Complexity and the Need for Collaboration: Needs of individuals are growing in complexity as the population has increased rapidly and become more diverse. Parkland County

faces unique socio-economic pressures from demographic groups such as children and youth, seniors, Indigenous peoples, and newcomers. This requires a citizen-centred approach to establishing, operating, and navigating services. Parkland County also faces the need for collaboration among partner municipalities, local community organizations and agencies, and other key stakeholders to provide social services to the residents of the County.

- ▶ Increasing Cost of Living: Rapid increases in the cost of living and housing increase disparity among residents of Parkland County, partner municipalities, and the broader Edmonton Metropolitan Region. Issues such as housing affordability, transportation accessibility, food security, and social services availability have emerged within and outside the County.
- ▶ Increasing Economic Disparity: The gap between rich and poor is growing in Alberta, and certain populations within Parkland County are facing social problems resulting from this inequality. This

rising disparity diminishes social cohesion in the community and challenges the idea of equal opportunity for success.

▸ Changing Technology and Expectations of Government: Rapid changes in information technologies and availability of and access to internet and cell phone service have created new expectations amongst Parkland County residents. There is a growing belief that government services should be portable, user-driven, and simple to administer. Residents want an open government that shares and communicates data with the public, and a system that gives everyone a greater voice in the decision making process.

▸ Demographic Change: Significant demographic changes and challenges to sustainability are emerging in Parkland County as a result of slower population growth, shifting economic patterns, and an aging baby boomer generation. These challenges are placing pressure on the cost, diversity, and types of services required by residents in the community.

1.4.1. Best Practices in the Social Sector

The provision of preventative social services is a complex, collaborative, and evolving endeavour. In Alberta, best practices in the social sector have emerged from different municipal FCSS Programs. Some key themes include:

▸ Partnerships for the provision of preventative social services can involve multiple entities and include various stakeholders such as governments, not-for-profit organizations, community agencies, schools, libraries, and the private sector.

▸ Many FCSS Programs across the Province are involved in a range of municipal partnerships for the provision of social programs and services for their own residents and for the residents from their neighbouring communities.

▸ Many municipalities see value in reviewing their community needs and their social programs and services over time and on an ongoing basis.

▸ Preventative social program and service delivery is often viewed in the context of the broader region,

rather than just within one municipality or one FCSS Program.

▸ There is value in including background analysis and review of previous municipal work in the social planning process.

▸ FCSS Programs need to be committed to ensuring that all residents are able to enjoy the best quality of life possible while doing their part to contribute to its social well-being. The focus is on meeting the needs of all people in the community, including the needs of the most vulnerable residents.

▸ Multilayered public consultation through resident and stakeholder engagement is critical to the processes of needs identification of a community's assets and gaps, determination of the goals, strategies, recommendations and outcomes that may address key priorities and issues that have emerged, and formulation of the action plan and implementation plan.

▸ It is important to focus on evidence based direction and identification of potential short, medium and long term actions to

address and anticipate social issues and opportunities.

▶ A social development plan should be rooted in best practices, ascertain what the community service needs are, and represent a comprehensive assessment of the needs of residents. This includes an ongoing evaluation framework.

▶ Social planning should aim to be a coordinated effort from residents, service providers, government, and other key stakeholders.

COMMUNITY PROFILE

2. Community Profile

This section provides a snapshot of the community demographics and assets for Parkland County. The community demographics include historical population, population by age, and other attributes of the population. The community assets include a listing of FCSS programs and services and a listing of community assets such as other key community programs, services, and facilities.

2.1. Community Demographics

Parkland County is Alberta's third largest County, located immediately west of the City of Edmonton and within the Edmonton Metropolitan Region. The County extends approximately 80 kilometres to the Pembina River. The southern boundary is marked by the North Saskatchewan River, while the northern boundary separates Parkland County from Lac Ste. Anne and Sturgeon Counties.

2.1.1. Historical Population[2]

Over the period 2001 and 2016, Parkland County has continued to experience

growth, growing from a population of 27,252 residents in 2001, to a population of 32,097 in 2016. This represents an annual average growth rate of 1.1% over this period, and an increase in over 4,800 residents.

The population of Alberta grew from 2,974,805 residents in 2001, to a population of 4,067,175 in 2016. This represents an annual average growth rate of 2.1% over this period, a rate almost two times higher than Parkland County.

Parkland County Historical Population: 2001 to 2016

2.1.2. Population Distribution by Age[3]

Between the period 2001 and 2016, the County's age distribution has shifted. Below are some highlights:

▶ In 2001, the median age in Parkland County was 37.6 years, with men averaging 37.8 years and women 37.3 years. In 2001 the County's population was concentrated in the 35-49 year and 10-14 year age categories.

▶ By 2016 the median age increased slightly to 38.2 years with the median age of men decreasing to 36.7 and women increasing to 39.7 years.

▶ In spite of the increase in median age, the population has become more concentrated in both younger children and younger adults. Increase in median age is largely a result of the aging in place of those 35-49 years in 2001 to the 45-64 years age cohorts in 2016.

▶ In Alberta, between 2001 and 2016 the proportion of the population under 15 is declining and the seniors 65+ population is increasing.

Parkland County Population Distribution by Age: 2001 to 2016

Alberta Population Distribution by Age: 2001 to 2016

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[3] Information presented is from the Federal Census 2001 and 2016.

2.1.3. Family Composition[4]

Couple families with children (36.5%) is the largest family category in Parkland County. This is followed closely by couple only families (36.2%). Individuals not in families (singles without children) and lone parent families (singles with children) represent 21.0% and 6.2% of the County's families, respectively.

Between 2011 and 2016 couple families with children declined in Parkland County, while each of the other family categories experienced an increase.

Individuals not in families (35.2%) is the largest family category in Alberta. This is followed by couple families with children (31.1%). Couple only families and lone parent families represent 24.8% and 8.9% of the province's families, respectively.

Compared to the province, Parkland County has a greater share of couple families with children and couple only families.

Parkland County Family Composition: 2011 to 2016

% of Households by Economic Family Type

Alberta Family Composition: 2011 to 2016

% of Households by Economic Family Type

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4 Information presented is from the Federal Census 2011 and 2016.

2.1.4. Median Total Income by Family Composition[5]

The distribution of household income varies significantly depending on family composition, particularly whether the household has one or two income earners as well as the number of dependents in the household.

Among family types within Parkland County, couple families with children have the highest median total income ($158,790). Total income for this group also grew the fastest between 2010 and 2015. Individuals not in families (singles without children) had the lowest median total income ($44,134) in 2015.

Among family types within Alberta, couple families with children have the highest median total income ($133,186). Individuals not in families had the lowest median total income ($42,598) in 2015.

In comparison with Alberta, median total incomes are higher in Parkland County for all family types.

Parkland County Median Total Income by Family Composition: 2010 to 2015

Median Household Total Income by Economic Family Type

Alberta Median Total Income by Family Composition: 2010 to 2015

Median Household Total Income by Economic Family Type

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5 Information presented is from the Federal Census 2011 and 2016. The reference year for all Federal Census income data is the previous calendar year.

2.1.5. Education Attainment[6]

In 2016, the total population 15 years of age and over was approximately 26,000, about 82% of the total population of the County.

Of the population 15 years of age and over in Parkland County, it is estimated that 82% have a high school diploma and/or post-secondary education. The breakdown of the type of highest education attainment for persons 15 years of age and over is described below:

- ▶ Those with no certificate, diploma or degree represent 18.5%.

- ▶ Those who have a high school diploma or equivalent are 29.1%.

- ▶ Those who have college, CEGEP or other non-university certificate or diploma comprise 21.1%.

- ▶ Those with an apprenticeship, trades certificate or diploma represent 16.3%.

- ▶ Those who have a university certificate, diploma or degree at a bachelor level or above comprise 12.5%.

- ▶ Those with a university certificate or diploma below a bachelor level represent 2.5%.

Parkland County Highest Education Attainment: 2001 to 2016

% of Population 15 Years or Over

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6 Information presented is from the Federal Census 2001 and 2016.

In 2016, the total population 15 years of age and over was approximately 3,288,000, about 81% of the total population of Alberta.

Of the population 15 years of age and over in Alberta, it is estimated that 83% have a high school diploma and/or post-secondary education. The breakdown of the type of highest education attainment for persons 15 years of age and over is described below:

- ▶ Those with no certificate, diploma or degree represent 16.9%.
- ▶ Those who have a high school diploma or equivalent are 27.9%.
- ▶ Those who have college, CEGEP or other non-university certificate or diploma comprise 19.2%.
- ▶ Those with an apprenticeship, trades certificate or diploma represent 9.7%.
- ▶ Those who have a university certificate, diploma or degree at a bachelor level or above comprise 23.4%.
- ▶ Those with a university certificate or diploma below a bachelor level represent 3.0%.

Alberta Highest Education Attainment: 2001 to 2016

Legend: ■ 2001 ■ 2016

Categories (top to bottom):
- No certificate, diploma or degree
- High school diploma or equivalent
- Apprenticeship or trades certificate or diploma
- College, CEGEP or other non-university certificate or diploma
- University certificate or diploma below bachelor level
- Bachelor's degree
- University certificate, diploma or degree above bachelor level

X-axis: % of Population 15 Years or Over (10%, 20%, 30%, 40%)

2.1.6. Household Income Distribution[7]

Total household income refers to receipts from certain sources of all household members, before income taxes and deductions, during a specified reference period.[8]

Over half (57%) of all households in Parkland County had a total income greater than $100,000 in 2015.

The household total income of Parkland County is distributed as follows:

▶ Of the total households, 34.9% have a household income of $150,000 and over.

▶ Of the total households, 22.3% have a household income of between $100,000 and $149,999.

▶ Of the total households, 25.2% have a household income between $50,000 and $99,999.

▶ Of the total households, 15.6% have a household income between $10,000 and $49,999.

▶ Of the total households, 2.0% have a household income that is less than $10,000.

Parkland County Household Total Income: 2015

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[7] Information presented is from the Federal Census 2016. The reference year for all Federal Census income data is the previous calendar year.
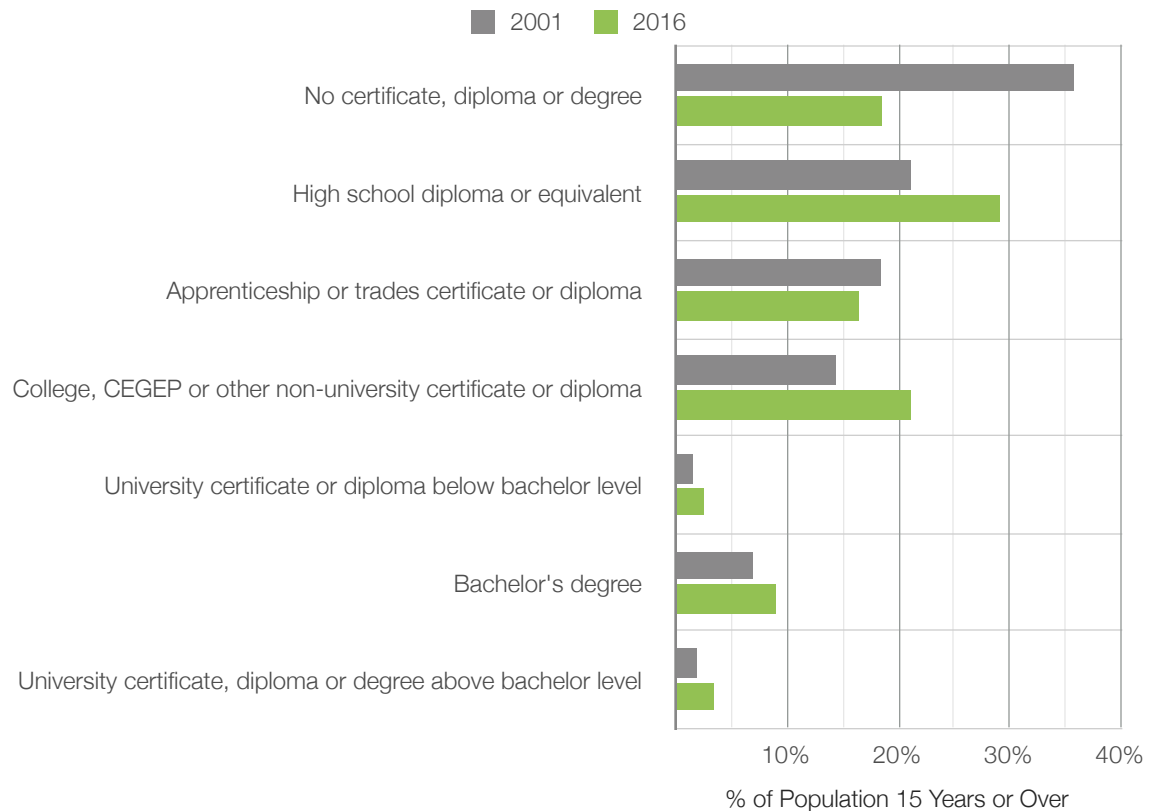
[8] Total household income includes: employment income from wages, salaries, tips, commissions and net income from self-employment (for both unincorporated farm and non-farm activities); income from investment sources, such as dividends and interest on bonds, accounts, guaranteed investment certificates (GICs) and mutual funds; income from employer and personal pension sources, such as private pensions and payments from annuities and registered retirement income funds (RRIFs); other regular cash income, such as child support payments received, spousal support payments (alimony) received and scholarships; income from government sources, such as social assistance, child benefits, Employment Insurance benefits, Old Age Security benefits, Canada Pension Plan and Québec Pension Plan benefits and disability income.

Household total incomes are higher in Parkland County than the province as a whole. In Parkland County 57% of households had a total income greater than $100,000 in 2015, compared to only 47% of all Alberta households.

The household total income of Alberta is distributed as follows:

▸ Of the total households, 25.2% have a household income of $150,000 and over.

▸ Of the total households, 21.4% have a household income of between $100,000 and $149,999.

▸ Of the total households, 29.9% have a household income between $50,000 and $99,999.

▸ Of the total households, 21.2% have a household income between $10,000 and $49,999.

▸ Of the total households, 2.3% have a household income that is less than $10,000.

Alberta Household Total Income: 2015

2.1.7. Low Income[9]

The lack of a consensus regarding a uniform definition of poverty makes the task of selecting the most appropriate statistical measure of poverty challenging. As poverty is too complex to define uniformly, there is no official low income threshold in Canada. For the purpose of this report, the Low Income Measure After Tax (LIM-AT) has been selected as the 'primary' measure of low-income.[10]

Prevalence of low income, based on LIM-AT, is defined by age category for the Parkland County and Alberta populations below. In all age categories, the prevalence of low income is lower in Parkland County than the province as a whole.

- In 2015, the overall prevalence of low income based on LIM-AT is 6.7% in Parkland County, lower than the Alberta prevalence of 9.2%.

- Children less than 6 years of age have a prevalence of low income of 6.7% in Parkland County, significantly lower than the Alberta prevalence of 13.5%.

- The population less than 18 years of age have a prevalence of low income of 7.5% in Parkland County, compared to 12.8% in Alberta.

- The working age population between 18 to 64 years of age have a prevalence of low income of 6.1% in Parkland County, compared to 8.2% in Alberta.

- Seniors 65+ have the prevalence of low income of 8.0% in Parkland County, compared to 8.6% in Alberta.

Parkland County Low Income Measure After Tax: 2005 to 2015

Alberta Low Income Measure After Tax: 2005 to 2015

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[9] Information presented is from the Federal Census 2006 and 2016. The reference year for all Federal Census income data is the previous calendar year.
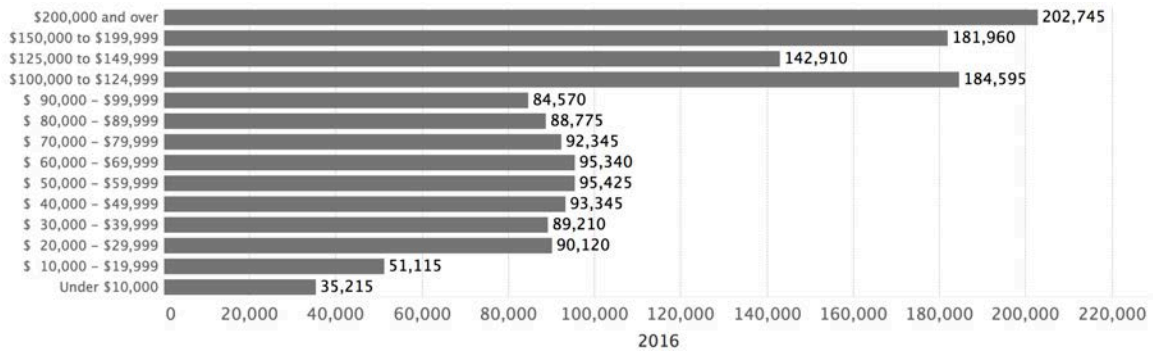
[10] The Low-Income Measure calculated by Statistics Canada is the most widely used low-income measure for international comparisons of poverty rates. It represents a fixed percentage (50%) of median adjusted household income, where the term "adjusted" denotes that household needs are taken into account. The adjustment for household sizes reflects the fact that a household's needs increase with the number of family members. A drawback of this low-income measure is that it does not provide an indication of a family's purchasing power and indirect quality of life at that level of income.

2.1.8. Housing Tenure[11]

Housing tenure refers to whether the household owns or rents their private dwelling.[12]

Home ownership decreased in Parkland County between 2006 and 2016. In 2006, 93.8% of Parkland County households owned their dwelling unit, with 6.2% renting. In 2016, 92.2% of households owned their dwelling unit, with 7.8% renting. There is no band housing in Parkland County.

Home ownership in Parkland County is higher than the province of Alberta. In 2006, 73.1% of Alberta households owned their dwelling unit, with 26.3% renting and 0.6% band housing. In 2016, 72.4% of households owned their dwelling unit, with 27.0% renting and 0.6% band housing.

Parkland County Housing Tenure: 2006 to 2016

Alberta Housing Tenure: 2006 to 2016

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[11] Information presented is from the Federal Census 2006 and 2016.

[12] A household is considered to own their dwelling if some member of the household owns the dwelling even if it is not fully paid for, for example if there is a mortgage or some other claim on it. A household is considered to rent their dwelling if no member of the household owns the dwelling. A household is considered to rent that dwelling even if the dwelling is provided without cash rent or at a reduced rent, or if the dwelling is part of a cooperative.

2.1.9. Monthly Shelter Costs[13]

Shelter cost refers to the average monthly total of all shelter expenses paid by households that own or rent their dwelling.

In 2006 Parkland County households paid over $900 per month if they owned their dwelling unit, and renters paid less at about $700 per month. In 2016 County households paid almost $1,300 per month if they owned their dwelling unit, and renters paid more at $1,340 per month.

In 2006 Alberta households paid over $1,000 per month if they owned their dwelling unit, and renters paid less at just over $750 per month. In 2016 Alberta households paid about $1,480 per month if they owned their dwelling unit, and renters paid less at about $1,240 per month.

The cost of renting in Parkland County increased significantly between 2011 and 2016, surpassing the cost of home ownership. The cost of renting in Parkland County is now higher than for Alberta as a whole.

Parkland County Median Monthly Shelter Costs: 2006 to 2016

Alberta Median Monthly Shelter Costs: 2006 to 2016

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[13] Information presented is from the Federal Census 2006, 2011, and 2016.

2.1.10. Housing Mix[14]

In 2016, Parkland County had a reported 11,615 occupied dwelling units.

- Single detached houses comprise 90% of the County's dwelling units.

- Mobile dwelling units are the second largest dwelling unit type, comprising 9% of the total dwelling units in the County.

- There are only 5 Apartments in a building with 5+ storeys.

- Of those identified as Other Attached (1%), 50% of those units are Semi-detached homes, 28% are Apartments with less than 5 storeys, 17% are Other single attached homes, and 6% are identified as Apartment or flat in a duplex.

In 2016, Alberta as a whole had a reported 1,527,675 occupied dwelling units.

- Single detached houses comprise 62% of the province's dwelling units.

- Of those identified as Other Attached (31%), 47% are Apartments with less than 5 storeys, 24% of those units are

Row houses, 18% are Semi-detached homes, 9% are identified as Apartment or flat in a duplex, and 0.3% are Other singe attached homes.

- Apartments in a building with 5+ storeys are 4% of the province's dwelling units.

- Mobile dwelling units comprise only 3% of the total dwelling units in the province.

Parkland County Housing Mix: 2016

Alberta Housing Mix: 2016

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[14] Information presented is from the Federal Census 2016.

2.1.11. Housing Affordability[15]

Housing Affordability is measured on the basis of 'shelter-cost-to-income' ratio. Where shelter costs are high relative to income (i.e. spending 30% or more) housing is considered to be 'unaffordable'.

The majority of Parkland County families have a favourable income to housing cost ratio, with 85.2% of households in 2016 spending less than 30% of their income on shelter.

More Alberta families as a whole face unaffordable housing as compared to Parkland County families. Of Alberta families, 20.9% of households are spending 30% or more of their income on shelter in 2016, down from 21.6% in 2001. In 2016 14.8% of Parkland County households were spending 30% or more of their income on shelter in 2016, up slightly from 14.0% in 2001.

