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Downtown Black Diamond

AREA REDEVELOPMENT PLAN

ACKNOWLEDGEMENTS

The development of the Downtown Black Diamond Area Redevelopment Plan (ARP) was guided by the involvement of many different individuals and would not have been possible without their devoted commitment to the community, and their help in creating a document that will achieve a vibrant downtown for the people.

The ARP team would like to extend gratitude and appreciation to those that spent their time filling out surveys, and attending a virtual workshop, to help us understand the opportunities and constraints within downtown and help to curate a community driven vision for the future of this area. This plan was informed from those insightful inputs and recommendations.

Thank you to all that participated (listed below).

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Working Group Members: Robert Smulders, Quinton Brown, Pam Lyken, Jessica Harcombe-Fleming, Richard Brotherston, Sanjeev Kapila, Ken Dutton, Nancy Dutton, Mayor Ruth Goodwin (2021), Councillor and Deputy Mayor Daryl Lalonde (2021, 2022), Mayor Brendan Kelly (2022), Councillor and Deputy Mayor Veronica Kloiber (2021, 2022), Councillor Chad Vandenhoek (2022)

Town of Black Diamond Administration: Chief Administrative Officer (CAO) Sharlene Brown, Planning Manager Rod Ross, Planning & Development Officer Denice Stewart, and Planning & Economic Development Assistant Shelley Broadley

Joint Friendship Advisory Committee (JFAC)

The Public

Alberta Transportation

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1. Introduction

1.1 Purpose of the Area Redevelopment Plan

This Area Redevelopment Plan (ARP) provides a framework for the planning and future development of the Town of Black Diamond's Downtown. It establishes a vision for what it can become and presents the approach to realize it.

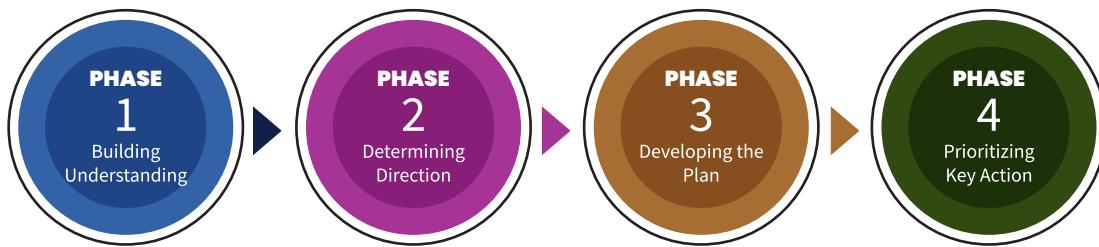
1.2 Legislative Requirements of the Area Redevelopment Plan

An Area Redevelopment Plan (ARP) is a statutory plan established by the Municipal Government Act (MGA). A Council may choose to designate an area of the municipality as a development area, in this case, the downtown of Black Diamond, to do any or all of the following:

- Preserve or improve upon land and buildings.
- Rehabilitate, remove, construct, or replace buildings.
- Establish, improve, or relocate roads, public utilities or other services.
- Facilitate any other development.

An ARP must describe the objectives of a plan and how they are to be achieved. It must also describe proposed land uses for the redevelopment area. Redevelopment and intensification often result in a need for infrastructure improvements. Redevelopment levies are one mechanism for financing improvements, and if a levy is to be imposed, the ARP must describe the reasons for doing so. Any plans to acquire land for municipal use, school or parks and recreation facilities, or any other purposes, must also be identified.

Figure 1. Phases of ARP Development



1.3 Interpretation

The Downtown Black Diamond ARP is organized into seven sections. A brief description of each section and their application is outlined below:

1. Introduction: a description of the purpose and role of the ARP, the process to developing it, and how it aligns with other key documents.

2. Planning Context: a summary of the area this Plan applies to and its history.

3. Public Engagement: outlines how public engagement was conducted, including the different tactics, activities, and stakeholders involved.

4. Vision: a statement of what downtown Black Diamond will be in the future.

5. Guiding Principles: identifies ten guiding principles developed through public engagement that establish a framework to guide future development, investment, and decision making. They also provided a lens through which policy was developed.

6. Key Focus Areas: outlines six key policy focus areas and for each, outlines the current condition, describes what feedback was received, establishes plan objectives relative to these focus areas, and establishes policies to meet these objectives.

7. Implementation: provides a framework and considerations for implementing the plan.

1.4 How We Got Here

The Town of Black Diamond began working towards the development of an ARP for the downtown in June 2021. The intent of the ARP is to clearly define a vision for the downtown and identify key actions that must be taken to achieve this vision. The development of this plan was divided into four major phases (**Figure 1**):

PHASE 1. Building Understanding

The intent of the first phase of the project was to build an understanding of the current state of the downtown and highway corridors from a variety of perspectives. This allowed the project team to become familiar with background information, conduct site analysis, meet with the Working Group, and receive public input to gain an understanding of the aspirations, opportunities, and challenges within the Downtown ARP area.