Parkland County Housing Affordability: 2001 to 2016

Alberta Housing Affordability: 2001 to 2016

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[15] Information presented is from the Federal Census 2001 and 2016. The reference period for all Federal Census income data is the previous calendar year, while the reference period for shelter cost data is the census year.

2.2. Community Assets

Parkland County is home to numerous community assets, including social sector programs and services provided by Family and Community Support Services (FCSS).

2.2.1. Family and Community Support Services

Family and Community Support Services (FCSS) programs and services help children, youth, adults, and seniors adopt health lifestyles and improve quality of life. The mandate of FCSS is to provide locally-driven, preventative social initiatives to enhance the well-being of individuals, families and the community.

FCSS programs and services are offered directly through Parkland County or through funding agreements with local FCSS offices, including:

- ▶ City of Spruce Grove FCSS,
- ▶ Drayton Valley and District FCSS,
- ▶ Leduc County FCSS,
- ▶ Town of Stony Plain FCSS,
- ▶ Wabamun and Area FCSS, and
- ▶ Yellowhead County FCSS.

Due to proximity, the Town of Devon FCSS programs and services are also of interest.

For a detailed alphabetical listing of FCSS programs and services, please see Appendix A.

Below is a summarized listing of FCSS programs and services that Parkland County residents have universal access to, organized by the municipal partner directly providing the programs and services, and target market of those programs and services. For each municipal partner and target market, the program purposes and number of programs are given.

Many of the FCSS partner municipalities provide programs and services within Parkland County boundaries, with examples including:

- ▶ City of Spruce Grove FCSS: Provides specific programs and services under separate contract to Parkland Village.
- ▶ Drayton Valley and District FCSS: Provides some programs and services in Tomahawk.
- ▶ Leduc County FCSS: Provides some programs and services in Graminia area.
- ▶ Town of Stony Plain FCSS: Provides some programs and services in Parkland County Libraries in Duffield, Keephills and Tomahawk.
- ▶ Yellowhead County FCSS: Provides some programs and services in Entwistle and Tomahawk.

FCSS Programs and Services

Municipal Partner	Program Purposes	Target Market	Number of Programs
Parkland County			13
Parkland County	Jobs, training & education	Adults	1
Parkland County	Self-esteem, identity & life skills; Social engagement activities	Children/ Youth	3
Parkland County	Jobs, training & education; Social engagement activities; Volunteer opportunities	Community Development	5
Parkland County	Various programs; Volunteer opportunities	Families	2
Parkland County	Housing supports; Social engagement activities	Seniors	2
City of Spruce Grove			67
City of Spruce Grove	Financial; Jobs, training & education; Mental health supports; Other; Self-esteem, identity & life skills	Adults	19
City of Spruce Grove	Childcare; Jobs, training & education; Mental health supports; Self-esteem, identity & life skills; Social engagement activities	Children/ Youth	22
City of Spruce Grove	Various programs	Community Development	1
City of Spruce Grove	Childcare; Food access; Mental health supports; Parenting services	Families	17
City of Spruce Grove	Financial; Mental health supports; Other; Self-esteem, identity & life skills; Social engagement activities	Seniors	8

Municipal Partner	Program Purposes	Target Market	Number of Programs
Town of Drayton Valley			39
Town of Drayton Valley	Financial; Mental health supports; Various programs	Adults	4
Town of Drayton Valley	Childcare; Family services; Financial; Jobs, training & education; Mental health supports; Other; Parenting services; Self-esteem, identity & life skills; Social engagement activities; Various programs	Children/ Youth	16
Town of Drayton Valley	Social engagement activities; Various programs; Volunteer opportunities	Community Development	8
Town of Drayton Valley	Family services; Mental health supports; Parenting services; Social engagement activities; Various programs	Families	7
Town of Drayton Valley	Housing supports; Various programs	Seniors	4
Leduc County			25
Leduc County	Family services; Parenting services; Various programs	Adults	4
Leduc County	Childcare; Mental health supports; Other; Self-esteem, identity & life skills; Various programs	Children/ Youth	21
Town of Stony Plain			28
Town of Stony Plain	Financial; Housing supports; Jobs, training & education; Mental health supports; Self-esteem, identity & life skills	Adults	10
Town of Stony Plain	Jobs, training & education; Mental health supports; Self-esteem, identity & life skills; Social engagement activities; Various programs	Children/ Youth	11
Town of Stony Plain	Other; Volunteer opportunities	Community Development	3

Municipal Partner	Program Purposes	Target Market	Number of Programs
Town of Stony Plain	Parenting services; Self-esteem, identity & life skills	Families	2
Town of Stony Plain	Jobs, training & education; Social engagement activities; Various programs	Seniors	5
Village of Wabamun			15
Village of Wabamun	Parenting services	Adults	1
Village of Wabamun	Childcare; Parenting services; Self-esteem, identity & life skills	Children/ Youth	7
Village of Wabamun	Social engagement activities; Volunteer opportunities	Community Development	3
Village of Wabamun	Family services; Social engagement activities	Families	2
Village of Wabamun	Jobs, training & education; Various programs	Seniors	2
Yellowhead County			22
Yellowhead County	Financial; Various programs	Adults	2
Yellowhead County	Childcare; Mental health supports; Parenting services; Self-esteem, identity & life skills; Various programs	Children/ Youth	8
Yellowhead County	Housing supports; Jobs, training & education; Mental health supports; Social engagement activities; Volunteer opportunities	Community Development	5
Yellowhead County	Family services; Parenting services; Social engagement activities	Families	4
Yellowhead County	Housing supports; Social engagement activities	Seniors	3

2.2.2. Other Community Assets

Numerous community assets exist within Parkland County boundaries. These community assets have been organized into the following six types:

▶ Built: Physical infrastructure such as buildings, including Community Halls/Leagues, Education, Health Services, Libraries and Recreation.

▶ Economy: The varied jobs and Economic resources that people and communities draw on for their livelihoods.

▶ Government: All levels of Government and the Emergency and Protective Services they provide.

▶ Natural: Natural surroundings, including parks, pathways, environment and water.

▶ Residents: The individuals, children, youth, seniors and families living in the community.

▶ Social Services: The Social Services provided by governments, community organizations and agencies, and volunteer groups. This includes the FCSS programs and services discussed in the previous section.

For a detailed alphabetical listing of other community assets, please see Appendix B.

Community Asset Types

The community assets located within Parkland County boundaries have been categorized by asset type as follows:

- ▶ Economic: Parkland County has 2 economic organizations. There are also economic organizations serving County businesses, stakeholders and workers headquartered in neighbouring municipalities. In addition, there are over 1,200 businesses operating in Parkland County.

- ▶ Education: Parkland County has 7 elementary schools and 6 playschools. County residents also attend childcare, elementary, secondary and post-secondary institutions in neighbouring municipalities.

- ▶ Emergency & Protective Services: Emergency and protective services include air ambulance, crime prevention, emergency communications, enforcement, fire, ground ambulance and police services.

- ▶ Government: Parkland County Centre is the municipal building.

- ▶ Health Services: County residents access public health services in neighbouring municipalities. There are also various public and private health services available in neighbouring municipalities, including audiologist, chiropractic, counselling, dentist, denturist, optometry, pharmacy, and physician offices.

- ▶ Natural: Thirteen major natural areas are listed and Parkland County is home to many others. In addition, three provincial parks border the County.

- ▶ Recreation: Recreation includes recreation, arts and culture facilities, as well as Community Halls/Leagues and Libraries. There are also various open spaces and other recreation opportunities in Parkland County.

- ▶ Social Services: There are numerous social services provided in Parkland County by governments, community organizations and agencies, and volunteer groups. County residents also access key social services in neighbouring municipalities.

Below is a table summarizing the community assets located within Parkland County boundaries by asset type. Please note that other key assets exist throughout Parkland County and its neighbouring municipalities.

Community Assets

Asset Type	Total Assets
Community Halls/Leagues	27
Economic	2
Education	14
Emergency & Protective Services	10
Government	1
Libraries	4
Natural Areas	13
Recreation	7
Social Services	7
Transportation	3
Total	88

WHAT WE HEARD

3. What We Heard

The following is a comprehensive analysis of the engagement processes that took place during the Our Communities, Our People: Parkland County Social Development Plan creation. From what we did to whom we heard from and what exactly we heard, this section touches on all aspects of the Plan's engagement program.

The key themes and comments that emerged from a wide variety of feedback channels in the public consultation process have directly influenced the priorities, recommendations, and actions defined in the Plan.

3.1. The Process

The two-phase engagement reached out to and engaged a wide cross-section of residents in the County and worked with key stakeholders such as County staff, partner municipalities, and the program and service providing agencies to identify social needs and develop potential options for meeting those needs. Various tactics were employed to ensure there were a diversity of public consultation opportunities for both residents and stakeholders in the County.

3.1.1. Phase 1

The first phase of engagement ran from February 26 to April 5, 2018. Over these 6 weeks the County used a number of channels to communicate the process and to collect input from Parkland County residents and stakeholders.

Each tactic and tool allowed for varying levels of depth of input. The survey allowed for the most breadth of exploration of community assets and needs. The survey was in fact four surveys, tailored to different audiences: general, seniors, youth, and key stakeholders (agencies). Additionally, twelve focus group sessions were held, and seventeen in person and telephone interviews were conducted. These tactics allowed the ability for more depth and further exploration of the prominent themes being heard. The sounding boards and community events enabled the project team to go where residents already were to ask them the highest-level questions.

3.1.2. Phase 2

The second phase of engagement ran from May 15 to May 27, 2018. Over these 13 days the project team explored what was heard in the first phase of engagement more deeply to gauge from both the public and County partners, stakeholders and staff whether what we heard in the first phase was accurate. This phase also allowed us to explore some of the generalities we heard about priority focus areas in the first phase and gain more clarity and insight to potential solutions. In this phase there were two surveys (resident and key stakeholder) as well as two workshop sessions (internal County staff and partner municipalities and service providing agencies).

3.2. Who Was Involved

The Plan's engagement processes garnered feedback from over 600 respondents across two phases of engagement. In total, over 960 participants were reached during the public consultation. The following tables breakdown participation by method.

Phase 1 Participation

Feedback Channel	Participants	Breakdown of Respondents by Feedback Channel
Event Attendance	330	Various Community Events Across Parkland County
Surveys (online and paper) *including partial survey completion	287	General - 165 Youth - 52 Seniors - 47 Key Stakeholders - 23
Focus Groups	248	School Sessions (x3) - 89 Presidents Forum - 70 Internal County Staff (x2) - 31 Aboriginal Days Group (x2) - 25 Seniors Centre Sessions (x2) - 16 Critical Connections - 11 Sustainability Committee - 6
Open Houses	21	Entwistle Community Hall - 19 Parkland County Centre - 2
Key Informant Interviews	17	Various Organizations Across Parkland County
Sounding Boards	6	Duffield Public Library Entwistle Public Library Keephills Public Library Tomahawk Public Library Magnolia Hall Annual General Meeting Internal County Staff Workshop
Total	**909**	**562**

Phase 2 Participation

Feedback Channel	Participants	Breakdown of Respondents by Feedback Channel
Workshops	29	Internal County Staff - 17 Interagency Representatives - 12
Surveys *including partial survey completion	28	Residents - 14 Key Stakeholders - 14
Total	57	57

3.2.1. Survey Respondent Demographics

In the phase 1 survey, we asked the public a number of demographic questions.

Division

Survey respondents were asked to review the Parkland County Division map and confirm which Division they live within.

Overall, of the survey respondents:

- ▶ 36% were from Division 6,
- ▶ 19% were from Division 5,
- ▶ 13% were from Division 4,
- ▶ 13% were from Division 1,
- ▶ 11% were from Division 3, and
- ▶ 9% were from Division 2.

Division 6 was the top division for the general and seniors surveys, with 39% and 45% of responses respectively. Division 3 was the top division for the youth survey, with 23% of responses.

Please review the map below and confirm which division you live within. (n=264)

Parkland County Division Map

Community

Respondents were also asked which community they live closest to. Overall, 16% of respondents reported they live closest to Stony Plain, followed closely by Tomahawk and Spruce Grove with 14% each.

Other top communities included Carvel and Entwistle with 9% of responses each, followed by Devon and Parkland Village with 6% each and Seba Beach and Other with 5% each.

Other responses included Edmonton and community halls such as Blueberry, Brightbank, Clymont, Holborn, Magnolia, Muir Lake, and Woodbend.

What community do you live closest to? (n=257)

Legend: ■ General ■ Seniors ■ Youth

Community	General	Seniors	Youth
Stony Plain	16	10	14
Tomahawk	29	4	2
Spruce Grove	20	1	14
Carvel	17	4	2
Entwistle	12	10	
Devon	7	4	5
Parkland Village	7		8
Seba Beach	9	3	
Other	8	2	2
Duffield	10		
Keephills	5	1	1
Spring Lake	6	1	
Wabamun	5	1	1
Gainford	2	3	
Enoch Cree First Nation	3	1	
Fallis	1	1	
Drayton Valley	2		
Kapasiwin	1	1	
Paul First Nation	1		

Age Group

Over one-third (34%) of overall survey respondents were between the ages of 35-54. This was followed by ages 25-34 with 14%, ages 65-79 with 13%, ages 12-15 with 12%, and ages 55-64 with 11%.

Age groups with the least number of overall survey respondents included ages 16-17 at 7%, ages 80+ at 5%, ages 18-24 at 2%, and under age 12 at 1%.

Gender

Over two-thirds (69%) of overall survey respondents were female and over one-quarter (26%) of survey respondents were male. Five percent of survey respondents preferred not to disclose their gender and 1% reported Other.

While the majority of survey respondents in the general and seniors surveys were female (79% and 67% respectively), one-half (50%) of youth survey respondents were male.

What age group do you fit into? (n=203)

General

- 25-34 24%
- 55-64 18%
- 35-54 58%

Seniors

- 80+ 30%
- 65-79 70%

Youth

- Under 12 6%
- 18-24 11%
- 16-17 30%
- 12-15 53%

What is your gender? (n=210)

General

- Prefer not to disclose 6%
- Male 15%
- Female 79%

Seniors

- Male 33%
- Female 67%

Youth

- Prefer not to disclose 5%
- Other 4%
- Female 41%
- Male 50%

Employment Outside of Parkland County

Only one-third (34%) of general and seniors survey respondents reported they are employed outside of Parkland County. Almost one-half (47%) of general and seniors survey respondents reported they are not employed outside of Parkland County. Almost one-fifth (19%) of respondents said the question was not applicable.

Respondents who said Yes were asked to specify which city or town they work in. Top responses included Edmonton, Drayton Valley, Stony Plain, and Spruce Grove.

Volunteerism in Parkland County

Overall, 59% of survey respondents reported they volunteer in the community, 37% reported they do not volunteer, and 4% said they don't know.

Respondents who said Yes were asked to specify where. Top volunteer opportunities included schools, sports, community halls, churches, and animal rescue. Top locations included Tomahawk, Parkland County, Spruce Grove, and Stony Plain.

Respondents who said No they do not volunteer were asked to specify why not.

Top responses were:

▸ Not enough time/too busy,

▸ Not many opportunities,

▸ Don't know what's available, and

▸ Health reasons.

Are you employed outside of Parkland County? (n=161)

General

No 43%
N/A 12%
Yes 45%

Seniors

No 53%
N/A 42%
Yes 5%

Do you volunteer in the community? (n=206)

General

Don't Know 11%
Yes 32%
No 57%

Seniors

No 39%
Yes 61%

Youth

Don't Know 11%
Yes 32%
No 57%

Education Attainment

Three-quarters (75%) of survey respondents reported having some education beyond high school.

The breakdown of the highest level of education attainment for survey respondents was as follows:

- ▶ Bachelor's degree represents 20% of survey respondents.

- ▶ High school represents 19%.

- ▶ College diploma represents 18%.

- ▶ Post-secondary certificate represents 14%.

- ▶ Apprenticeship or trades certificate represents 13%.

- ▶ Only 6% of survey respondents reported not completing high school.

What is your highest level of education? (n=162)

Legend: ■ General ■ Seniors

Category	General	Seniors
Bachelor's degree	27	6
High school	21	9
College diploma	22	7
Post-secondary certificate	21	2
Apprenticeship or trades certificate	18	2
Some post-secondary	8	3
Master's or Ph.D.	4	1
Some high school	2	3
Elementary/junior high school		4
Other		1

Household Employment

For household employment, of the overall survey respondents:

▶ Over two-fifths (41%) of survey reported someone in their household works full time,

▶ 18% reported someone is retired,

▶ 15% reported someone works part time,

▶ 11% reported someone works at home,

▶ 6% reported someone works contract,

▶ 3% reported someone works casual/seasonal, and

▶ Only 6% of survey respondents reported someone is unemployed.

Of seniors survey respondents, the majority (72%) reported someone in their household is retired. Only about one-fifth (21%) reported someone in their household is employed (full time, part time, work at home, or casual/seasonal).

What is the employment of your household? (n=158)

Annual Household Income

The general and seniors surveys reached a good cross-section of residents by income.

The breakdown of the annual household income before tax for survey respondents was as follows:

- ► 22% reported an annual household income before tax between $50,000-$99,999,
- ► 20% reported $100,000-$149,999,
- ► 20% reported prefer not to disclose,
- ► 15% reported less than $50,000,
- ► 14% reported $150,000-$199,999, and
- ► Only 5% of respondents reported an annual household income before tax of $200,000 or more.

In addition, 3% of survey respondents reported they don't know their annual household income before tax.

What is your annual household income before tax? (n=157)

Legend: ■ General ■ Seniors

Income	General	Seniors
$50,000-$99,999	27	8
$100,000-$149,999	29	3
Prefer not to disclose	24	7
Less than $50,000	10	14
$150,000-199,999	20	2
$200,000+	8	
Don't know	2	3

Household Members

The general, seniors and youth surveys asked respondents to indicate the number of individuals residing in their household by age group.

Respondents answered the survey with the social and wellness needs of themself and the individuals in their household in mind. The survey captured a good representation of household members by age group:

- ▶ Children ages 12 and under represented 26.9% of household members.
- ▶ Youth ages 13-24 represented 17.3%.
- ▶ Adults ages 25-54 represented 36.3%.
- ▶ Seniors ages 55 and over represented 19.5%.

Please indicate the number of individuals residing in your household within the following age groups, including yourself. (n=206)

Age Group	General	Seniors	Youth	Total
0-5	84	3	4	91
6-12	58	0	16	74
13-17	23	0	46	69
18-24	21	0	16	37
25-34	49	0	7	56
35-54	115	0	52	167
55-64	33	7	6	46
65-79	8	41	3	52
80+	4	17	1	22
	395	68	151	614

Indigenous Peoples

Overall, 13% of survey respondents reported they identify as an indigenous person. The question was not applicable to 82% and 5% preferred not to disclose.

Of survey respondents who identify as an indigenous person:

- ▶ Over half (54%) reported they are Métis,
- ▶ 23% reported they are First Nations, and
- ▶ 23% reported Other indigenous identity.

Visible Minorities

Overall, 18% of survey respondents reported they identify as a visible minority. The question was not applicable to 77% and 5% preferred not to disclose.

Of survey respondents who identify as a visible minority:

- ▶ 59% reported Other,
- ▶ 9% each reported Black and Korean,
- ▶ 6% each reported Chinese, Filipino, and Southeast Asian, and
- ▶ 3% each reported South Asian and Japanese.

Do you identify as an indigenous person? (n=190)

Legend: General, Seniors, Youth

Category	General	Seniors	Youth
N/A	94	30	34
Métis	8	3	3
Prefer not to disclose	4	2	3
First Nations (North American Indian)	3	3	
Other indigenous identity	5	1	

Do you identify as a visible minority? (n=182)

Legend: General, Seniors, Youth

Category	General	Seniors	Youth
N/A	89	29	27
Other	12	4	4
Prefer not to disclose	4	2	3
Black	3		
Korean	1	2	
Chinese	1	1	
Filipino	1	1	
Southeast Asian	2		
South Asian	1		
Japanese	1		

3.3. What We Heard: Phase 1

The high-level scan of responses indicated that participants see value in living in Parkland County. Although residents are generally satisfied with life in Parkland County, respondents also want to see more investment made in areas like transportation and mental health supports. They also want to see continued investment in a range of recreation and leisure activities, in addition to jobs and training opportunities, housing supports, and family services. Specific details on what was shared in response to our numerous engagement questions are as follows.

3.3.1. Priority Supports for Quality of Life

The priority supports highlight what was shared about proposed programs and services believed to improve quality of life for Parkland County residents.

Priority Supports - Overall Results[16]

These suggestions came as a response to both the survey and focus group feedback. The support areas appear in this document in the order they were prioritized - across all engagement methods. To articulate key issues and areas for improvement each theme is broken down by its most prominent

sub-themes as heard by participants. Each section also includes a sample of verbatim quotes from those who provided feedback.

In both the survey and focus group we asked "what supports do you think would improve quality of life for Parkland County residents?" and provided a pre-set list. Respondents were

encouraged to add any other support we may have missed under Other. In this exercise, crime and preventative measures of crime came up quite frequently as an other item for priority considerations.

Priority Supports for Quality of Life: Overall Results (n=314)

Legend: ■ Survey ■ Focus Group

Category	Survey	Focus Group
Transportation	85	55
Recreation and leisure opportunities	100	39
Mental health supports	65	44
Jobs and training opportunities	73	30
Housing supports	50	36
Family services	61	22
Food access	39	23
Parenting services	47	12
Volunteer opportunities	28	11
Other	20	9

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[16] Total of survey and focus group results of what supports they believe would improve quality of life for Parkland County residents. There were 314 participants that contributed to answering this question.

Priority Supports - Focus Group Results[17]

Focus group participants were given 10 chips to 'spend' on the options they identified as priorities. All groups were asked to elaborate on why they chose a specific priority and those themes.

Priority Supports for Quality of Life: Focus Group Results (n=143)

Focus Group

Category	Value
Transportation	55
Mental health supports	44
Recreation and leisure opportunities	39
Housing supports	36
Jobs and training opportunities	30
Food access	23
Family services	22
Parenting services	12
Volunteer opportunities	11
Other	9

[17] Respondents from various focus groups who participated in a poker chip voting exercise, whereby groups were given 10 chips to assign priority to quality of life improving supports and services. There were 143 participants that contributed to answering this question (all focus groups other than the schools and seniors centre sessions).

Priority Supports - Survey Results[18]

In the survey, respondents were asked to identify all supports that would improve the quality of life of their household and those around them. Respondents were also asked to provide a description of each support that applies to them. This question was asked in the general and seniors surveys, but was not asked in the youth survey.

Recreation and leisure opportunities was ranked as the support that would most improve the quality of life for Parkland County residents, as determined by the general and seniors survey respondents. Transportation followed very closely as the second greatest support needed. Jobs and training opportunities and mental health supports came in third and fourth respectively.

Unlike the general survey respondents, seniors ranked transportation as the support that would most improve their quality of life.

Priority Supports for Quality of Life: Survey Results (n=171)

Legend: ■ General ■ Seniors

Category	General	Seniors
Recreation and leisure opportunities	78	22
Transportation	60	25
Jobs and training opportunities	59	14
Mental health supports	52	13
Family services	48	13
Housing supports	32	18
Parenting services	40	7
Food access	25	14
Volunteer opportunities	20	8
Other	9	10
Don't know	8	3

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[18] Survey respondents were asked to check all supports that they believe would improve quality of life for Parkland County residents. There were 171 respondents who contributed to answering this question. Of those respondents, 160 checked at least one support and 11 checked don't know.

Transportation[19]

The majority of comments heard in our engagement process were issues with or ideas for transportation in and around the County. This spanned from lack of transit to the limitation of access to services. The table below shows the six most frequently heard comments around transportation for improving Parkland County residents' quality of life.

Key sub themes and actions:

Public Transit:

- As straight forward as it sounds, many respondents believe the lack of transit impedes the quality of life of residents.
  - "Specialize Transit System - access to FCSS, Westview Hospitals, food access, lower incomes."
  - "Transportation into the City should start farther west."

For Seniors:

- Many respondents were concerned with addressing the mobility needs of seniors and ensuring they are not isolated or struggling without the food and services they need.

- "[Seniors are] losing their license due to medical issues."

- "providing of handi/seniors transportation through subsidies to private operators or shared services."

Connect Rural and Urban Areas:

- Connectivity between the vast geography of Parkland County was top of mind for many respondents. Comments focused primarily on seeking ways to get rural folks to and from urban areas.

- "More convenient connections to City."

- "Reliable regular transportation from rural locations to Stony, Spruce, Acheson & Edmonton."

Priority Supports for Quality of Life: Transportation (n=184)

Responses

Category	Responses
Public transit	43
For seniors	21
Connect rural and urban areas	17
Ride shar	7
Costs too high	6
Physical access to services	6

---

[19] 184 responses about transportation for improving Parkland County residents' quality of life.

Recreation and Leisure Opportunities[20]

The next greatest numbers of comments were about recreation and leisure opportunities and ideas for better programming and access to the things that keep residents active. By far the most prominent comments were to add more activities (passive and active) for residents and to build or expand recreational facilities and public amenity spaces.

Key sub themes and actions:

More Activities

▶ Comments focused on increasing the variety and the offerings (times, dates, locations) of recreational and leisure activities in the County and the Tri-Municipal Region (Parkland County, Spruce Grove and Stony Plain).

 ▶ "Improve access for people not on sports teams."

 ▶ "More recreation in the rural area and west so families aren't always driving into town."

Facilities and Amenity Spaces

▶ Comments centred around increasing the variety and location

of recreational infrastructure. This extended beyond buildings to include pools, parks, and trails.

 ▶ "Activities at community leagues, more pools, ice rinks, rec centres"

 ▶ "maximizing use - walking, fishing, quading, launches, ride trail."

Unique or Specific Activities

▶ This theme came about as a result of the diverse interests County residents have and their desire to

pursue them. Unique or specific activities identified ranged from equestrian trails and judo rings to pickle ball courts and mountain bike parks.

 ▶ "Work with you to develop mountain bike park design."

 ▶ "shortage of baseball times."

 ▶ "there are not enough Equestrian trails in Parkland County."

Priority Supports for Quality of Life: Recreation and Leisure Opportunities (n=191)

Responses

Category	Value
More activities	25
Facilities and amenity spaces	25
Rural locations	12
Trails and paths	10
Unique or specific activities	9
Affordable options	4

---

[20] 191 responses about recreation and leisure opportunities for improving Parkland County residents' quality of life.

Mental Health Supports[21]

In the engagement focus groups, mental health was discussed as a key issue for the County to address. Many feel this is vital in relation to quality of life, and needs to be approached thoughtfully. As a result, this priority area received the greatest variety of insights as to why it is important and how service can be enhanced.

Key sub themes and actions:

For children and youth

▶ More access and opportunities for the County's youngest residents was the most raised sub theme. Suggestions included both counselling and preventative programs such as youth activities, shortening wait times, and deterring isolation, to name a few.

  ▶ "a lot of mental health crisis and ongoing support falls on children's services."

  ▶ "Youth gardening program."

Easier access

▶ Many participants raised the idea of operating a mobile health program for residents that would

bring services to their homes and community halls.

  ▶ "Mobile mental health services are needed in Parkland County for children and families."

More resources

▶ More resources was identified in both the human and informational sense.

  ▶ "Wait times are too long."

  ▶ "Many people aren't accessing services because they have to go to Edmonton."

Education

▶ Education was mainly in reference to building awareness of mental health and tearing down stereotypes. This also touched on connecting residents to resources.

Priority Supports for Quality of Life: Mental Health Supports (n=175)

Responses

Category	Value
For children and youth	20
Easier access	16
More resources	13
Education	8
For seniors	6
Crisis care	6
Family counselling	3

[21] 175 responses about mental health insights for improving Parkland County residents' quality of life.

Jobs and Training Opportunities[22]

Job opportunities and training opportunities were addressed quite evenly in the engagement process. Education came out as the most frequent response with training, rural jobs, economic diversification, and high paying employment making up the majority of other comments. Affordable and youth-oriented job training also rose to the surface as a key opportunity.

Key sub themes and actions:

Education

▸ Education comments touched on having strong (well-rated) schools, adding a secondary school in the County, and adult skills and learning.

 ▸ "access to finishing or upgrading high school for adults."

Rural opportunities

▸ For both training and employment, participants spoke to the desire to see more of the training and employment exist in rural areas.

 ▸ "rural residents need training closer to home."

 ▸ "jobs closer to home."

Economic diversification

▸ Economic diversification and development were both raised as means to bring a wider variety of jobs to the County and head off major down-turns that follow the closure or relocation of one major industry or employer.

 ▸ "encourage new industries."

Priority Supports for Quality of Life: Jobs and Training Opportunities (n=178)

	Responses
Education	20
Rural opportunities	16
Economic diversification	13
Affordable training	8
High paying employment	6
Youth job training	6

---

[22] 178 responses about Job and Training opportunities for improving Parkland County residents' quality of life.

Housing Supports[23]

The majority of comments heard in response to housing supports were in reference to the need for affordable housing. This tied strongly to the next most common sub-theme of housing for persons with disabilities and seniors. Other suggestions for how housing could improve quality of life for residents included providing shelters for those in vulnerable situations and building systems that allow the aging population to stay in their homes.

Key sub themes and actions:

Affordable housing

- ▶ The comments around affordable housing spanned the housing continuum. However, comments around deep subsidy and housing for low-income individuals were the most prominently heard.

  - ▶ "Low income housing is needed - Habitat for Humanity, subsidies. "Lack of affordable housing and people struggle to access housing."

  - ▶ "Need for low income housing options for families who have to move off reserve."

  - ▶ "Low income housing."

Housing for persons with disabilities and seniors

- ▶ A large part of the housing conversation was framed around supporting the unique needs of seniors and persons with disabilities in their housing situations.

  - ▶ "aging in place services."

  - ▶ "housing for those with mental health needs."

  - ▶ "not enough senior housing outside of Stony Plain or

Spruce Grove, we need housing in the country."

Priority Supports for Quality of Life: Housing Supports (n=172)

Legend: ■ Responses

Category	Responses
Affordable housing	22
Housing for persons with disabilities and seniors	17
Temporary shelter	4
Variety of housing	4
Aging in place	4
Transitional housing	3
Build partnerships for delivery	2

---

[23] 172 responses about Housing Supports for improving Parkland County residents' quality of life.

Family Services[24]

Better addressing mental health issues surfaced high in the family services theme. Giving residents better physical and financial access to professionals was identified. To a lesser extent, we heard there is need for more childcare service options and promotion of what is already available, as well as listening to the needs of the aging population.

Key sub themes and actions:

More programs and services

▶ The responses to this covered a wide cross-section of suggestions for expanding old and establishing new supports. Most ideas focused on supports for the parents.

  ▶ "More support for single parents."

  ▶ "Early childhood development services"

  ▶ "More low cost options and outside of work hours,"

Mental health supports

▶ Mental health in the family context raised ideas around expanding services to a wider demographic of residents and having the services available when people need them most.

  ▶ "Counselling services for families, individuals and children. Waiting list is long and private services are extremely expensive so."

Access

▶ Comments around access focused on having the services that residents need available in their community.

▶ "barriers to family services; day camps are well attended; need more access to services in community halls"

▶ "Parkland Village residents and Entwistle access"

Priority Supports for Quality of Life: Family Services (n=177)

Responses

Category	Value
More programs and services	10
Mental health supports	9
Access	7
Child minding services	4
Promotion and marketing	4
Consideration for seniors	4

---

[24] 177 responses about family services for improving Parkland County residents' quality of life.

Food Access[25]

The majority of comments heard in regard to food access came down to expanding existing or establishing new food banks. Other ideas ranged from better physical access to food, financial access to food, school lunch programs, and meals on wheels.

Key sub themes and actions:

Food banks

▶ Respondents believe the existing food banks in the region are not supplying enough food to those in need, given the high demand.

  ▸ "Food bank is not enough to meet current needs."

  ▸ "with this economy food banks are underfunded and often inaccessible for people without a vehicle outside of Spruce Grove or Stony."

  ▸ "longer hours."

Better physical access

▶ A large portion of these responses were in regard to accessing the food bank, as transportation is a major challenge for those on limited incomes. Additionally, we heard comments about rural residents, particularly seniors, being disconnected from the markets and grocery stores they rely on.

  ▸ "Closest store is 20km."

  ▸ "providing of handi/seniors transportation through subsidies to private operators or shared services."

Better financial access

▶ The desire for low and no cost food items was strongly linked to support for expanded food bank services. Some comments spoke specifically to meeting the needs of low income and senior residents.

  ▸ "More convenient connections to City."

  ▸ "Reliable regular transportation from rural locations to Stony, Spruce, Acheson & Edmonton."

Priority Supports for Quality of Life: Food Access (n=166)

Responses

Category	Responses
Food banks	20
Better physical access	11
Better financial access	6
Lunch programs	2
Meals on wheels	2

---

[25] 166 responses about food access for improving Parkland County residents' quality of life.

Parenting Services[26]

Parenting services garnered responses very similar to that heard in family services, but from a slightly different lens. The top three responses included childcare, parenting education, and more program and service offerings overall. The other three - mental health supports, Family and Community Support Services, and partnerships were more nuanced and are discussed here.

Key sub themes and actions

Mental health supports

▶ This theme spoke to the importance of ensuring all members of a family are getting the mental health supports they need. There is a desire for mental health supports to be plentiful for all and geared to all ages from childhood to youth and into adulthood.

  ▶ "Help for parents struggling with children who have mental health issues.

  ▶ "Affordable access to people, mental health is fundamental to overall health. There is an increasing number of people with issues. It ties in to having good programs to keep

people motivated and well mentally."

Family and Community Support Services

▶ Respondents identified the value and importance of FCSS in the community.

  ▶ "Parent support through FCSS are invaluable."

Partnerships

▶ Partnership suggestions varied. Ideas included funding outside agencies to deliver programs,

having FCSS and partner agencies cost share programs, and lobbying higher orders of government and private industry for funding.

  ▶ "best delivered through others."

Priority Supports for Quality of Life: Parenting Services (n=168)

Child minding services: 7
Education: 6
Programs and services: 6
Mental health supports: 4
Family and Community Support Services: 3
Partnerships: 3

[26] 168 responses about parenting services for improving Parkland County residents' quality of life.

Volunteer Opportunities

Volunteer opportunities were the least pressing priority according to engagement participants. Volunteer opportunities were the second most accessed service by survey respondents in the last 12 months. This speaks to why this was not as widely discussed as an issue for the County. With volunteer opportunities being a real strength, key ideas about the current nature of the volunteer sector mainly focused on tips to improve the system. The following quotes highlight some these:

- ▶ "need event that hosts volunteers."
- ▶ "volunteer attractions and benefits need to be better understood; assessment of resource potential."
- ▶ "Lots of opportunities, need to encourage volunteerism"
- ▶ "Aging population takes from pool of volunteers"
- ▶ "Funding for training"

Other

In addition to the categories mentioned in the previous section, respondents also identified "Other" priority areas. Some of these "Other" ideas included:

- ▶ "Better internet and phone services"
- ▶ "More community-based events"
- ▶ "Investing in Smart Parkland"
- ▶ "Full time firefighters"
- ▶ "More Arts and Culture in Elementary Schools"
- ▶ "Integration between First Nations communities and the Tri-Municipal Region"
- ▶ "Later hours at medi-centre"
- ▶ "Addressing Crime"
- ▶ "A better way to find services and learn how to access services that are available to county residents"
- ▶ "integration between First Nations communities / cultures, especially Paul Band and mainstream towns"

3.3.2. Questions Asked in General, Seniors and Youth Surveys

The following questions were asked to all three age groups: General, Seniors and Youth.

What Residents Like Most About Living in Parkland County[27]

When asked openly to describe what they like about Parkland County, respondents had a lot to say. The most common response was the country feel of the County. This was followed closely by the very similar attribute of nature. Although there was some overlap, those speaking to country feel expanded to identify rural living and peacefulness, and spoke to a strong community of neighbours. We heard that the County is not congested with people (unlike urban areas), but urban areas are still accessible. In terms of nature, features like trees, air, and sheer space were key. Access to the natural environment was said to be meeting people's recreational and relaxation needs.

Comments around proximity to urban centres was primarily in reference to Stony Plain, Spruce Grove, and Edmonton.

What do you like most about living in Parkland County? (n=185)

Legend: ■ General ■ Seniors ■ Youth

Category	General	Seniors	Youth
Country feel	40	5	8
Nature	32	8	4
Calm and quiet	22	7	4
Proximity to urban centres	20	2	4
Programs and services	18	6	1
People	9	6	8

---

[27] Open-ended question, categorized into key themes.

Networks of Support

Family and friends were the most accessed support networks in times of stress or need.

Health professionals and neighbours ranked as third and fourth. Faith groups and school ranked fifth and sixth, followed by employer, community agencies and support groups respectively.

When asked to identify "Other" supports, respondents listed two new networks: colleagues and the local swimming pool.

In times of stress or need, what are your top three networks of support? (n=207)

Legend: General, Seniors, Youth

Network	General	Seniors	Youth
Family	112	40	34
Friends	103	38	25
Health professionals	45	12	17
Neighbours	28	6	19
Faith groups	26	4	9
School	6	23	
Employer	21	1	1
Community agencies	13	2	5
Support groups	10	4	1
Other	3	4	

Discrimination[28]

Mental or physical disability was rated highest for supports available by both the general and youth survey respondents. Seniors rated age discrimination as the issue that when they or someone they knew faced with it they have supports available to cope.

The youth respondents answered yes at a significantly greater rate than other survey respondents when asked if they have supports available for discrimination related to various issues.

Gender is an issue that a lot of people in all three groups identified as not having the supports available if they or someone they knew faced discrimination. Sexual orientation is another issue the youth respondents identified as not having supports available if faced with discrimination.

Do you have the supports you need if you or others close to you face discrimination on the basis of any of the following? (n=170)

Legend: General, Seniors, Youth

Category	General	Seniors	Youth
Gender	29	4	13
Age	26	7	12
Race	24	4	16
Sexual orientation	25	2	15
Gender identity	25	3	11
National or ethnic origin	23	4	11
Aboriginal identity	23	2	13
Mental or physical disability	24	4	9
Nothing	4		1

[28] The general, seniors and youth "No" responses - they do not have the supports available if they or someone they know face discrimination based on any of the listed issues.

Issues[29]

The issue that the greatest amount of respondents strongly agreed or agreed exists in Parkland County was criminal activity. This was followed by drug use and lack of public transportation.

Unsafe neighbourhoods and streets is the issue that the highest percentage of people disagreed with.
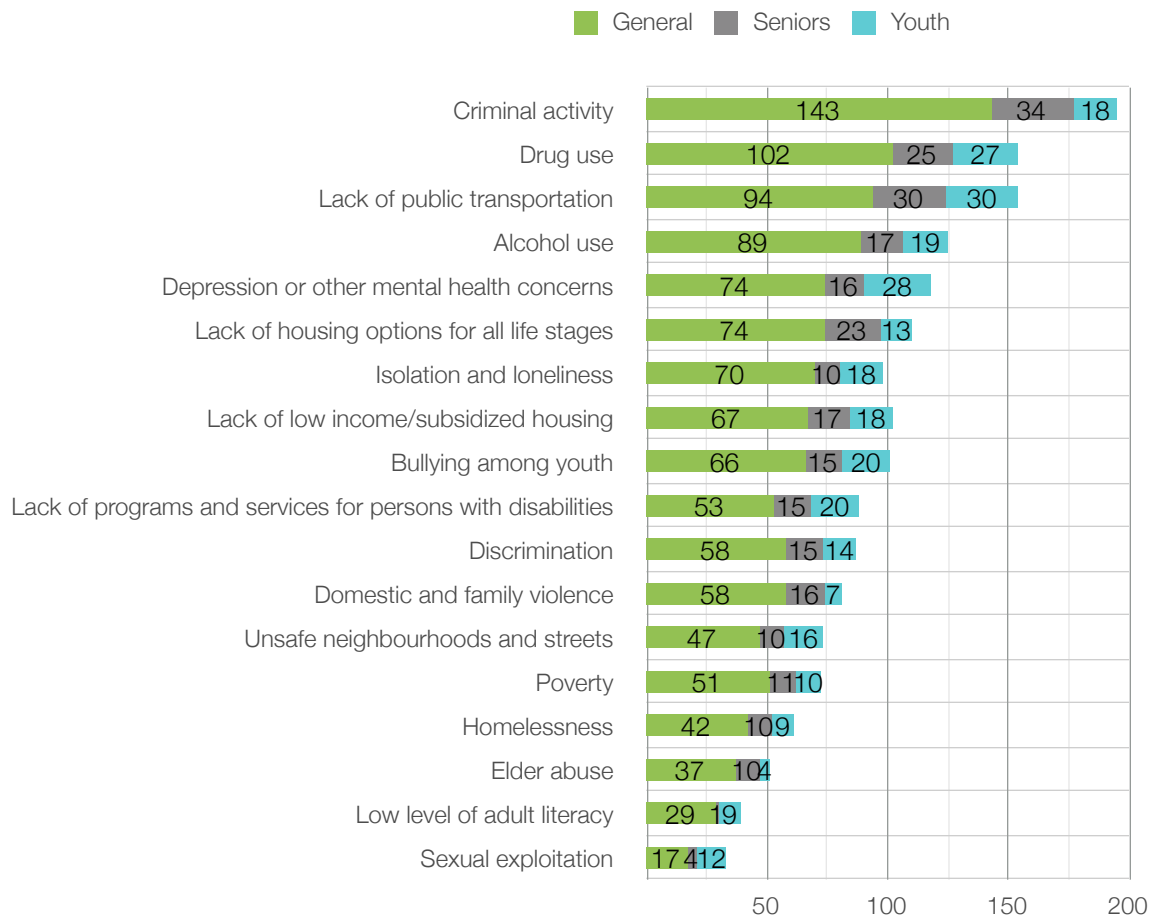
There is a large percentage of survey respondents who answered that they don't know about the following issues: sexual exploitation, programs and services for persons with disabilities, and low level of adult literacy.