PHASE 2. Determining Direction

Information collected during Phase 1 was used to develop a community-driven, cohesive vision for the Downtown ARP that reflects the imagination, aspirations, and commitment of the community.

PHASE 3. Developing the Plan

A preliminary Downtown ARP was drafted during this phase with the community to receive feedback on the community-driven vision and the key components of the plan.

PHASE 4. Prioritizing Key Actions

During this phase, input from Phase 3 was used to refine the Downtown ARP. Upon completing the final Downtown ARP and Implementation Plan, feedback from the community is sought to inform project prioritization and timing.



Municipal
Development Plan

Bylaw #01 – 14
Office Consolidation

Office Consolidation dated June 17, 2020

1.5 Alignment to the Statutory Plans & Other Documents

The following section provides a high-level overview of the applicable statutory and non-statutory documents that apply to the ARP Plan area. The ARP reflects the applicable elements of these documents as described below.

Municipal Development Plan (MDP) (2001)

The MDP, Bylaw No.01-14, provides a guiding framework for future development in the Town. The policies within the MDP must be followed by, and inform, all other statutory documents, including ARPs. The Town of Black Diamond's MDP was adopted in 2001 and establishes six goals that guide all subsequent policy development. One goal specifically speaks to the downtown area:

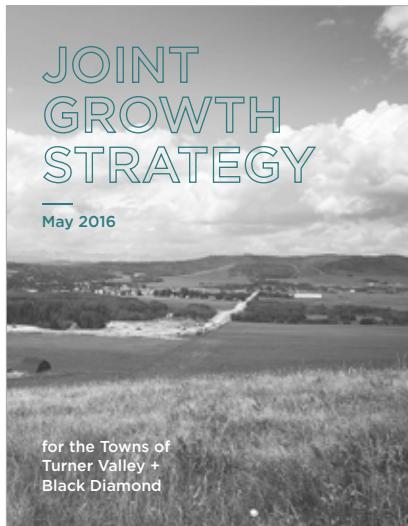
“To encourage and promote the redevelopment and revitalization of the downtown commercial area and downtown fringe neighbourhoods.”

There are several other applicable policies and objectives that apply to the downtown, including:

1. Reinforce the downtown as the primary retail area;
2. The introduction of residential dwellings located above commercial and industrial use will be supported in the downtown, and light industrial areas.

*“To encourage and promote the **redevelopment and revitalization** of the downtown commercial area and downtown fringe neighbourhoods.”*

Municipal Development Plan (2001)

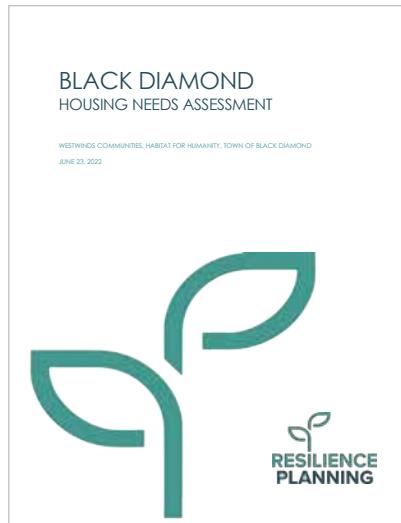


Joint Growth Strategy (2016)

The Joint Growth Strategy was prepared for and by the Towns of Turner Valley and Black Diamond. This document is intended to be the foundation for both towns to review and update statutory plans (Municipal Development Plans and Intermunicipal Development Plans) and coordinate future infrastructure. This includes an assessment of:

- Land needs (based on expected population growth);
- Land suitability; and,
- Associated implications for infrastructure servicing.

Specifically applicable to the downtown, the Joint Growth Strategy establishes density and intensification requirements; residential densities of 8 to 10 units per gross residential acre, where a minimum 25% of that growth should be accommodated by redevelopment of existing areas. Development within the ARP area should consider these density and intensification parameters.

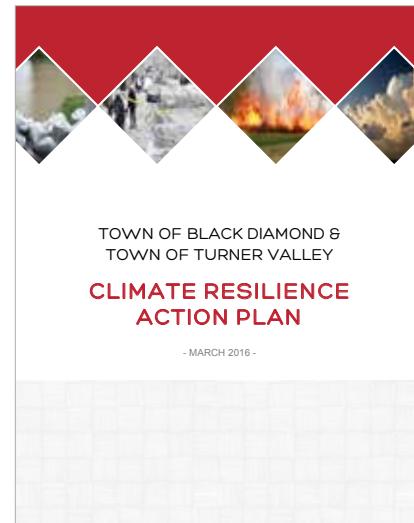


Black Diamond Housing Needs Assessment (2022)

The Towns of Black Diamond and High River, Habitat for Humanity's Foothills Chapter, Westwinds Communities (WWC) and Resilience Planning conducted a comprehensive analysis for affordable housing needs over the next 5 and 10 years. Key findings from this assessment include, but are not limited to:

- Renters are struggling with affordability in Black Diamond
- Lone-person households are growing
- Black diamond is aging rapidly
- Housing is primarily single-detached houses

There is currently a large need for 1-2-bedroom units and current supply is mostly 2-4 bedroom units. Projected need to 2026 and 2031 sees this trend continuing well into the future. The Downtown ARP includes provisions to help achieve a wider variety of housing options through intensification of the downtown and surrounding area.