To what degree do you believe the following issues exist in Parkland County? (n=225)

Legend: ■ General ■ Seniors ■ Youth

Issue	General	Seniors	Youth
Criminal activity	143	34	18
Drug use	102	25	27
Lack of public transportation	94	30	30
Alcohol use	89	17	19
Depression or other mental health concerns	74	16	28
Lack of housing options for all life stages	74	23	13
Isolation and loneliness	70	10	18
Lack of low income/subsidized housing	67	17	18
Bullying among youth	66	15	20
Lack of programs and services for persons with disabilities	53	15	20
Discrimination	58	15	14
Domestic and family violence	58	16	7
Unsafe neighbourhoods and streets	47	10	16
Poverty	51	11	10
Homelessness	42	10	9
Elder abuse	37	10	4
Low level of adult literacy	29	1	9
Sexual exploitation	17	4	12

[29] The general, seniors and youth "Strongly Agree" or "Agree" responses - they believe the following listed issues are present in Parkland County.
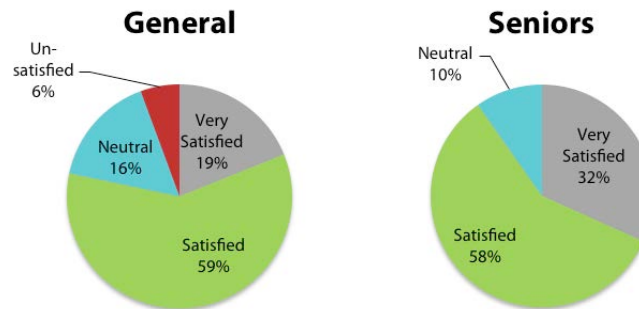
3.3.3. Questions Asked in General and Seniors Surveys

The following questions were asked to two age groups: General and Seniors.

Satisfaction with Overall Quality of Life

Overall, the level of satisfaction with quality of life in Parkland County is high. Nearly 80% of respondents ranked their satisfaction as satisfied or very satisfied. Six percent of respondents stated they are unsatisfied with the quality of life. No one indicated they were very unsatisfied.
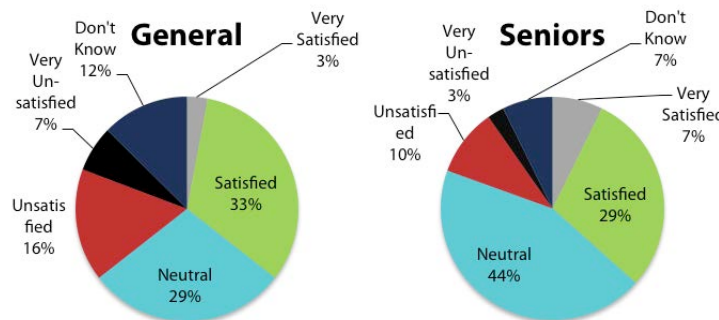
Satisfaction with Social Supports

The satisfaction with County social supports was lower than satisfaction with quality of life overall. Only 36% of participants indicated they were satisfied or very satisfied with supports available in the community. Nearly a quarter of respondents reported being unsatisfied or very unsatisfied.

The second largest segment of responses overall was neutral, with 29% of the response. It is unknown whether this neutrality is due to a lack of information about social supports or if those who responded are not affected by social supports.

How satisfied are you with the overall quality of life in Parkland County? (n=184)

General

- Un-satisfied 6%
- Neutral 16%
- Very Satisfied 19%
- Satisfied 59%

Seniors

- Neutral 10%
- Very Satisfied 32%
- Satisfied 58%

How satisfied are you with social supports available in the community? (n=176)

General

- Don't Know 12%
- Very Satisfied 3%
- Very Un-satisfied 7%
- Unsatisfied 16%
- Satisfied 33%
- Neutral 29%

Seniors

- Very Un-satisfied 3%
- Don't Know 7%
- Unsatisfied 10%
- Very Satisfied 7%
- Neutral 44%
- Satisfied 29%

Those respondents that reported being very unsatisfied with the social supports available in the community mentioned the following key issues:

- ▶ Loss of employment with the coal phase out.
- ▶ Lack of long term care and extended care facilities to keep families together in the community.
- ▶ Poor sidewalk/road conditions.
- ▶ Too much development on prime agricultural land.
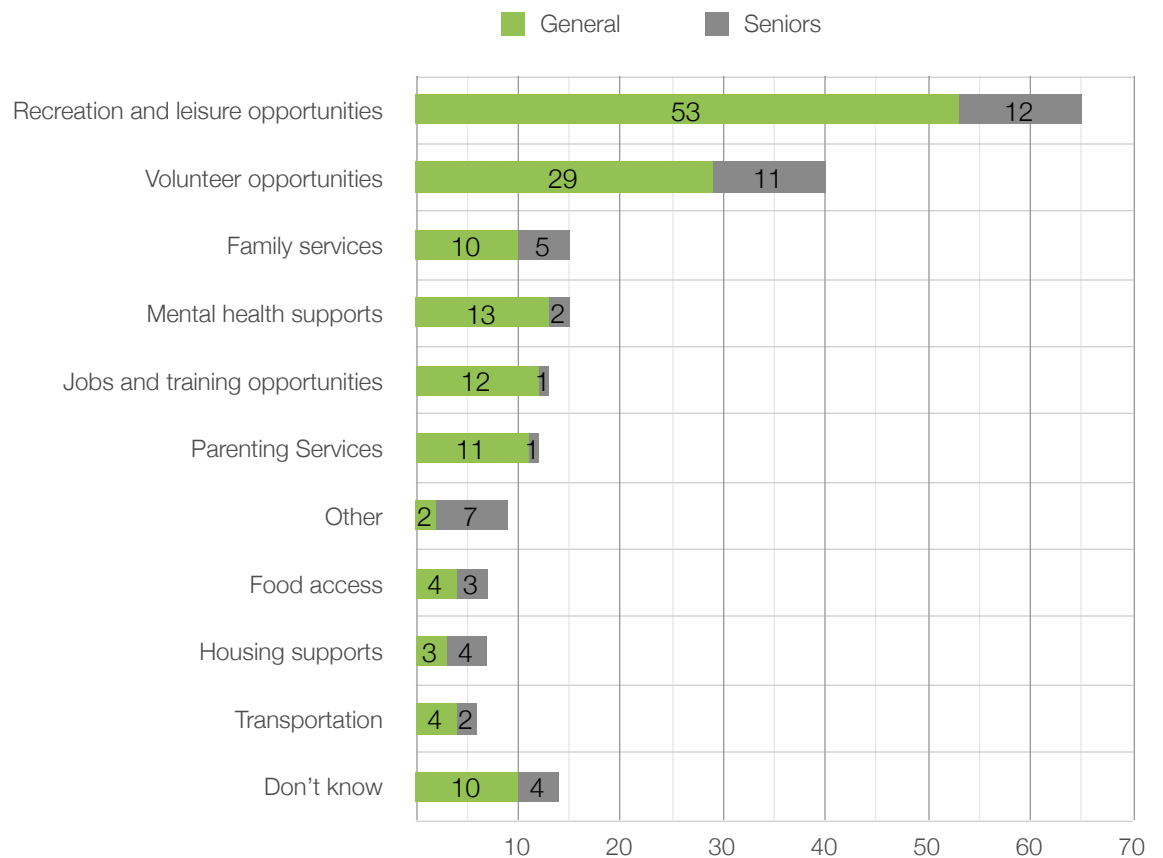- ▶ Lack of adequate internet connectivity for work/school.

Social Programs and Services Accessed

Respondents were asked to identify all the social programs and services their household accessed in the last 12 months. Programs and services most accessed included recreation and leisure opportunities and volunteer opportunities. To a lesser extent, households have also been using family services, mental health supports, jobs and training opportunities, and parenting services. The Other responses were indicated as being "none" or "no services".

Respondents were then asked to identify where their household accessed social programs and services in the last 12 months. For each

program and service area, respondents could select as many locations as applied to them. For some program and service areas, some respondents did not select any locations.

Have you or someone in your household accessed any of the following social programs and service in the last 12 months? (n=113)

Recreation and Leisure Opportunities - General (n=105)

Recreation and leisure was reported as the most accessed support in the region. There are respondents from every division listing Parkland County, Spruce Grove and Edmonton as where they access these services. Division 6 respondents accessed recreation and leisure the most of any services.

There were 28 respondents accessing recreation and leisure opportunities in Parkland County, 3 each from Division 1, Division 2 and Division 3, 2 from Division 4, 6 from Division 5, and 11 from Division 6.

There were 52 respondents who listed Spruce Grove as where they have accessed recreation and leisure opportunities in the past 12 months. Another 24 respondents accessed recreation and leisure services in Stony Plain.

Recreation and Leisure Opportunities - Seniors (n=26)

Recreation and leisure was also the most accessed service by seniors, with 35 responses spread between all six divisions and all the locations listed.

Parkland County was the area most accessed for recreation and leisure by seniors, with 7 responses, 4 of which were from Division 6.

Three respondents from Division 2 accessed recreation and leisure services in Stony Plain. Respondents from Division 6 accessed the

greatest amount of recreation and leisure in comparison to the other divisions.

Recreation and Leisure Opportunities: General Survey (n=105)

Volunteer Opportunities - General (n=105)

Parkland County is where the majority of the volunteer services are conducted, with 35 respondents listing it as the location where they accessed the service, 19 of which were from Division 6. Ten respondents each accessed volunteer opportunities in Stony Plain and Edmonton.

Respondents from across every division accessed volunteer opportunities in Parkland County and Edmonton.

Volunteer Opportunities - Seniors (n=26)

Parkland County was the most accessed area for seniors to volunteer, with 4 respondents from Division 6 and 1 from Division 4.

Division 6 and 4 were the two most active divisions in terms of seniors volunteerism, with 9 and 4 respondents respectively. There were 3 respondents who volunteered in Spruce Grove, 1 from Division 5, 1 from Division 4 and 1 from Division 3.

Volunteer Opportunities: General Survey (n=105)

Family Services - General (n=105)

Spruce Grove was the area most accessed for family services, with 19 general responses in total.

Division 6 respondents reported accessing the highest amount of family services out of the six divisions, with 25 responses.

In Division 5, 7 respondents accessed family services in Stony Plain, and 7 in Spruce Grove.

Family Services - Seniors (n=26)

There was an even split of responses about where family services were accessed by seniors. There were 2 respondents each for Devon, Parkland County, Stony Plain, Drayton Valley and Other. The majority of these responses came from Division 6, with 7 of the 12 responses coming from that division.

Family Services: General Survey (n=105)

Mental Health Supports - General (n=105)

Spruce Grove and Edmonton each received 10 general responses of people accessing mental health services.

- ▶ Ten respondents accessed mental health supports in Edmonton, with 4 of those from Division 6 and 3 each from Divisions 3 and 5.
- ▶ Nine respondents accessed mental health supports in Spruce Grove and 7 in Stony Plain.
- ▶ Six respondents who accessed mental health supports in Drayton Valley, all from Division 6.

Mental Health Supports - Seniors (n=26)

Division 6 seniors respondents accessed the most amount of mental health supports, with 3 respondents in total. Mental health supports were accessed in Devon, Parkland County, Spruce Grove, Stony Plain and Other.

Mental Health Supports: General Survey (n=105)

Job and Training Opportunities - General (n=105)

Edmonton was the most accessed area for job and training opportunities, with 14 respondents saying that they accessed these services there.

There were 10 responses in total of people who accessed jobs and training opportunities in Spruce Grove. In Division 6, 7 respondents accessed jobs and training opportunities in Drayton Valley and 5 accessed them in Parkland County.

Job and Training Opportunities - Seniors (n=26)

There were 3 responses from seniors with respect to accessing job and training opportunities. There was one response from Division 6 accessing these opportunities in Drayton Valley and 2 responses from Division 4 accessing an area Other than those listed.

Job and Training Opportunities: General Survey (n=105)

Parenting Services - General (n=105)

Seven of the survey respondents listed Spruce Grove as the location where they accessed services, 3 of which were from Division 2. Another 5 respondents from Division 6 accessed parenting services in Drayton Valley, and 4 respondents from Division 6 accessed them in Evansburg. There were 4 general respondents who accessed parenting services in Parkland County.

Parenting Services - Seniors (n=26)

There were two responses with regards to seniors accessing parenting services. Both responses were from Division 4 and respondents reported accessing the service in a different area to the 8 listed.

Parenting Services: General Survey (n=105)

Food Access - General (n=105)

Division 6 general respondents accessed the highest amount of food access services. Eight respondents from Division 6 accessed food services in Drayton Valley and 8 in Spruce Grove.

Spruce Grove was used the most for this service, with 14 responses in total. Seven respondents spread between Divisions 1, 3 and 6 accessed food services in Edmonton. Seven respondents spread between Divisions 3, 4, 5 and 6 accessed food services in Stony Plain.

Food Access - Seniors (n=26)

Spruce Grove was accessed the most for food access services, 3 times from Division 6 respondents. There were 5 more responses split evenly between Drayton Valley, Edmonton, Parkland County, Devon and Other.

Food Access: General Survey (n=105)

Housing Supports - General (n=105)

Eight total general survey respondents reported accessing housing supports, 5 of which were from Division 6.

Three Division 5 respondents accessed housing supports in Stony Plain. Two Division 6 respondents each accessed housing supports in Parkland County and Drayton Valley, and 1 Division 6 respondent reported Other.

Housing Supports - Seniors (n=26)

There were 6 total responses from seniors accessing housing supports. Two responses were from Division 1 seniors accessing housing supports in Parkland County, 2 from Division 2 accessing in Stony Plain, and 2 responses from Division 4 accessing in an area Other than to those listed.

Housing Supports: General Survey (n=105)

Transportation - General (n=105)

Transportation was predominantly split between Edmonton and Spruce Grove, with those being the places where transportation was accessed most. There were 12 respondents who accessed transportation in Edmonton and 8 respondents accessed transportation in Spruce Grove. In Division 1 one person accessed transportation in Parkland County and 1 accessed transportation in Stony Plain. In Division 6, one person accessed transportation in Evansburg.

Transportation - Seniors (n=26)

Four seniors respondents accessed transportation. Two respondents from Division 6 accessed transportation, 1 in Wabamun and 1 in an area Other than the listed responses. One respondent from Division 1 accessed transportation in Devon. One respondent from Division 4 accessed transportation in an Other.

Transportation: General Survey (n=105)

Willingness and Ability to Travel

Both the residents and the supports they require are physically spread out around Parkland County.

Survey respondents were also spread across the County, and thus reported that they were not averse to travelling to access the supports they need. For every service, travelling 15-29 minutes was the most common response for how long people are willing to travel from home.

For physical health services, volunteer opportunities and youth services there was a larger concentration of respondents who are only willing to travel 15-29 minutes to access it.

There was a higher concentration, in comparison to other services, of people who are willing to travel 30-59 minutes for employment opportunities and mental health services. The services with the largest representation of people who are willing to travel over 60 minutes to access it were employment opportunities and education and training opportunities.

Willingness and Ability to Travel: General Survey (n=122)

Willingness and Ability to Travel: Seniors Survey (n=33)

Education and Training Opportunities

The distance respondents were willing to travel for education and training opportunities varied. The dominant response was 15-29 minutes, however this was followed closely by the 30-59 minute option, with 42 responses. Sixty minutes or more appeared 34 times, while less than 15 minutes was selected by 8 respondents.

Education and Training Opportunities (n=155)

Employment

The distance respondents were willing to travel for employment opportunities were about split with 53 respondents answering 15-29 minutes and 51 respondents answering 30-59 minutes. Sixty minutes or more appeared 14 times, while less than 15 minutes was selected by 10 respondents.

Employment Opportunities (n=155)

Family Supports

The distance respondents were willing to travel for family supports varied. The dominant response was 15-29 minutes with 58 responses. This was followed by the 30-59 minute option, with 41 responses. Sixty minutes or more appeared 20 times, while less than 15 minutes was selected by 13 respondents.

Family Supports (n=155)

	General	Seniors
Less than 15 minutes	12	1
15-29 minutes	52	6
30-59 minutes	34	7
60 minutes or more	14	6
Not willing to travel		
Not able to travel	1	1

Mental Health Services

The distance respondents were willing to travel for mental health services were about split, with 53 respondents answering 15-29 minutes and 47 responding with 30-59 minutes. Sixty minutes or more appeared 17 times, while less than 15 minutes was selected by 14 respondents.

Mental Health Services (n=155)

	General	Seniors
Less than 15 minutes	12	2
15-29 minutes	46	7
30-59 minutes	42	5
60 minutes or more	11	6
Not willing to travel	2	
Not able to travel	1	1

Physical Health Services

The distance respondents were willing to travel for physical health services varied. The dominant response was 15-29 minutes, with 62 selections, followed by the 30-59 minute option with 44 responses. Sixty minutes or more appeared 28 times, while less than 15 minutes was selected by 16 respondents.

Physical Health Services (n=155)

	General	Seniors
Less than 15 minutes	15	1
15-29 minutes	53	9
30-59 minutes	36	8
60 minutes or more	14	14
Not willing to travel	3	
Not able to travel	1	1

Seniors Supports

The distance respondents were willing to travel for seniors supports fell in the same order for general survey participants and senior survey participants. The dominant response was 15-29 minutes with 56 selections, followed by the 30-59 minutes option with 33 responses. Sixty minutes or more appeared 7 times, while less than 15 minutes was selected by 26 respondents.

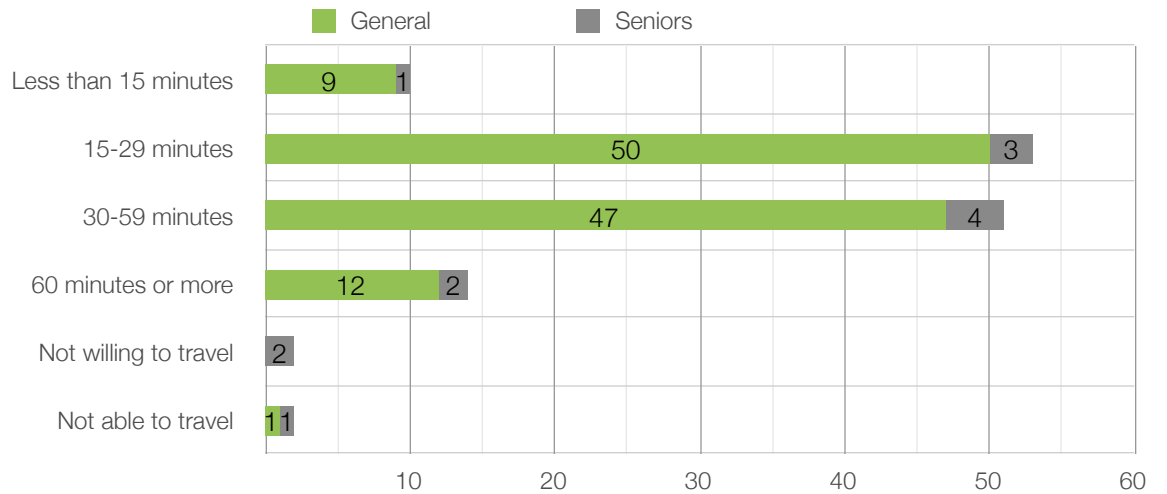### Seniors Supports (n=155)

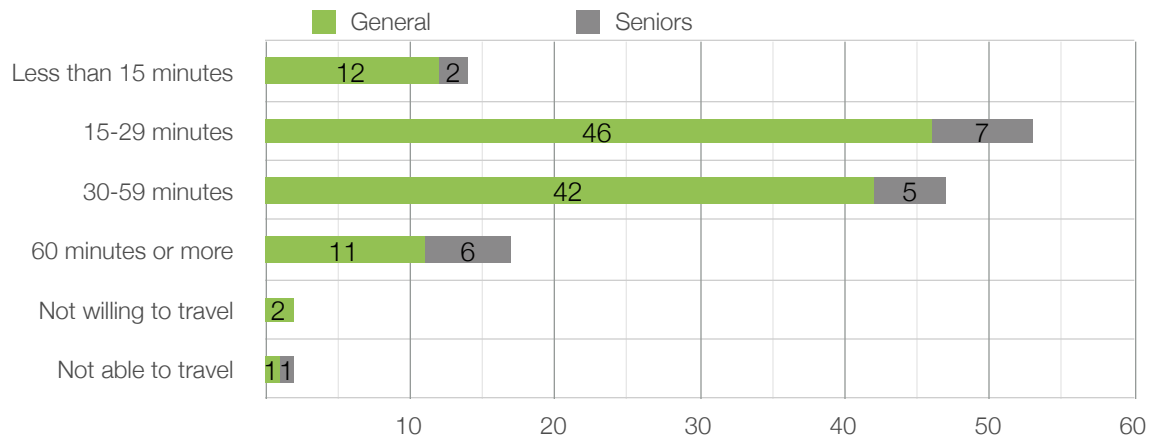|	General	Seniors
Less than 15 minutes	20	6
15-29 minutes	42	14
30-59 minutes	25	8
60 minutes or more	5	2
Not willing to travel	5	
Not able to travel	1	1

Volunteer Opportunities

The distance respondents were willing to travel for volunteer opportunities varied. The dominant response was 15-29 minutes with 61 selections, followed by less than 15 minutes with 34 responses. The 30-59 minutes selection appeared 28 times, while 60 minutes or more appeared 7 times.

Volunteer Opportunities (n=155)

■ General   ■ Seniors

	General	Seniors
Less than 15 minutes	30	4
15-29 minutes	53	8
30-59 minutes	20	8
60 minutes or more	6	1
Not willing to travel	2	1
Not able to travel	1	1

Youth Supports

The distance respondents were willing to travel for youth supports was dominantly 15-29 minutes, with 60 selections. This was followed by the 30-59 minutes option with 30 responses. Another 20 respondents selected less than 15 minutes, while 60 minutes or more appeared 8 times.

Youth Supports (n=155)

■ General   ■ Seniors

	General	Seniors
Less than 15 minutes	18	2
15-29 minutes	55	5
30-59 minutes	25	5
60 minutes or more	7	1
Not willing to travel	2	1
Not able to travel	1	1

Barriers

Distance to travel to programs and services was the biggest barrier identified by residents in the County. Cost of programs and services was the next greatest barrier, followed by lack of information about what programs are available. To a lesser extent, respondents also mentioned financial constraints, lack of time, program/service not offered, lack of childcare, lack of transportation, and concern over privacy as the next biggest barriers.

What are the biggest barriers for your household to access the programs and services you need? Select all that apply (n=164)

Legend: General, Seniors

Barrier	General	Seniors
Distance to travel to programs and services	82	19
Cost of programs and services	62	11
Lack of information about what programs	55	13
Financial constraints	40	8
Lack of time	39	2
Program/service not offered	37	4
Lack of childcare	33	
Lack of transportation	17	7
Concerned about my privacy	18	5
Nothing	7	5
Lack of access for specific needs	8	1
Other	5	3
Don't know	2	5

Parkland County as a Place to Age

The consensus from the majority of survey respondents is that Parkland County is a good or very good place to age. The seniors, those who are currently aging in Parkland County, rated the County as a better place to age overall compared to the general survey respondents.

How would you rate Parkland County as a place to age? (n=162)

General
Don't Know 12%
Very Good 12%
Poor 4%
Not Good 7%
Neutral 26%
Good 39%

Seniors
Poor 3%
Not Good 10%
Neutral 15%
Very Good 20%
Good 52%

Better Support as Residents Age[30]

In both the general and seniors surveys, transportation and access as well as more programming and support were the most frequent responses for improving life for residents as they age.

From the seniors themselves, there was a stronger emphasis on programming and comments spanned from social programs like meals on wheels to recreational programs like pickleball. Overall, seniors listed home care as a much higher priority than the general public did. However, both groups also mentioned the need for seniors housing in the County that is accessible and affordable.

Road and infrastructure maintenance was a close sixth in both surveys, speaking to the need for graders and snow-plows to get seniors who can drive or who get rides from friends and family and about in vehicles. Additionally, both surveys mentioned that in places where sidewalks exist, better snow clearing and maintenance would support seniors' mobility.

What is needed to better support Parkland County residents as they age? (n=103)

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[30] Open-ended questions asked to general and seniors for their responses to what is needed to better support Parkland County residents as they age.

A Strong, Vibrant and Sustainable Community[31]

The general and seniors survey respondents predominantly strongly agreed or agreed with all the proposed statements about what a strong, vibrant and sustainable community includes.

"Members working together cooperatively to maintain and improve the community" and "Programs, services and events to engage all who wish to participate" each received 92% of the strongly agree/agree responses overall. "A sense of belonging where neighbours are welcoming and include people from various backgrounds" received 89%.

"A vibrant arts and cultural life" was the statement least strongly agreed/agreed with overall, with 66%.

A strong, vibrant and sustainable community includes… (n=195)

■ Strongly agree   ■ Agree

Members working together cooperatively to maintain and improve the community
- 52% | 40%

Programs, services and events to engage all who wish to participate
- 48% | 44%

A sense of belonging where neighbours are welcoming and include people from various backgrounds
- 42% | 47%

A vibrant arts and cultural life.
- 26% | 40%

20% 40% 60% 80% 100%

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[31] The general and seniors "Strongly Agree" or "Agree" responses - they believe that a strong, vibrant and sustainable community includes the following listed statements.

3.3.4. Questions Asked in General and Youth Surveys

The following questions were asked to two age groups: General and Youth.

Parkland County as a Place for Youth

Overall, almost half (48%) of the general and youth survey respondents ranked Parkland County as a very good or good place for youth. Only 18% overall reported not good or poor.

The youth overall had a better opinion of Parkland County as a place for youth than the general survey respondents did.

How would you rate Parkland County as a place for youth? (n=168)

Better Support Youth Residents[32]

Programs and activities were specified as most needed for youth by both the general respondents and the youth respondents. All sorts of organized groups, clubs, art programs, sports, after school programming, and cultural exchanges were listed.

From the general survey there were mentions of concerns over drug use and crime among youth. General survey respondents see programming as a way to peak interest among a variety of youth to avoid the boredom that leads to illicit behaviour.

The youth themselves talked a lot about their mobility, including long bus rides, no sidewalks, buses being stuck in the Spring, and no transit to bring them to urban centres. Crime and drug and alcohol use were the next most popular responses, validating the concerns and perspectives shared in the general survey.

What is needed to better support youth in Parkland County? (n=120)

General

Category	Value
Programs and services	22
Youth targetted programs	17
Affordable or free programs	15
Rurally located programs	12
Physical access to programs	11
Education	7
Facilities and amenity spaces	6

Youth

Category	Value
Programs and activities	37
Long bus rides	12
Poor mobility	11
Prominent crime	11
Drug and alcohol use	8
Lack of entertainment	7
Lack of facilities and amenity spaces	7

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[32] Open-ended questions asked to general and youth for their responses to what is needed to better support youth in Parkland County.

3.3.5. Questions Asked in General Survey Only

The following questions were asked to one age group: General.

Most Helpful Programs and Services[33]

The top responses to what programs and services are most helpful included parks and recreation, and leisure opportunities. Participants speaking to parks and recreation made mention of the Tri Leisure Centre, swimming pools, and trails. Those who said leisure opportunities listed things such as play groups, yoga, gardening, and kids programs.

Additional Programs to Help[34]

The majority of responses to what additional programs would help were leisure opportunities and parks and recreation. Specific leisure programs mentioned included art, cooking, and healthy living classes as well as programs for special needs, community gardening, and composting. Parks and recreation included mainly requests for pools and facilities in the west end of Parkland County.

What programs and services are most helpful to your life in Parkland County? (n=81)

What additional programs and services would help support you and your household? (n=63)

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[33] Open ended question showing the disribution of which programs and services are most helpful to life in Parkland County.

[34] Open-ended question showing what additional programs and services would help support their household.

Key Issues Facing Residents[35]

The majority of responses to what key issues face residents of Parkland County were crime and lack of prevention, and poor infrastructure condition and maintenance. Key crime concerns included property theft, vehicle speeding, lack of RCMP and peace officer patrols, and slow response time to emergency calls. Poor infrastructure concerns were namely road conditions (pot holes, grading and drainage), hazardous sidewalks, ditch debris, and Internet connection.

Beyond these two categories, responses varied greatly from coal phase-out and high taxes having a big impact on residents, to the dissatisfaction with access and availability of services and transportation in the County.

The lack of services theme saw a wide spectrum of input. Feedback referenced services such as specialized services for high needs children, fire protection, recreation, health, animal control, and general comments on misallocation of resources.

What key issues face residents of Parkland County? (n=109)

[35] Open-ended question showing what key issues face the residents of Parkland County.

3.3.6. Questions Asked in Seniors Survey Only

The following questions were asked to one age group: Seniors.

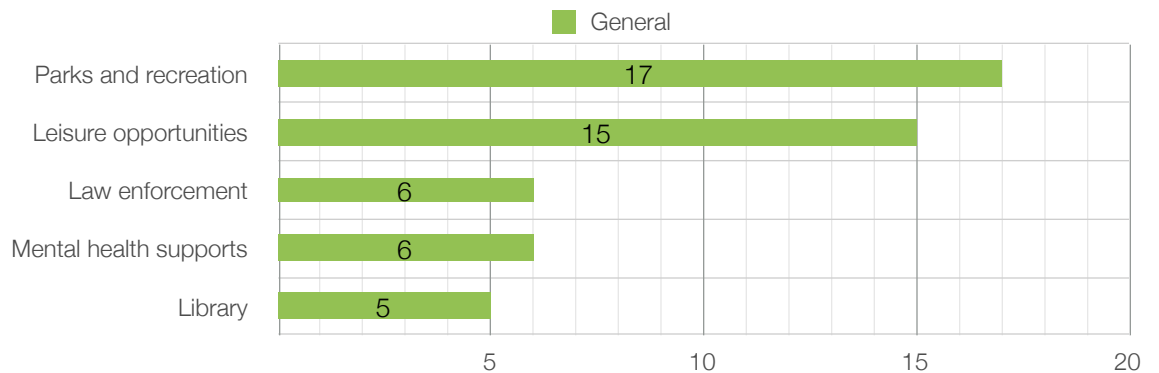**Plan to Remain in Parkland County**

About two-thirds (66%) of senior respondents were in favour of staying in the County to age. One-fifth (20%) of senior respondents do not plan to remain in the County as they age.

Seniors who answered Yes were asked to indicate why. Top responses included that they are long term residents of the County, they want to remain close to family, friends and the community, and they will stay as long as they are able.

Seniors who answered No were asked to indicate why not. Responses included that there is no seniors housing, no bus service, high taxes, and rural isolation in the County.

Key Issues Facing Seniors[36]

The majority of responses to what key issues face seniors in Parkland County were related to public transportation and mobility.

Do you plan to remain in Parkland County as you age? (n=41)

Seniors

Yes	66%
No	20%
Don't know	15%

What key issues face seniors in Parkland County? (n=33)

Seniors

Public transportation and mobility	17
Lack of aging in place services	6
Distance to access health services	5
Lack of seniors housing and facilities	5
Cost of living	4
Concerns about emergency response time	3

---

[36] Open-ended question showing what key issues face seniors in Parkland County.

Missing Activities, Programs and Services for Seniors[37]

Top responses to what activities, programs or services are missing for seniors included the need for more seniors recreation and leisure activities, more home care services, and seniors transportation.

What activities, programs, or services are missing for seniors in Parkland County? (n=21)

Better Place to Live for Seniors[38]

Top responses to what would make Parkland County a better place to live for seniors included seniors transportation, more aging in place services, lower taxes, seniors housing and facilities, and more walking paths.

What would make Parkland County an even better place to live for seniors? (n=22)

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[37] Open-ended question showing what activities, programs and services are missing for seniors in Parkland County.

[38] Open-ended question showing what would make Parkland County an even better place to live for seniors.

Modes of Transportation

Seniors were asked to indicate the modes of transportation that they use. The majority (70%) of seniors in Parkland County currently drive themselves. Rides from friends and/or family was the second most popular mode of transportation with 23% of responses. In addition, 4% of seniors reported "Other" and 3% reported utilizing a taxi service.

Almost one third (31%) of seniors who drive themselves indicated that they use more than one mode of transportation. It is difficult to determine how often these seniors are driving themselves versus utilizing other modes of transportation. Of the seniors survey respondents who indicated they drive themselves, many also rely on rides from friends and/or family. This places demands on caregivers of seniors to provide transportation, even when seniors are able to drive.

Which of the following modes of transportation do you use? (n=52)

Seniors

Other
4%

Taxi
3%

Rides from friends and/or family
23%

Drive myself
70%

3.3.7. Questions Asked in Youth Survey Only

The following questions were asked to one age group: Youth.

Plan to Remain in Parkland County

Twenty-two percent of youth survey respondents were in favour of staying in the County after high school graduation. Over one-third (35%) of youth respondents did not plan to remain in the County.

Youth who answered Yes were asked to indicate why. The top response was to remain close to parents, family and friends. Youth who answered No were asked to indicate why not. Top responses included desire to move away, to pursue higher education, and to get a job.

Nineteen percent of youth respondents were in favour of returning to the County after post-secondary education or training. Fifteen percent of youth respondents did not plan to return to the County. The majority of youth respondents (57%) said they do not know if they will return.

Youth who answered Yes were asked to indicate why. Top responses included to remain close to parents, family and friends and because they like living in the County. Youth who answered No were asked to indicate why not. Responses included desire for change, travel, and career opportunities.

Do you plan to remain in Parkland County after high school graduation? (n=46)

Do you plan to return to Parkland County after post-secondary education or training? (n=47)

Youth Needs

Youth were asked if they or others around them are in need of and lacking specific services in Parkland County.

Transportation was what the youth respondents or others around them are in most need of and are lacking. Mental health supports, job skills and Internet access were all also ranked highly for being in need of and lacking.

Are you or others around you in need of and lacking any of the following? (n=45)

■ Youth

Category	Value
Transportation	16
Mental health supports	15
Job skills	14
Internet access	12
Cell phone service	9
Supports to go to/stay in school	7
Don't know	6
Clothing	5
Regular access to food	4
Not applicable	3
Stable/secure housing	1
Other	1

3.4. What We Heard: Phase 2

The second phase of engagement took place over thirteen days in May. It gave the project team time to further explore what was heard in the first phase. Phase two had a total of 57 respondents, 14 of whom represented the general public.

Other key audiences included County partners, program and service providing agencies and County staff. This phase allowed us to explore some of the generalities we heard about priority focus areas in the first phase and gain more clarity and insight into potential solutions.

3.4.1. From Residents

Of the survey respondents who completed the follow up resident survey:

- Half (50%) were from Division 6,
- 14% each were from Divisions 1 and 4, and
- 7% each were from Divisions 2, 3 and 5.

Overall, 46% of survey respondents were between the ages of 35-54. Thirty-one percent were ages 25-34 and 8% were ages 55-64. Fifteen percent were seniors ages 65-79. No youth completed the follow up resident survey.

The majority (83%) of survey respondents were female. Seventeen percent of survey respondents were male.

Feedback from the resident survey voiced the following:

Recreation and Leisure

When asked if recreation and leisure are a priority issue for the County, 100% of respondents said yes. From the list of initiatives and activities respondents ranked walking and cycling trails, organized sports, pick-up sports, and organized outdoor programs highest.

From the highest ranked initiatives we asked whom these activities would be for. In organized sports children under 14 were emphasized, for pick-up sports youth were emphasized, and organized outdoor programs were said to be needed by everyone. It should also be noted that the dominant times for programming across the board were evenings and weekends. There was an emphasis on utilizing community halls and ensuring year round programming for all ages.

Family Services

Family services were rated as a priority issue by 91% of respondents, with 9% being unsure. From the choices of focus areas, isolated adults and seniors were ranked highest overall. This was followed by childcare (20%) and aging parent/ spouse/ family member supports.

Looking at location of service delivery, those who chose aging family member supports were split evenly between wanting this available in home versus at community halls. For childcare

the dominant locational response was at schools, and for isolated adults and seniors 50% said services should be hosted through community halls.

Mental Health

Mental health was mentioned as a top priority by 75% of respondents, with another 17% being unsure. From the choice of focus areas, isolation and loneliness followed by depression were the top selections. These were followed to a much lesser extent by both drug use and alcohol use.

Isolation and loneliness are seen to effect seniors most with 88% of respondents indicating this as a service needed for those over 65 years of age. For depression, all age groups were mentioned as being potential recipients, however 60% did indicate this being most needed for youth.

When asked how services addressing isolation and loneliness could be deployed there was a fairly even split between mobile counselling, via support groups, and through ride share and driver services. For deployment of depression services 60% of respondents said mobile counselling. This was followed by better promotion of services (20%) and via support groups (20%).

Crime

Although crime was not included in the priority rating exercise in phase 1 many discussed it as a key issue. When asked in this phase if crime was an issue 73% of respondents said yes, and the other 27% were unsure. The most prominent concerns related to crime were said to be home and property theft followed by domestic and family violence.

For home and property theft solutions included increased visibility of peace officers and citizens on patrol/ rural crime watch associations. For domestic violence, seminars were the highest ranked solution with hotlines following behind.

Transportation

While residents identified transportation as the most important priority in phase 1, only 46% said yes to it being a priority issue for the County in this phase 2 survey. That said, 30% of respondents answered unsure as to whether it is a priority.

From a selection of initiatives, regularly scheduled transit was by far the most popular choice with 83% of participants selecting it. When asked who this would be for, answers ranged across all options.

Communication and Awareness

Residents were also asked to indicate their top two primary sources of information when seeking social services or County supports.

The top response was the Parkland County website, selected by 80% of survey respondents. Sixty percent of respondents indicated social media (Facebook, Twitter, etc.), 40% chose word of mouth, and 20% said print media (newspapers, newsletters, etc.).

General Insights

The majority of responses were heard from those between 25 and 54 years of age with 83% being female. Most live in Division 6 (50%), with Division 1 and 4 being the next most represented geographies with 14% of the responses each.

When asked about their preferred source of information when seeking social service supports in the County the website and social media pages were the most popular, followed by word of mouth.

3.4.2. From Stakeholders

Feedback from County staff, municipal FCSS partners, local agencies, and other key stakeholders was collected via an online survey and in person workshops. These two methods garnered similar input on the priority areas with a slight variation in the details of delivery. Feedback from the key stakeholders voiced the following:

Transportation

In terms of transportation-related initiatives regular scheduled transit and transportation for seniors were the most popular responses in the survey feedback. Participants in the workshop discussed how this is the single biggest barrier to accessing all the programs and services one needs. Additionally, it was seen as an issue that impacts everyone despite age or ability. With the entire community relying solely on private vehicles, along with rising gas prices, this issue is seen as only worsening without immediate attention.

Some of the opportunities discussed to solve this included regional transit service, shuttle buses, ride sharing, and encouraging companies to organize and fund carpooling initiatives.

In the question pertaining to whether this priority area suffers an awareness issue or a true lack of programming, 50% pointed to the latter, and 20% chose other.

Recreation and Leisure

The workshop participants made very little mention of recreation and leisure, and did not capture recreational programs as a top service nor did they identify opportunities for improvement.

In the question pertaining to whether this priority area suffers an awareness issue or a true lack of programming, 67% pointed to the latter, and 8% chose other.

Mental Health

Mental health-based initiatives that were emphasized by respondents related to depression, isolation and loneliness, as well as crisis care. Beyond access to transportation, navigating the complex system, program affordability, and social stigma all came up as core barriers to residents accessing the services they need. Suggestions for addressing the issue were few, but one workshop group did point to the Neighbourlink Parkland volunteer crisis driver program as a precedent model.

In the question pertaining to whether this priority area suffers an awareness issue or a true lack of programming, 79% pointed to the latter.

Family Services

The most prominent family service-based initiatives listed by survey respondents mirrored that heard by residents. Supports for aging parent/ spouse/ family members, childcare, and programs for isolated adults and seniors were top responses. When it comes to opportunities to address these issues we heard a range of both preventative and reactive solutions.

Reactionary ideas included providing counselling services out of local community halls and offering home supports. Preventative ideas included senior's societies, community gardens, and community kitchens, as well as incentivizing rural day homes and volunteers to check-in on moms and seniors. The achieving

community together (ACT) program and Neighbourlink were both mentioned by workshop participants as key resources for addressing this priority area.

In the question pertaining to whether this priority area suffers an awareness issue or a true lack of programming, 88% pointed to the latter.

Crime

Once again, the responses heard from key stakeholders mirror that of the residents, with key crime concerns being home and property theft followed by domestic and family violence. For key stakeholders, lack of RCMP and peace officer patrols were also raised as being of concern.

Those who shared potential solutions listed increased officers and patrols, assistance for residents in theft-proofing their homes, support for rural crime watch, and encourage neighbours to get to know each other. A real emphasis was put on the philosophy of people taking care of each other in the workshop sessions.

In the question pertaining to whether this priority area suffers an awareness issue or a true lack of programming, 63% pointed to the latter with 13% saying other.

Jobs and Training

Although we did not dive into jobs and training with survey participants, workshop participants put a major emphasis on these supports. Ideas centred around need for more education opportunities, affordable and youth training opportunities, rural and cottage business development, agricultural diversification, and hamlet revitalization.

Opportunities for solutions included increasing connections with Edmonton and area post-secondary institutions, providing more training through the County and surrounding organizations, and creating a communications plan.

Housing

Although we also did not dive into housing with survey participants, workshop participants put a major emphasis on these supports. Key insights and barriers included the hidden homeless and poverty that exist in the County, affordability across the housing spectrum, lack of quality rental options, and lack of subsidized seniors housing.

Opportunities for solution included short-term living supports, making use of secondary suites, cottage or mobile home on property, and retaining multi-generational housing providers. Negotiating with the province and capital housing for more financial support was also raised as a way to improve the current

condition.

General Insights

Overall, the feedback heard in phase two gave the team confidence that the direction from phase 1 is valid and is a robust reference for the County to base social development decisions.

The responses heard from both key stakeholders and residents at large strongly aligned with one another as well as with feedback gathered in phase 1.

With transportation, housing supports, mental health supports, family services, criminal activity along with jobs and training opportunities surfacing to the top of conversation there was a consistent message across the public participants and those who design and deliver key social programs and services in the County.

3.5. What We Heard: Summary

Feedback heard across all resident and stakeholder groups led to recognition that Parkland County's community assets are plentiful and the issues are complex. With just over 30,000 people living across nearly 3,000 square kilometres, it can be complicated to keep people connected to the social and wellness resources they need.

Residents and stakeholders identified many positives about Parkland County throughout the engagement process. About 80% of Parkland County residents reported they are satisfied or very satisfied with their quality of life. Residents largely use their family and friends as networks of support, demonstrating that there are clearly very strong ties between people within the community. Residents also have access to strong hamlets and community halls and leagues in their communities. Residents told us that they like living in their communities and want supports to continue to age in place, rather than leaving the County.

While many strengths and opportunities were mentioned by residents and stakeholders, there were priorities and challenges identified for Parkland County. At the core transportation is the biggest barrier to such a geographically dispersed population trying to access the services they want and need. This issue is escalated for seniors and youth who don't have the same access to private vehicle use as the

majority of the population. A real emphasis was put on transportation as a priority in providing the means for more residents to access the programs and services that keep them healthy and connected. This gap impacts residents of Parkland County and many other services cannot be accessed until transportation is resolved.

Beyond transportation a real emphasis was placed on recreation and leisure opportunities, mental health supports, jobs and training opportunities, housing supports and family services. These priority supports for quality of life were widely discussed by participants throughout the engagement process.

There were many ideas and insights that helped uncover root issues and potential solutions for addressing high priority social needs in Parkland County. Interesting tips from participants that applied across a number of priority areas included working on small, tangible wins within the region and better understanding how together the County might use measurement indicators rather than programmatic responses to complex social issues.

Other ideas included being more conscious of the volunteer time, money and liability that go into the work volunteers do to ensure they keep coming back. Improving communication between community resources and agencies, as well as communication with community to promote services, was also identified as important.

What these results emphasized was the need for Parkland County's various municipal departments to continue to work strongly together in an inter-disciplinary way and must continue to keep lines of communication open to ensure solutions are developed and delivered in a resource effective way. Whether it is building off existing programs and initiatives or collaborating on new ways to serve residents, one department cannot accomplish a socially satisfied community alone.

Similarly, strong ties with neighbouring municipalities and partner agencies must continue to ensure duplication of effort is avoided and collaborative solutions are encouraged across the region.

The results of this engagement program have been used to inform the priorities, recommendations, and actions defined in the Plan.

FCSS FRAMEWORK

4. FCSS Framework

This section provides an FCSS Framework for Parkland County that includes a funding evaluation framework and five funding options.

4.1. Funding Social Needs

As evident from this report, a community's social needs are multi-dimensional. To effectively meet needs a municipality must to regularly evaluate needs, as well as develop and adequately fund effective programming that will address these needs. Due to the nature of both social needs and how these can best be addressed, it is difficult to pinpoint the amount of municipal funding directed specifically to related programming activities, as these programming activities can have multiple objectives (i.e. recreation and leisure).

4.2. FCSS Funding[39]

The Province has created a funding program to assist municipalities in meeting community social needs – Family and Community Support Services (FCSS) – that is flexible in terms of both the range of programming it can be used for and how municipalities can directly deliver or partner with other municipalities or third parties to provide appropriate programming.

Services funded under FCSS must do one or more of the following:

- ▸ Help people to develop independence, strengthen coping skills and become more resistant to crisis;
- ▸ Help people to develop an awareness of social needs;
- ▸ Help people to develop interpersonal and group skills which enhance constructive relationships among people;
- ▸ Help people and communities to assume responsibility for decisions and actions which affect them; and/or
- ▸ Provide supports that help sustain people as active participants in the community.

See Section 1.3.1 of this report for more information on the parameters of FCSS.

To receive provincial FCSS dollars, a municipality must match a minimum of 20% of the eligible funding. Parkland County currently contributes approximately 25% to the provincial FCSS funding amount.

4.2.1. Other Program Funding

It should be acknowledged that other program funding the County channels to programs and services both directly and indirectly supports the social development needs of County residents. This includes the following:

- ▸ Parks, Recreation and Culture
- ▸ Enforcement Services
- ▸ Police
- ▸ Sustainability Services
- ▸ 211

4.3. Funding Options

Parkland County currently provides generous funding to FCSS Programs as well as other activities that support the social needs of County residents. However, it is important to ascertain whether the amount of funding provided is being used effectively and whether it is being channeled to the highest priority needs of County residents.

To assist in answering these questions, a key deliverable of the Our Communities, Our People: Parkland County Social Development Plan is a Funding Framework that will meet the County's needs today, and how they may evolve in the future. To meet this requirements, the following are offered:

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[39] Parkland County uses a portion of FCSS funding to pay a portion of staff funding.

- Funding Evaluation Framework: To assist the County in determining the best approach to allocating FCSS funding, a framework has been developed to assist in evaluating each funding option.

- Funding Options: Five funding options have been developed to provide the County wth a range of realistic and practical approaches to allocating FCSS funding.

Regardless of the funding option presented, the County must first identify the FCSS available funding (municipal portion + County portion).

4.4. FCSS Funding Evaluation Framework [40]

The FCSS Funding Evaluation Framework consists of four principles. These are defined as follows:

1. **Address Priorities:** Funding aligns with the social development needs of County residents.

2. **Efficient Service Delivery:** Funding should provide for and encourage value for money.

3. **Fairness:** [41] Funding should be seen to fairly allocate available funding to meet the needs of all County residents.

4. **Simplicity:** The approach to funding is clear and not unnecessarily complicated.

In evaluating each FCSS Funding Option, a score of 1 to 5 is assigned to each principle, where 1 is Very Poor (does not meet the principle) and 5 is Very Good (perfectly meets the principle). Scores are then allotted for each option.

4.5. FCSS Funding Options

Five FCSS Funding Options have been identified as defined below.

4.5.1. Option 1: Population Based Funding

In this option Parkland County would delegate the delivery of all FCSS programming to its municipal partners. It is expected that funding would be distributed using a population based model that reflects the distribution of the County population relative to its urban and rural partners.

The current population based funding allocated to municipal partners could be used as a prototype for allocating funds in this option.

The salient features of this option include:

- All County FCSS funding would be distributed to municipal partners.

- Municipal partners would be able to use this funding to supplement their own FCSS funding and deliver programming based on local municipal priorities.

- Parkland County would only require that County residents would be eligible to access all funded programming as residents of the local sponsoring municipality. This is consistent with the current FCSS funding model used by the County.

- No other conditions or strings would be attached to the funding.

Decision Points:

In this option, the County has 2 key decisions to make:

1. Determine the County's contribution to FCSS in establishing the municipal budget.

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[40] It has been assumed that Parkland County evaluates all programs for effectiveness in meeting stated objectives and is not considered in determining the funding framework. Effectiveness is always a critical consideration of funding a program.

[41] Fairness here is characterized by equity; being just and right; fair; and reasonable.

2. Allocate FCSS funding to participating municipal partners. See Funding Allocation Options below.

Role of CAG:

The role of the Collaborative Action Group (CAG) for decision making would be minimal. The role of CAG would include the following:

▶ There could be informal information sharing among municipal partners.

▶ Parkland County would develop a reporting template that would require municipal partners to track information related to FCSS expenditures.

▶ Partners would be required to promote Parkland County as a funder of programs and services.

Evaluation:

1. **Address Priorities:** 2 (poor) The 'hands-off' approach to directing FCSS funding would leave control in the hands of municipal partners. It is not likely to result in funding being necessarily directed to Parkland County priorities. The County does not have oversight.

2. **Efficient Service Delivery:** 2 (poor) The efficiency with which FCSS programs and services are delivered would be in the control of the partner municipality. It is unlikely that partner municipalities would fund severely inefficient services but the control of funding is out of the County's hands. Further, contributing to a low score on this principal is the lack of a mechanism to ensure that there are neither duplication of services across funded partners nor gaps in necessary services.

3. **Fairness:** 2 (poor) The County could devise a funding allocation process that 'fairly' allocates funds between municipal partners, but cannot ensure that all County residents would have access to necessary services, as the service funding decision would be in the hands of the partner municipalities.

4. **Simplicity:** 5 (very good) Delegating the program funding decision to municipal partners makes the FCSS funding allocation problem as simple as it can be. Once the FCSS funding allocation has been determined as part of the budget process and the funding allocation process (i.e. population) has been set, the County has no addiitonal obligations to meet under the program.

Option 1 Overall Score: 11/20[42]

4.5.2. Option 2: Current Funding Model

The current funding model involves a combination of County delivered and funded FCSS programming and a distribution of funds to municipal partners using a Catchment Area (County Population) based funding allocation process.

The salient features of this option include:

▶ The County determines FCSS activities, events and

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programming that it will undertake and fund directly. These activities are delivered under Parks, Recreation and Culture.

- ▶ Remaining FCSS funding is allocated to 6 municipal partners using a Catchment Area (County Population) based framework.[43]

- ▶ Municipal partners allocate funding to programs based on their priorities with some exceptions.[44]

- ▶ County residents have universal access to FCSS programming delivered by participating municipal partners.

- ▶ Municipal partners will acknowledge County support for FCSS programming and help to promote the available services to County residents.

Decision Points:

In this option, the County has 5 key decisions to make:

1. Determine the County's contribution to FCSS in establishing the municipal budget.

2. Determine the FCSS activities, events and programming the County will fund to a third party or deliver directly.[45]

3. Allocate remaining FCSS funding to participating municipal partners. Note the current approach to allocating funding (Catchment Area - County Population) could be modified or replaced. See Funding Allocation Options below.

4. Negotiate any special funding arrangements with municipal partners.

5. Review FCSS program delivery through CAG with a view to modifying funding decisions in the next budget cycle.

Role of CAG:

The Parkland County Family & Community Support Services Review completed in 2010 identified the need for the Collaborative Action Group (CAG) and the roles/responsibilities of this group. See Section1.3.1 for the current role of CAG.[46]

The role of CAG for decision making is formalized.

Evaluation:

1. **Address Priorities:** 4 (good) The County has the option to directly fund and manage selected FCSS programming directly. It also may negotiate with selected municipal partners for FCSS funding to be directed toward County priorities.[47] Ineffective reporting

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[43] Municipal partners are City of Spruce Grove, Town of Stony Plain, Leduc County, Town of Drayton Valley, Yellowhead County, and Village of Wabamun. Currently Village of Wabamun is not based on catchment area population.

[44] In the case of Parkland Village, the County has a separate contract with City of Spruce Grove to deliver programs to Parkland Village.

[45] Graminia, Parkland Village

[46] While the roles and responsbilities of CAG have been defined, they have not yet been fully implemented.

[47] This could be an activity done as part of CAG.

and review of FCSS program delivery, through CAG, could result in a lower score.

2. **Efficient Service Delivery:** 3 (moderate) The efficiency with which FCSS programs and services are delivered would largely be in the control of the partner municipality.[48]

3. **Fairness:** 4 (good) Securing universal access to municipal partner FCSS programming is a key attribute of this option to achieving a high score on Fairness. Further, where there are deficiencies in municipal partner programming these can be addressed by the County directly funding programming where it is needed or working through CAG to encourage municipal partner delivered programming.

4. **Simplicity:** 3 (moderate) This option is relatively complex but provides balance in addressing County FCSS funding priorities

and delgating this responsibility to municipal partners.

Option 2 Overall Score: 14/20

4.5.3. Option 3: Direct Delivery or Funding

This model would involve the County directly funding some FCSS programming and allocating the remainder of FCSS funding through a grant application process. Applications could be received by neighbouring municipalities and/or local service providing agencies.

The salient features of this option include:

▶ Establish a Parkland County FCSS Board[49] that is comprised of council members from east and west as well as residents.

▶ Establish an application process for FCSS grants. This includes criteria for grant approval.

▶ The County funds and determines all FCSS activities, events and programming that it will

undertake, through the application process. These activities are delivered under Parks, Recreation and Culture. [50]

▶ County residents access to non Parkland County funded programs is not guaranteed.

Decision Points:

In this option, the County has 3 key decisions to make:

1. Determine the County's contribution to FCSS in establishing the municipal budget.

2. Determine a listing of all proposed FCSS activities, events and programming the County will fund or deliver directly. Based on County social priorities identify the programs and services to fund. This will include all programs delivered by the County, through third party agencies or other municipalities.

3. Review FCSS program delivery through CAG with a view to

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[48] Consistent with conceptual framework developmed for CAG, but not implemented currently.

[49] The FCSS Board would play a role to advocate for the social needs of County residents and ensure that the programs and services being funded address those needs. In addition, the FCSS Board would have a large accountability to County Council and Administration. CAG's role would be to provide greater efficiency in the regional delivery of programs and services, through reducing duplication, and minimize gaps in programming at a regional level.

[50] Funding priorities would be developed with FCSS Board which would impact the County budget process.

modifying funding decisions in the next budget cycle.

Role of CAG:

The Parkland County Family & Community Support Services Review completed in 2010 identified the need for the Collaborative Action Group (CAG) and the roles/responsibilities of this group. See Section1.3.1 for the current role of CAG.

The role of CAG should be fully executed. CAG will be used to share information, and provide a platform to discuss gaps in programming, and regional best practices.

Evaluation:

1. **Address Priorities:** 4 (good) The County has the option to directly fund and manage selected FCSS programming. The remainder of the programming will be selected from the application process and should align with County priorities.

2. **Efficient Service Delivery:** 3 (moderate) The efficiency with which FCSS programs and services are delivered is largely managed by the County. Depending on the adequacy in reporting and review of FCSS program delivery through CAG this score may be improved. Inadequate reporting and review

of FCSS program delivery could result in a lower score.

3. **Fairness:** 4 (good) Securing universal access to municipal partner FCSS programming is a key attribute of this option to achieving a high score on Fairness. Further, where there are deficiencies in municipal partner/ service agency programming these can be addressed by the County directly funding programming where it is needed or working through CAG to encourage municipal partner delivered programming.

4. **Simplicity:** 2 (poor) This option is relatively complex as the County takes a lead in addressing County FCSS funding priorities and delgating this responsibility to municipal partners and service agencies through the grant application process.

Option 3 Overall Score: 13/20

4.5.4. Option 4: Direct Delivery or Funding with CAG

This model would involve the County directly funding some FCSS programming and allocating the remainder of FCSS funding through a grant application process. Applications could be received by neighbouring municipalities and/or local service providing agencies. Municipal partners would share FCSS funding priorities through CAG.

The salient features of this option include:

▸ Establish a Parkland County FCSS Board that is comprised of council members from east and west as well as residents.

▸ Establish an application process for FCSS grants. This includes criteria for grant approval.

▸ The County funds and determines all FCSS activities, events and programming that it will undertake, through the application process. These activities are delivered under Parks, Recreation and Culture.

▸ CAG provides direction on regional priorities and member municipalities need to be transparent about program funding.

- County residents may not have universal access to FCSS programming delivered by participating municipal partners.

Decision Points:

In this option, the County has 5 key decisions to make:

1. Determine the County's contribution to FCSS in establishing the municipal budget.
2. Determine the FCSS activities, events and programming the County will fund and deliver directly.
3. Allocate remaining FCSS funding to municipal partners and service providing agencies through the grant application process. This allocation should align to County social priorites.
4. Consider CAG regional priorities and make any modifications to funding priorities based on CAG.
5. Review FCSS program delivery through CAG with a view to modifying funding decisions in the next budget cycle.

Role of CAG:

The Parkland County Family & Community Support Services Review completed in 2010 identified the need for the Collaborative Action Group (CAG) and the roles/responsibilities of this group. See Section1.3.1 for the current role of CAG.

In addition to the current role of CAG being fully implemented, CAG will be used to review all proposed program funding, gaps in programming and regional opportunities. This will ensure there is no duplication in programming and gaps are addressed.

Evaluation:

1. **Address Priorities:** 4 (good) The County has the option to directly fund and manage selected FCSS programming directly. The remainder of the programming will be selected from the application process and should align with County priorities.

2. **Efficient Service Delivery:** 4 (good) The efficiency with which FCSS programs and services are delivered is largely managed by the County. Depending on the effective reporting and review of FCSS program delivery through CAG this score may be improved. Ineffective reporting and review of FCSS program delivery could result in a lower score.

3. **Fairness:** 4 (good) Securing universal access to municipal partner FCSS programming is a key attribute of this option to achieving a high score on Fairness. Further, where there are deficiencies in municipal partner/ service agency programming these can be addressed by the County directly funding programming where it is needed or working through CAG to encourage municipal partner delivered programming.

4. **Simplicity:** 2 (poor) This option is relatively complex as the County takes a lead in addressing County FCSS funding priorities and delgating this responsibility to municipal partners and service providing agencies through the grant application process.

Option 4 Overall Score: 14/20

4.5.5. Option 5: Regional Collaboration Model

This model would involve the County and current municipal partners allocating all FCSS funding to a regional committee (CAG).

The salient features of this option include:

- Regional committee would need to agree on regional priorities and criteria for evaluating programs.
- The County advocates for the social priorities of residents.
- County residents have universal access to FCSS programming delivered by participating municipal partners.

Decision Points:

In this option, the County has 4 key decisions to make:

1. Determine the County's contribution to FCSS in establishing the municipal budget.

2. Identify the social priorities for County residents.

3. Allocate all FCSS funding to the regional committee to make decisions on the allocation of funding.

4. Review FCSS program delivery through CAG with a view to modifying funding decisions in the next budget cycle.

Role of CAG:

CAG would be the regional committee that oversees all decision making on the funding of FCSS programs and services across the region. The role of CAG would involve:

- Address regional social priorities.
- Allocate funding to optimize the efficiency in program delivery.
- Promote fairness in the delivery of programs and services across the region.
- Provide reporting to municipal partners on program delivery and cost.
- Minimize duplication in programming.

Evaluation:

1. **Address Priorities:** 5 (very good) The County has the option to directly fund and manage selected FCSS programming directly. The remainder of the programming will be selected from the application process and should align with County priorities.

2. **Efficient Service Delivery:** 5 (very good) The efficiency with which FCSS programs and services are delivered is largely managed by CAG and the region.

3. **Fairness:** 4 (good) Securing universal access to municipal partner FCSS programming is a key attribute of this option to achieving a high score on Fairness. Further, where there are deficiencies in municipal partner/ service agency programming these can be addressed by the County directly funding programming where it is needed or working through CAG to encourage municipal partner delivered programming.

4. **Simplicity:** 1 (very poor) This option is complex as CAG takes a lead in identifying priorities and delgating this responsibility to municipal partners and service providing agenciess. It requires all municipal partners to present their priorities and FCSS funding, and CAG to make decisions around the funding of programs and services.

Option 5 Overall Score: 15/20

4.6. Funding Option Summary

NOTE: Each of these could be evaluated against the same matrix.

4.6.1. Catchment Area Option (County Population)

This is the current funding allocation framework.

4.6.2. Municipal Partner Population Option[51]

This option would provide funding to municipal partners based on their population. In the case of rural municipal partners, the population of 'relevance' may be considered rather than the entire population of the rural municipality.

4.6.3. Combined Population Option

This option would combine the County's catchment area population with the population of the municipal partner. Weighting the County Catchment Area Population with the Municpal Population would be required. For example, the County's Catchment Area Population could be weighted 75% and municipal partner population 25% to determine allocation share.

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[51] Incpororating the municipal partner's population in the funding calculation is one option. The municipal partner's population size is reflective of the municipality's funding contribution to FCSS and therefore that municipality's capacity to provide a greater range of FCSS programs and services. With the universal access agreement, Parkland County residents would have access to that municipality's greater range of FCSS programs and services.

Funding Option Summary[52]

Funding Principle	1: Population Based Funding	2: Current Funding Model	3: Direct Delivery or Funding	4: Direct Delivery or Funding with CAG	5: Regional Collaboration Model
Address Priorities: Funding aligns with the social development needs of County residents.	2 (Poor)	4 (Good)	4 (Good)	4 (Good)	5 (Very Good)
Efficient Service Delivery: Funding should provide for and encourage value for money.	2 (Poor)	3 (Moderate)	3 (Moderate)	4 (Good)	5 (Very Good)
Fairness: Funding should be seen to fairly allocate available funding to meet the needs of all County residents.	2 (Poor)	4 (Good)	4 (Good)	4 (Good)	4 (Good)
Simplicity: The approach to funding is clear and not unnecessarily complicated.	5 (Very Good)	3 (Moderate)	2 (Poor)	2 (Poor)	1 (Very Poor)
Overall Score	11	14	13	14	15

[52] This assumes equal weighting of all funding principles towards overall score. The County can assign a different weighting to these funding principles to identify a different overall score for each funding option.

COMMUNITY ACTION PLAN

5. Community Action Plan

This section identifies suggested recommendations and actions that could address key priority areas and issues that emerged during the community engagement process. This Community Action Plan is intended for use by residents and stakeholders alike as we move toward addressing identified key themes and areas of concern in Parkland County.

5.1. Recommendations

This section outlines the key recommendations that have emerged and the short, medium and long term actions that will support addressing each of the recommendations. The section is organized to include the following information for each recommendation:

▸ **Proposed Recommendation:** This includes a description of the recommendation and any context related to the need.

▸ **Actions:** This includes actions that have arisen to address the proposed recommendation. These actions are based on input from stakeholders, residents and best practices.

▸ **Timeframe for Implementation:** This offers a proposed timeframe for implementation of actions including Short Term (S), Medium Term (M), and Long Term (L). It is assumed that Short Term is 1-2 years, Medium Term is 3-5 years, and Long Term is more than 5 years. The timeframe that has been proposed is based on reviewing the impact and the resources that would be consumed.

▸ **Responsibilities:** The primary and supporting stakeholders involved in addressing the recommendation.

▸ **Action Impact/Resource Matrix:** A snapshot to identify the impact/value of each action and a proxy for the Resource (Effort/Cost) required to implement the action. This could be used to identify which actions could be implemented in the short term as quick wins, and which would be more long term resource heavy actions.

▸ **Anticipated Impacts:** This outlines the benefits or value that would be achieved from implementation.

▸ **Indicators:** These indicators would allow Parkland County to evaluate the success of implementing actions and also continue to monitor gaps and make changes to the Community Action Plan to reflect the social needs of the community.

The Community Action Plan provides recommendations and actions on the basis of the social issues and needs identified during the engagement process at the time of this work. To ensure that the proposed recommendations and actions continue to align with the key priority areas and issues identified by residents, stakeholders and best practices, it is important to continue to monitor the effectiveness of recommendations and update the implementation plan. Section 6 provides a monitoring framework with indicators to assess the implementation of actions and can support the County's decision making on priorities going forward.

1. Improve mobility needs of County residents

According to the engagement process, transportation was identified as one of the key priorities by County residents and stakeholders. **Lack of transportation was the single biggest barrier to accessing programs and services.** Additionally, it was seen as an issue that impacts all demographics despite age or ability. With the County currently relying almost solely on private vehicles, along with rising gas prices, this issue is seen as only worsening over time without immediate attention, especially for those without access to transportation.

Some of the opportunities discussed to address this area included regional transit service, shuttle buses, ride sharing, and encouraging companies to organize and fund carpooling initiatives.

The Tri-Municipal Regional Transit Plan determined three overarching priorities for improved transit in the Tri-Municipal Region:

▶ The need for local service to connect communities within the Tri-Municipal area, in particular to serve the needs of youth, commuters, seniors and families.

▶ Significant opportunities to better coordinate / integrate the various transit services.

▶ The desire for more regional connection with Edmonton and Acheson, supported by continued growth of school and work commuter markets.

Actions

1. Implementation of scheduled transit connecting Parkland County to the Tri-Municipal area and Edmonton Metropolitan Region.

S	M	L
		L

2. Explore more ride share options for seniors.

S	M	L
	M	

3. More support for expanded service Spruce Grove Specialized Transit Service (STS), Stony Plain HandiBus, Community Connector Handi- Bus (Evansburg / Entwistle) into all parts of the County.

S	M	L
	M	

4. Further extension of Carpool connections (volunteer driver program) throughout the County,

that could be hosted on the County website.

S	M	L
S		

Parkland County has undertaken a Tri-Municipal Regional Transit Plan in participation with City of Spruce Grove and Town of Stony Plain.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Tri-municipal partners

▶ Private transportation providers and residents

▶ Province

Action Impact/Resource Matrix

High

Impact

Low

Low

High

Resource

4
3
2
1

Anticipated Impacts

▶ Increased access to programs and services

▶ Increased options to access transportation

▶ Improved quality of life

Indicators

▶ Ridership associated with transportation options available in the County

▶ Variety of transportation options available

▶ Variety of transportation options available by demographic

▶ Access to transportation options across the County by geography

▶ Count of County residents accessing programs and services throughout the County

1 Scheduled transit

2 Ride share for seniors

3 Support for existing services

4 Promote existing on County website

2. Provide diversity and improved access to recreation and leisure opportunities

Improved access to and diversity of recreation and leisure opportunities was identified as one of the key priorities by County residents and stakeholders. **Recreation and leisure are unique in their ability to build capacity – the personal, social, economic, and environmental benefits of recreation are the essence of a healthy community and individual well-being.** Recreation and leisure create opportunities for people to be active, offering diverse and enjoyable ways to stay healthy and engaged in their community. Physical activity and social activities both contribute to improved mental health and reduced feelings of isolation and loneliness.

The Parkland County Parks, Recreation and Culture Master Plan will provide Council and Administration with recommendations to consider for programs, services and facilities over the next 5 to 10 years.

Here are proposed actions that have been identified through the work in the Social Development Plan.

Actions

1. More utilization of community halls as a location for programming.

S	M	L

2. Work with school divisions to extend youth programming afterschool/weekends in County schools (Parkland School Division, Evergreen School Division).

S	M	L

3. More Parkland County Libraries free recreation passes.

S	M	L

4. Destination "pass" for day use and incentivize camping in the County that gives rebate to residents.

S	M	L

5. More walking and cycling trails.

S	M	L

6. More wellness programs.

S	M	L

7. More organized outdoor programs. Emphasize for under 14 years of age.

S	M	L

8. Offer more year round programming and programming on evenings and weekends.

S	M	L

9. Increase programming offered out of Parkland County Libraries.

S	M	L

The Parks. Recreation and Culture Master Plan implementation plan is currently underway.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Recreation and leisure service agencies
▶ School Divisions and local schools
▶ Community Leagues
▶ Local business community

Action Impact/Resource Matrix

High

Impact

Low

Low   High

Resource

6
2
3   7
1   4
5

1 Increase programming in community halls

2 Programming in County schools

3 Parkland County Libraries passes

4 Destination day use passes

5 Walking and cycling trails

6 Wellness programs

7 Organized outdoor programs

8 More programming time options

9 More programming out of libraries

Anticipated Impacts

▶ Increased participation in recreation and leisure opportunities as a method for leading a healthy active lifestyle

▶ Prevention for mental health issues

▶ Improved quality of life

▶ Healthy residents

Indicators

▶ Number of programs available to different age demographics

▶ Accessibility of programming (frequency, times, location across County, year round)

▶ Program attendance

▶ Number of programs offered through each community hall

▶ Number of Parkland County Libraries recreation passes and average wait time for pass

▶ Number of kilometres of walking and cycling trails

3. Improve access to mental health programs

Mental health includes emotional, psychological, and social well-being. It affects how we think, feel and act. Mental health is important in all stages of life, and impacts children, youth, adults and seniors. **Access to mental health supports and preventative programs is a key contributor to overall quality of life.**

The engagement process identified mental health as a priority area among all ages. Specifically, mental health concerns were related to depression, alcohol and drug use, isolation and loneliness, and crisis care.

In Parkland County, as with other rural communities, the wide spread geography can sometimes lead to increased feelings of depression and isolation for residents. In addition, an aging population also contributes to residents not being as mobile and increased vulnerability to isolation and other mental health issues.

Actions

1. Support mobile counselling services.

S	M	L

2. Facilitating support groups, and alcohol and drug use programming going out into community halls.

S	M	L

3. Work with AHS in promotion of their marketing campaign to bring greater awareness to mental health issues and the related stigma.

S	M	L

4. Update County website with "Crisis Services" link that can provide information and resources to residents when in urgent need. Include promotion of 24/7 remote conselling services that already exist.

S	M	L

5. School liaison worker in all County schools to support children and youth and connect them with resources. [53]

S	M	L

6. Use home care support and snow removal program as a link to connect with rural/isolated residents.

S	M	L

7. Promote and support 211 as a County wide information tool.

S	M	L

> Access, availability, and acceptance are all barriers to receiving adequate mental health supports in rural communities.

Primary Responsibility
▶ Province - Alberta Health Services

Supporting Responsibility
▶ Parkland County
▶ Local health and wellness service agencies
▶ School Divisions and local schools

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[53] This action has been identified in both Recommendation 3 and 4 as it apples to mental health services and engaging youth.

Action Impact/Resource Matrix

1 Mobile counselling services

2 Alcohol, drug use programming, support groups

3 Campaign mental health awareness

4 More information on County website

5 School liaison workers

6 Home care to connect with seniors

7 More promotion of 211

Anticipated Impacts

▶ Increased access to mental health resources

▶ Residents know where to go to seek mental health resources in the County

▶ Improved health

▶ Improved quality of life

Indicators

▶ Number of wellness programs offered throughout the County

▶ Track County website visitors

▶ Track 211 calls

▶ Number of County schools that have access to a school liaison worker

▶ Number of home care support/ snow removal clients

4. Engage youth in the community

Youth in rural communities are vital to building capacity, and transforming communities. Youth are young leaders that can head community initiatives, mentor other youth in the community, and recruit other youth to become engaged.

Supporting youth in the community, through training and education, and giving them a voice provides motivation and confirms their value to the community.

Engaging youth is necessary to continue to have strong communities. It is important that youth form an attachment to their local communities as this will encourage them to remain in the County after they reach adulthood.

Actions

1. Establish a Parkland County Youth Council.

S	M	L

2. Provide grants for youth led County events.

S	M	L

3. Promote and recognize young entrepreneurs in the community.

S	M	L

4. School liaison worker in all County schools to support youth and connect them with resources.[54]

S	M	L

5. Celebrate a County wide youth day annually that youth are involved in planning.

S	M	L

6. Support youth camps and seminars targeted to leadership, networking, and entrepreneurial skills.

S	M	L

7. Inter-generational programming that connects youth and seniors in the community.

S	M	L

8. Develop Parkland County Youth events page on website and forum for youth to connect.

S	M	L

In 2016, approximately 30% of the population in Parkland County was under 25 years of age.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ School Divisions and local schools
▶ Local business community
▶ Local agencies offering youth programming
▶ Community Leagues

---

[54] This action has been identified in both Recommendation 3 and 4 as it apples to mental health services and engaging youth.

Action Impact/Resource Matrix

1 Parkland County Youth Council

2 Grants for youth led events

3 Promote youth entrepreneurs

4 School liaison workers

5 Annual youth day

6 Youth camps, seminars

7 Inter-generational programs

8. Youth page on County website

Anticipated Impacts

▸ Increased youth engagement in the community

▸ Less isolated youth

▸ Increased inclusion

▸ Building community capacity and keeping more youth in the community after adulthood.

▸ More resilient and capable youth

Indicators

▸ Number of youth led events in the County

▸ Amount of grant funding given to youth for youth events

▸ Track youth participation at events

▸ Youth engagement and participation in the community

5.Expand services for families

Families are an integral part of building strong and healthy communities. Parkland County has a diverse population demographic, encompassing people of all stages of life. Social needs for people evolve as they move from youth to adulthood with children and seniors.

Providing adequate supports for families is an important step in continuing to foster healthy communities and build capacity within the County.

Actions

1. Supports for families/caregivers of aging family members and persons with disabilities (volunteer caregivers, seminars on managing, information on website). Include providing information on respite care for aging family members and persons with disabilities.

S	M	L

2. Support counselling options with on-site child care options.

S	M	L

3. More support to entrepreneurs to promote and set up licensed dayhomes, playschools/preschools in the County.

S	M	L

4. Provide more services for families within community halls.

S	M	L

Couple families with children (37%) is the largest family category in Parkland County.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Province

▶ Private counselling and wellness providers

▶ School Divisions and local schools

▶ Community Leagues

Action Impact/Resource Matrix

Impact (vertical axis: Low to High)

Resource (horizontal axis: Low to High)

1 Supports for caregivers of aging population

2 Counselling with on-site child care

3 Promotion of dayhomes, daycares

4 More programming in community halls

Anticipated Impacts

▶ Improve quality of life

▶ Reduce domestic violence

▶ Reduce caregiver burnout

▶ Increase access to child care options

▶ Improve access to resources for families

▶ Healthy families

▶ Better relationships

Indicators

▶ Number of volunteer caregivers

▶ Number of child care spaces (family dayhome, daycare, out of school care, licensed/unlicensed)

▶ Number of family events held at community halls

▶ Number of family/individual social wellness programs that offer on-site child care options

6.Better understand the gaps in housing need of residents

During the engagement process comments were received related to the lack of affordable housing in the County. To continue to allow young adults, families and seniors to live in the community, a more diverse range of housing options should be available. Young families identified the need for more starter homes as well as low cost and subsidized housing to be available to allow them to remain in the community and not have to seek lower cost housing elsewhere. Seniors and adults who are caregivers to seniors identified a need for supportive seniors housing to allow seniors to remain in close proximity to family.

It is important to gain an understanding of the housing needs of residents and the ability for the County and neighbouring municipalities to offer adequate housing to reflect the demographic.

Actions

1. Conduct a homeless count in Parkland County to understand the need.

S	M	L

2. Prepare an inventory of housing units and type within the County (by Division) and neighboring municipalities.[55]

S	M	L

3. Have information on the County website to support people in becoming landlords, grants for renovations and home repairs.

S	M	L

4. Increase promotion of multi-generational housing, secondary suites, and mobile housing units on properties.

S	M	L

5. Review options for spaces for homeless people and connecting them with the related supports they need.

S	M	L

6. Review current seniors aging in place supports.

S	M	L

Adequate housing options help to retain individuals and families within the community.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Tri-municipal partners
▶ Local housing agencies
▶ Local agencies providing services to homeless, at risk of homelessness population
▶ Housing First agencies
▶ Canada Mortgage and Housing Corporation

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[55] This would include details such as number of units by dwelling units, affordable housing, subsidized housing, rental units available, etc.

Action Impact/Resource Matrix

1 Homeless count

2 Inventory of housing

3 More housing information on County website

4 Promotion of housing options

5 Review supports for homeless

6 Review aging in place supports

Anticipated Impacts

▶ Encourage housing types for all demographics

▶ Encourage all ages to remain within the County

▶ Encourage aging in place

▶ Healthier communities

Indicators

▶ Number of housing units

  ▸ Single family

  ▸ Duplex/row housing

  ▸ Apartments

  ▸ Subsidized/Social housing units

  ▸ Seniors housing (supportive/ independent)

▶ Number of seniors aging in place programs/services

▶ Homeless population count

▶ Incidence of low income

▶ Percentage of households spending >30% of household income on shelter (housing affordability check)

7.Improve access to food

Access to basic necessities such as food and shelter are key to building healthy individuals and strong communities. Over the past several years, the economic downturn has had a significant impact on employment in the region. In turn, more residents have been challenged with addressing basic necessities and accessing the food bank. The local food banks have had an increase in the number of unique visitors and the volume of food they are providing to residents and families.

The community as a whole needs to work together to help support families and residents in accessing the nutrients required to lead healthy lifestyles. This will result in healthier students in schools, more active families and overall higher quality of life among residents.

Actions

1. Support cooking classes and community kitchens in community halls.

S	M	L

2. Work with School Divisions to encourage breakfast and lunch program in County schools.

S	M	L

3. Promote food donations to local food banks.

S	M	L

4. Encourage volunteerism for local food banks.

S	M	L

5. Reach out to local food retailers to offer food delivery service throughout the County.

S	M	L

6. Work with Alberta Health Services to campaign for nutrition in grocery stores and schools.

S	M	L

A nutritious diet and active lifestyle can help to prevent many ailments and mental health problems.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ School Divisions and local schools
▶ Local food retailers
▶ Local business community
▶ Community Leagues
▶ Province - Alberta Health Services
▶ Local agricultural producers

Action Impact/Resource Matrix

Anticipated Impacts

▶ Healthy residents

▶ Improve quality of life

▶ Better access to higher quality food

Indicators

▶ Food bank usage

▶ Number and usage of grocery delivery companies

▶ Number of breakfast and lunch programs within County schools

1 Cooking classes, community kitchens

2 School breakfast, lunch programs

3 Promote food donations

4 Volunteers for food banks

5 Food delivery service for rural

6 AHS nutrition campaign

8.Expand internet connectivity

Parkland County currently has 20 Parkland County owned internet towers across the County. Smart Parkland is an initiative that is currently underway Smart Parkland aims to get rural residents connected to the internet. The County is dedicated to connecting community, business, learning, lifestyle, health and agriculture through technology.

Actions

1. Expand number of internet boxes available at Parkland County Libraries.

S	M	L
	M	

2. Continue to expand County wide internet infrastructure.

S	M	L
		L

3. Inform residents of infrastructure progress and locations where internet connection can be expected.

S	M	L
S	M	L

Parkland County is one of the first municipalities in Alberta to set a strategic goal of providing reliable, reasonably priced, high speed Internet to 95% or more of its residents.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Internet providers

▶ Province

Action Impact/Resource Matrix

High

Impact

Low

1

3

2

Low

High

Resource

1 Number of rental internet boxes in libraries

2 Expand internet infrastructure

3 Keep residents informed

Anticipated Impacts

▶ Improve access to education and training opportunities

▶ More informed and connected population

▶ Improve access to information on County programs and services

Indicators

▶ Number of Parkland County Library internet boxes

▶ Number of County internet towers

▶ Percentage of County population that has internet access

▶ Continue to map access to and gaps in internet service by geography

9.Increase feelings of safety and security in the community

A sense of inclusion,safety and security are vital in shaping and enabling a community to flourish.

Throughout the engagement process, residents expressed their strong feelings in relation to community crime, and shared stories of property theft and other crime occurring in their communities.

Residents had strong emotions when articulating that local enforcement services and RCMP needed to do more in their community to make people safe. This is a common theme among rural municipalities, as the population is spread out and enforcement services have a larger, less densely populated area to monitor. As such, in addition to the formal RCMP and enforcement services in the County, it is important for residents, local agencies, businesses, and schools to play a larger role in building community inclusion, safety, security

and a connection with neighbours.

Actions

1. Develop a community safety strategy.[56]

S	M	L
	M	

2. Increase visibility of peace officers and citizens on patrol/ rural crime watch.

S	M	L
		L

3. Support domestic and family violence seminars.

S	M	L
		L

4. Work with RCMP to get data to understand where crime is occurring in the County and types of crime.

S	M	L
		L

5. Support theft proofing seminars.

S	M	L
		L

6. Promote a sense of community and feelings of unity through community signage and events, and promote Rural Crime Watch.

Continue to strengthen relationship between County and RCMP detachments.

S	M	L
S		

Crime prevention is everyone's responsibility. Residents need to support Rural Crime Watch in their community!

Primary Responsibility

▶ Parkland County
▶ RCMP

Supporting Responsibility

▶ Local crime watch/neighbourhood associations
▶ Local businesses

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[56] A community safety strategy would be developed to combat real and perceived feelings about safety in the community. This strategy could include areas related to engaging people in the community, creating safer neighborhoods, and preventing and suppressing crime.

Action Impact/Resource Matrix

High

Impact

Low

Low   High

Resource

1 Community Safety Strategy

2 Visibility of enforcement officers

3 Domestic and family violence seminars

4 Gather data on crime from RCMP

5 Theft proofing seminars

6 Promote sense of community

Anticipated Impacts

▶ Reduced domestic and family violence

▶ Community inclusion

▶ Feelings of security

▶ Reduction in crime

▶ More informed residents on protecting themselves and their property

Indicators

▶ Number of crimes (by type)

▶ Number of RCMP and County enforcement officers

▶ Number of calls to the enforcement services complaint line by type of call

▶ Public perception of community safety and crime (community survey)

10.Continue to build relationship with Indigenous population

Creating an inclusive community with respect and acceptance for everyone plays a large role in building a healthy community.

Parkland County has off-reserve Indigenous population living within the County, as well as two First Nations reserves neighbouring the County. While Parkland County does not have a mandate to provide on-reserve services, it is important to understand the specific social needs impacting the local First Nations and Métis populations. Ensuring there is a positive relationship between the County and the Indigenous communities supports residents and reduces barriers to accessing program and services.

Parkland County and other key stakeholders in the community should collaborate to build an effective communication strategy with the Indigenous communities.

Actions

1. Establish a First Nations contact with Enoch and Paul Band.

S	M	L

2. Identify needs specific to transitional services for newly off-reserve population.

S	M	L

3. Work with tri-municipal partners to implement strategies identified in the Tri-Municipal New Beginnings Project.

S	M	L

Parkland County has a growing off-reserve population and is situated among two First Nations Reserves: Paul Band First Nation and Enoch Cree First Nation.

Primary Responsibility

▶ Tri-municipal partners
▶ Parkland County

Supporting Responsibility

▶ Enoch and Paul Band
▶ School Divisions and local schools
▶ Local agencies that specifically provide programs and services to Indigenous population
▶ RCMP
▶ Province

Action Impact/Resource Matrix

Anticipated Impacts

▶ Better relationship with First Nations neighbours

▶ Improve quality of life for Indigenous population

▶ Better access to information on resources and supports for Indigenous population

▶ More inclusive communities

Indicators

▶ Number of joint initiatives (program, event, strategy)

▶ Number of meetings with County and First Nations neighbours

1 Contacts with First Nations communities

2 Identify needs of newly off reserve population (transitional supports)

3 Implement strategies from Tri-Municipal New Beginnings Project

11.Improve access to information

Parkland County residents are serviced by a wide array of social service agencies at the local, provincial and federal levels. While it is not unusual for people to be unaware of a service until they themselves are in need, the level of awareness of the services of local providers could be enhanced. Greater awareness of services would likely contribute to enhanced efficiency in people accessing programs and services during times of need.

The engagement process identified that in some instances there was a perceived need for more programming, but in fact there could be enhancements to the dissemination of information and people's ability to access information. Residents identified that online (County website) and social media were key ways in which they would prefer to access information in the future.

Actions

1. Update County website with easy access to social services supports by demographic, including programs offered by partner municipalities.

S	M	L

2. Develop a communication strategy to enhance sharing of information through social media to the community, including County website for community surveys.

S	M	L

3. Use home care and snow removal program as a tool to send out messaging on programs, resources and events.

S	M	L

4. Work more closely with schools, community halls and libraries to promote community programs and events.

S	M	L

5. Work with 211 to offer service to entire County.

S	M	L

6. Establish a west FCSS resource centre. This could be expansion of Wabamun and Area FCSS or in the newly proposed community hub in Entwistle.

S	M	L

7. Community halls should have key contact information for community liaisons and municipal partners.

S	M	L

The Parkland County website should have a resource listing of all County delivered or funded programs and services. This includes the programs and services offered through municipal partners.

Primary Responsibility

▶ Parkland County

Supporting Responsibility

▶ Province
▶ School Divisions and local schools
▶ Community Leagues

Action Impact/Resource Matrix

1 More information on County website

2 Communication strategy

3 Home Care tool to send out information

4 Promotion of community events

5 211 service to all residents

6 West FCSS resource centre

7 List of contacts at halls

Anticipated Impacts

▶ More informed residents

▶ Increased participation in programs and services

▶ Better connection to County residents through use of website and social media

▶ Reduce social isolation

▶ More access to information and resources for County residents

▶ More utilization of community halls

▶ Build capacity in communities

Indicators

▶ Track County website visitors

▶ Number of social media posts and engagements

▶ County website community survey participation

▶ Attendance/usage of west FCSS resource centre

12. Define Parkland County FCSS Program

Family and Community Support Services (FCSS) is a funding program to assist municipalities in meeting community social needs. The program is flexible in terms of both the range of programming it can be used for; and how municipalities can directly deliver or partner with other municipalities or third parties to provide appropriate programming.

Parkland County currently uses a FCSS framework that both directly delivers and funds other municipalities/agencies to deliver FCSS programs.

Taking an active role in FCSS programming is important to ensure that the social needs of residents are being addressed and FCSS funding is being efficiently and effectively used. Playing a larger role in FCSS will allow the County to advocate on behalf of its residents to ensure that community needs are being matched with relevant service offerings.

Actions

1. Establish a dedicated FCSS coordinator for the County who advocates for the social needs of residents and liaises with FCSS municipal partners, School Divisions, First Nations and other key stakeholders.

S	M	L

2. Establish a FCSS Board made up of councillors from east and west and residents.

S	M	L

3. Prepare an annual assessment of FCSS programs and monitor success of programs and evaluation of meeting social needs of residents.

S	M	L

For more information on proposed recommendations around the FCSS Framework, see Section 4.

Primary Responsibility
▶ Parkland County

Supporting Responsibility
▶ FCSS municipal partners
▶ Enoch and Paul Band
▶ Local social service agencies

Action Impact/Resource Matrix

High

Impact

Low

Low   High

Resource

1 Dedicated FCSS Coordinator

2 FCSS Board

3 Annual assessment of FCSS programs and services

Anticipated Impacts

▶ Better advocacy for social needs of residents

▶ Increase representation of needs from all parts of the County

▶ Increase accountability of FCSS spending

Indicators

▶ Number of programs that address social priorities

▶ Annual review of gaps in programming

▶ Review program participation

▶ Review of community needs and priorities

13. Build capacity within communities in the County

Rural municipalities, such as Parkland County, differ in their ability to have a sense of community because of the geographic area. As a result, often these municipalities have smaller communities that emerge within the municipality. These communities tie together populations that are in close proximity, belong to the same school, and/or share a community hall. In the case of Parkland County they have several hamlets[57] throughout the County that can be used as focal points to continue to strengthen communities.

In strengthening the entire County, there should be a focus to build capacity within each of these hamlets. These communities should have capacity to support their youth, encourage and facilitate volunteerism, have local access to programs and services, host local events, have a local support network, and engage in rural crime watch. This will lead to more engaged and inclusive communities.

Actions

1. Continue to establish key community contacts that liaise with County community development coordinators.

S	M	L

2. Continue to offer grants to communities to host events or provide services for community residents.

S	M	L

3. Continue to support agencies from municipal partners to come into communities for programming to address priority areas.

S	M	L

4. Host Council meetings/visits in communities to provide residents an opportunity to engage.

S	M	L

5. Support communities in establishing/extending role of community leagues.

S	M	L

Parkland County currently is working on a Hamlet Revitalization Strategy that will also serve to strengthen communities.

Primary Responsibility

- ▶ Parkland County
- ▶ Hamlets
- ▶ Parkland County residents

Supporting Responsibility

- ▶ Community Leagues
- ▶ Local business community
- ▶ School Divisions and local schools

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[57] Hamlets include Carvel, Duffield, Entwistle, Fallis, Gainford, Keephills, and Tomahawk.

Action Impact/Resource Matrix

High

Impact

Low

2

3

1

4

5

Low   High

Resource

1 Key community contacts

2 Grants to community to host events

3 Support agencies to offer programming

4 Council meetings/visits to communities

5 Extend role of Community Leagues

Anticipated Impacts

▶ More capacity within communities across the County

▶ Healthier communities

▶ More access for residents

▶ More engaged residents

Indicators

▶ Number of key community contacts/leaders across the County

▶ Amount of grant funding provided to communities to host community events

▶ Number of Council meetings held outside of Parkland County Center

5.2. Community Action Plan Summary

The suggested actions[58] that could address key priority areas and issues that emerged during the community engagement process are summarized here. This Action Plan is intended for use by residents and stakeholders alike as we move toward addressing identified key themes and areas of concern in Parkland County.

Over the period 2001 and 2016, Parkland County has continued to experience growth, growing at an annual average growth rate of 1.1% over this period, an increase in over 4,800, for a total of 32,097 residents. Through this process residents have expressed their social needs and the opportunities and challenges they encounter. These included:

▶ Improved access to transportation

▶ Recreation and leisure opportunities

▶ Mental health supports

▶ Jobs and training opportunities

▶ Housing supports

▶ Family services

Some of the key issues that were identified by residents across the County included:

▶ Criminal activity

▶ Alcohol and drug use

▶ Lack of public transportation

▶ Depression

▶ Isolation and loneliness

▶ Lack of housing for all stages of life

Addressing transportation could potentially help in addressing several of the other key concerns of residents. For example, transportation options would mean:

▶ Youth would have more opportunity to get to programs and services in the County.

▶ Seniors and other residents with mobility challenges in the community might feel less isolated and have a greater sense of belonging if able to get to events, programs, services, and/or appointments.

A common theme that emerged was related to more mobile services being provided across the County, including health and wellness programming and recreation and leisure opportunities. The local community halls, libraries and schools were identified as community hubs and good locations to host these services.

Parkland County residents are currently serviced by a wide array of social service agencies at the local, provincial and federal levels. While it is not unusual for people to be unaware of a service until they themselves are in need, the level of awareness of the services of local providers could be enhanced. Greater awareness of services would likely contribute to enhanced efficiency in people accessing programs and services during times of need.

The Community Action Plan is meant to be a tool used by community residents, local agencies, municipal partners and Parkland County to collaborate in planning to address these priority areas and issues. It provides a feasible, impactful path toward addressing some of the key themes identified during the engagement process. Cross-sectional planning, collaboration between community organizations and/or the business community, and advocacy from local groups will aid in developing strategies to strengthen the well-being of Parkland County residents.

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58 Actions have been broken out by Short Term (1-2 years), Medium Term (3-5 years), and Long Term (Over 5 years)

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
1. Improve mobility needs of County residents									
Implementing scheduled transit			X	X	X	X	X	X	X
Increase transportation for seniors		X			X			X	
More support for existing transportation services in tri-municipal area		X			X			X	
Promote and expand volunteer driver program	X				X		X		
2. Provide diversity and improved access to recreation and leisure opportunities.									
Increase programming in community halls		X		X	X			X	
Work to extend after school/weekend programming in local schools			X		X			X	
More Parkland County Libraries recreation passes	X			X	X		X		
Destination pass for day use		X			X			X	
More walking and cycling trails			X		X			X	
More wellness programs			X		X	X		X	X

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
2. Provide diversity and improved access to recreation and leisure opportunities.									
More organized outdoor programs		■			■			■	
More year round and evening and weekend programming		■				■			■
Increase programming out of Parkland County Libraries		■				■		■	
3. Improve access to mental health programs									
Mobile counselling services			■		■	■		■	
Support groups in community halls		■			■	■			■
Marketing campaign for mental health awareness	■			■	■		■	■	
Update County website with Crisis Services information	■				■	■		■	
School liaison worker in all schools			■		■	■			■
Home care support to connect with isolated seniors		■				■	■	■	
Promote and support 211			■		■			■	■

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
4. Engage youth in the community									
Establish Parkland County Youth Council		■			■			■	
Provide grants for youth led County events			■		■			■	■
Promote young entrepreneurs in community		■			■	■		■	
School liaison worker in all schools			■		■				■
Annual youth day			■		■			■	■
Support youth camps and seminars			■			■	■	■	
Inter-generational programming connecting youth and seniors		■		■	■		■	■	
Develop Parkland County Youth events page on website and forum for youth to connect	■				■		■	■	
5. Expands services for families									
Supports for caregivers of aging family members			■	■	■	■	■	■	■
Counselling options with child care options			■	■	■			■	

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
5. Expands services for families									
More support for licensed child care providers		X		X	X		X	X	
More services for families within community halls	X				X	X		X	X
6. Better understand the gaps in housing need of residents									
Conduct a homeless count			X		X			X	X
Inventory of housing		X			X			X	
County website information on landlords, renovation/repair grants	X			X	X		X	X	
Promote multi-generational housing, secondary suites, and mobile units		X			X		X		
Review options for spaces for homeless population and connecting supports			X		X	X		X	X
Review current seniors aging in place supports and address need for more		X			X	X	X	X	

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
7. Improve access to food									
Support cooking classes and community kitchens in community halls	■				■		■	■	
Encourage breakfast and lunch programs in County schools		■				■		■	■
Promote food donations to local food banks	■				■	■	■		
Promote volunteers for food banks		■			■		■		
Reach out to local food retailers to offer food delivery in all parts of County		■			■	■		■	■
Work with Alberta Health Services to campaign for nutrition in grocery stores and schools		■			■		■	■	
8. Expand internet connectivity									
Expand number of internet boxes available at Parkland County Libraries		■			■		■	■	
Continue to expand County wide internet infrastructure			■			■			■
Inform residents of infrastructure progress and locations.	■	■	■		■		■		

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
9. Increase feelings of safety and security in the community									
Develop community safety strategy		●			●			●	
Increased visibility of RCMP and enforcement officers			●		●	●		●	
Support domestic violence seminars			●	●	●		●	●	
Work with RCMP to get local crime statistics			●		●		●	●	
Support theft proofing seminars			●		●		●	●	
Promote sense of community and unity through community signage and events	●			●			●		
10. Continue to build on relationship with Indigenous population									
Establish a First Nations contact with Enoch and Paul Band		●				●	●		
Identify the needs of local Indigenous population living within the County			●		●			●	●
Identify needs specific to transitional services for newly off-reserve population			●			●		●	●

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
11. Improve access to information									
Update County website with social services resource listing by demographic	X					X	X	X	
Develop a communication strategy for sharing information through social media	X				X		X	X	
Use Home Care as a tool to send out messaging to isolated residents		X			X		X	X	
Work with schools, community halls and libraries to promote programs and events		X			X		X	X	
Work with 211 to offer services to entire County			X		X	X	X	X	
Establish a west FCSS resource centre			X		X	X		X	X
Community halls should have key contact information for community liaisons and municipal partners	X			X			X		
12. Define Parkland County FCSS Program									
Establish a dedicated FCSS coordinator for the County		X			X	X		X	X
Establish a FCSS Board		X			X	X		X	

Recommendation/Action	Term			Impact			Resource		
	S	M	L	Low	Medium	High	Low	Medium	High
12. Define Parkland County FCSS Program									
Establish a dedicated FCSS coordinator for the County		X			X	X		X	X
Establish a FCSS Board		X			X			X	
Prepare annual assessment of FCSS programs and monitor success		X			X			X	
13. Build capacity within communities									
Establish key community contacts that liaise with County coordinators	X				X		X		
Offer grants to communities to host their own events			X		X	X		X	X
Support agencies to come in and host local programming			X		X	X		X	
Host Council meetings in communities across County		X			X		X		
Establish/extend role of Community Leagues		X			X		X		

MONITORING FRAMEWORK

6. Monitoring Framework

This section outlines the Monitoring Framework of the Plan. The Monitoring Framework is a tool that can be used on an ongoing basis to monitor the status of the implementation of the recommendations and actions. The framework should identify if actions are resulting in intended outcomes or if changes need to be made to the action plan to address evolving social needs.

The purpose of the monitoring framework is to:

- ▶ Track indicators to identify if they are making progress towards the Anticipated Impacts.
- ▶ Annual review of actions and alignment with social priorities.
- ▶ Identify if the social priorities call for any new or revised actions.

The Monitoring Framework should include:

- ▶ Annual community survey to see if the social priorities have changed or if progress has been made on actions.
- ▶ Annual community follow up to notify residents of work that has been completed for recommendations and highlight the successes.

6.1. How to Use This Tool

For each recommendation a set of Anticipated Impacts, Indicators and Data Sources have been presented in the following section..

The purpose of each is presented below:

- ▶ Anticipated Impacts: This outlines the benefits or value that would be achieved from implementation.
- ▶ Indicators: This is the data used to measure changes that provide progress towards the anticipated impacts.
- ▶ Data Sources: Sources have been presented for indicators. Some information may be publicly available, however in other instances the County may need to collect data from residents, municipal partners, third party agencies, or other community stakeholders to help measure the impacts.

It is important that the Our Communities, Our People: Parkland County Social Development Plan is kept as a living document that the County continues to further develop and shape to address the evolving needs of the community.

The Monitoring Framework is a tool that will help to ensure the Plan continues to provide insight into priorities for the County, and the steps needed to address the social issues and needs of residents and stakeholders across the County.

In addition, the County needs to ensure they are continuing to report back to the community. Informing residents of the successful outcomes, and perhaps changing priorities is important to continue to keep community members engaged and supportive of County initiatives.

The Plan is a useful starting point to begin addressing the social needs in the community, however it needs the support of community residents and stakeholders to be effectively executed and to take full advantage of all the current strengths and opportunities that exist within the County today.

6.2. The Indicators

The following section presents each recommendation including the Anticipated Impacts, Indicators and Data Sources.

Improve mobility needs of County residents

Anticipated Impacts	Indicators	Data Source
Increased access to programs and services Increased options to access transportation Improved quality of life	Ridership associated with transportation options available in the County Variety of transportation options available Variety of transportation options available by demographic Access to transportation options across the County Count of County residents accessing programs and services throughout the County	Data on ridership and number of programs from local transportation agencies Track inventory of programs and program demographic target on County website Track location of programs and events being hosted throughout the County

Provide diversity and improved access to recreation and leisure opportunities

Anticipated Impacts	Indicators	Data Source
Increased participation in recreation and leisure opportunities as a method for leading a healthy active lifestyle	Number of programs available to different age demographics.	Track programs and services offered by demographic group and program purpose, including FCSS and non FCSS
Prevention for mental health issues	Accessibility of programming (times, location across County, year round)	Get program attendance from program providers
Improved quality of life	Program attendance	Track all programs and events in community halls
Healthy residents	Number of programs offered through each community hall	
	Number of Parkland County Libraries recreation passes and average wait time for pass	Track number of Parkland County Libraries recreation passes and average wait times
	Number of kilometres of walking and cycling trails	Track the kilometres of walking and cycling trails

Improve access to mental health programs

Anticipated Impacts	Indicators	Data Source
Increased access to mental health resources	Number of wellness programs offered throughout the County	Track social wellness programs and location
Residents know where to go to seek mental health resources in the County	Track County website visitors	Track County website users for the Crisis Users resource listing
Improved health	Track 211 calls	Track calls to 211
Improved quality of life	Number of County schools that have access to a school liaison worker	Track the number of residents that are reached through the snow removal and Home Support programs
	Number of home care support/snow removal clients	

Engage youth in the community

Anticipated Impacts	Indicators	Data Source
Increased youth engagement in the community	Number of youth led events in the County	Track number of youth focused or youth led events in the County
Less isolated youth	Amount of grant funding given to youth for youth events	Track grant funding that is given from Parkland County to youth to host youth events
Increased inclusion	Track youth participation at events	
Building community capacity	Youth engagement and participation in the community	Track number of youth attendees at youth events
More resilient and capable youth		

Expand services for families

Anticipated Impacts	Indicators	Data Source
Improve quality of life	Number of volunteer caregivers	Volunteer caregiver program
Reduce domestic violence	Number of child care spaces (family dayhome, daycare, out of school care, licensed/unlicensed)	Child care agencies
Reduce caregiver burnout	Number of family events held at community halls	Track events at community halls
Increase access to child care options		
Improve access to resources for families	Number of family/individual social wellness programs that offer on-site child care options	
Healthy families		
Better relationships		

Better understand the gaps in housing need of residents

Anticipated Impacts	Indicators	Data Source
Encourage housing types for all demographics Encourage all ages to remain within County Encourage aging in place Healthier communities	Number of housing units: - Single family - Duplex/row housing - Apartments - Subsidized/Social housing units -Seniors housing (supportive/independent) Incidence of low income Percentage of households spending >30% of household income on shelter (housing affordability check) Number of seniors aging in place programs/services Homeless population in County	Local housing agencies Home Care Homeless count project Statistics Canada - Census

Improve access to food

Anticipated Impacts	Indicators	Data Source
Healthy residents	Food bank usage	Local food banks
Improve quality of life	Number and usage of grocery delivery companies	Grocery retailers
Better access to higher quality food	Number of breakfast and lunch programs within County schools	School Divisions and local schools

Expand internet connectivity

Anticipated Impacts	Indicators	Data Source
Improve access to education and training opportunities	Number of Parkland County Library internet boxes	Parkland County Libraries
	Number of County internet towers	Parkland County
More informed and connected population		
	Percentage of County population that has internet access	
Improve access to information on County programs and services		
	Continue to map access to and gaps in internet service by geography	

Increase feelings of safety and security in the community

Anticipated Impacts	Indicators	Data Source
Reduced domestic violence	Number of crimes (by type)	RCMP
Community inclusion	Number of RCMP and County enforcement officers	Parkland County Enforcement Services
Feelings of security	Number of calls to the enforcement services complaint line by type of call	Community survey results
Reduction in crime		
More informed residents on protecting themselves and their property	Public perception of community safety and crime (community survey)	

Continue to build relationship with Indigenous population

Anticipated Impacts	Indicators	Data Source
Better relationship with Indigenous neighbours	Number of joint initiatives (programs, events, strategies)	Track meetings with First Nations contacts
Improve quality of life for Indigenous population	Number of meetings with County and First Nations neighbours	
Better access to information on resources and supports for Indigenous population		
More inclusive communities		

Improve access to information

Anticipated Impacts	Indicators	Data Source
More informed residents	Track County website visitors	Parkland County website statistics
Increased participation in programs and services	Number of social media posts and engagements	Community survey
	County website community survey participation	Track usage of west FCSS resource centre
Better connection to County residents through use of website and social media	Attendance/usage of west FCSS resource centre	
		Track attendance at community events and corresponding marketing/ promotion of events
Reduce social isolation		
More access to information and resources for County residents		
More utilization of community halls		
Build capacity in communities		

Define Parkland County FCSS Program

Anticipated Impacts	Indicators	Data Source
Better advocacy for social needs of residents Increase representation of needs from all parts of County Increase accountability of FCSS spending	Number of programs that address social priorities Annual review of gaps in programming Review program participation Review of community needs and priorities	Track all FCSS programs that County funds and attendance at programs and alignment with social priorities

Build capacity within communities in the County

Anticipated Impacts	Indicators	Data Source
More capacity within communities across the County	Number of key community contacts/leaders across the County	Track amount of grant funding given to communities
Healthier communities	Amount of grant funding provided to communities to host community events	Track number of events hosted by communities and participation
More access for residents		
More engaged residents	Number of Council meetings held outside of Parkland County Center	