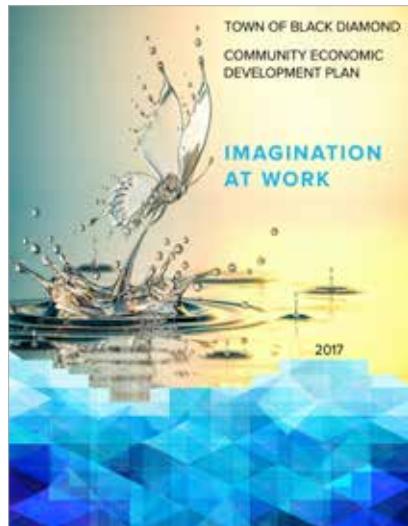


Climate Resilience Action Plan (2016)

The Towns of Black Diamond and Turner Valley have prepared a Climate Resilience Action Plan to better prepare for potential impacts of climate change, by identifying measures to manage priority risks and opportunities expected to result from climate change over the next several decades. Four priorities were identified as needing immediate action and are the focus of the plan:

1. Wildfire (risk);
2. Loss of wetlands (risk);
3. Water supply shortage (risk); and,
4. Increase in summer tourism (opportunity).

TOWN OF BLACK DIAMOND



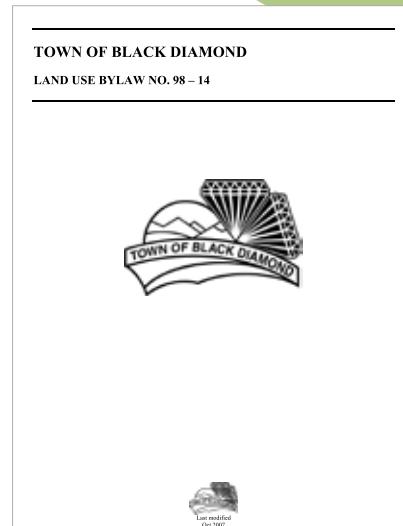
Community Economic Development Plan (2017) – “Imagination at Work”

The Town of Black Diamond developed this community economic development plan to envision a community that supports innovation and attracts entrepreneurs. This document outlines six different goals to help achieve the overall vision of achieving a positive small-town atmosphere, respect for the environment, heritage appreciation, and healthy economic growth.

One of the stated goals is to ‘**Solidify a Soulful Downtown**’ via the following various recommended actions:

- Expansion of the historical downtown area via MDP and LUB amendments (shown in green in **Figure 2**);
- Encouragement of professional services on second floor of multi-unit, mixed use developments
- Consider additional permitted uses to support changing marketplace
- Encouragement of work/live development.

The ARP includes objectives and policies that align with the stated goals of this economic development plan to help create a downtown that provides multiple housing types, job and business opportunities while maintaining a small town, historical feel.



Town of Black Diamond Land Use Bylaw (LUB)

The LUB divides the Town into different districts (or zones) and regulates development within Black Diamond. The LUB is a regulatory document that acts as a tool to implement the Towns higher order planning documents, such as the Municipal Development Plan. As such, following the adoption of the Downtown ARP, the LUB will need to be updated to better align with, and be able to effectively implement the policy direction identified in this Plan.



Figure 2. Town of Black Diamond, Economic Development Plan – Imagination At Work Map, Page 41

2. Planning Context

The Town of Black Diamond is located approximately 50km southwest of Calgary surrounded by Foothills County (Figure 3). It is also approximately 4km northeast of Turner Valley, along Highway 22 and across the Sheep River. The proximity to the neighboring Town of Turner Valley provides multiple opportunities for partnerships, joint initiatives, shared service delivery and shared amenities.

In January 2023, Black Diamond and Turner Valley will amalgamate to become one community called Diamond Valley. The Downtown Black Diamond ARP is a document specific to downtown Black Diamond with area-specific objectives and policies that relate to downtown Black Diamond's unique opportunities and challenges, physical character, street network, and development pattern. Further discussion will be required following amalgamation to explore opportunities to leverage Turner Valley's downtown for the benefit of residents and visitors alike.

The Town has been experiencing modest population growth over the past 20 years, from approximately 1,866 in 2001 to 2,800 in 2021. Black Diamond was traditionally a coal and oil and gas-based economy, and today, construction, health care & social assistance, and retail

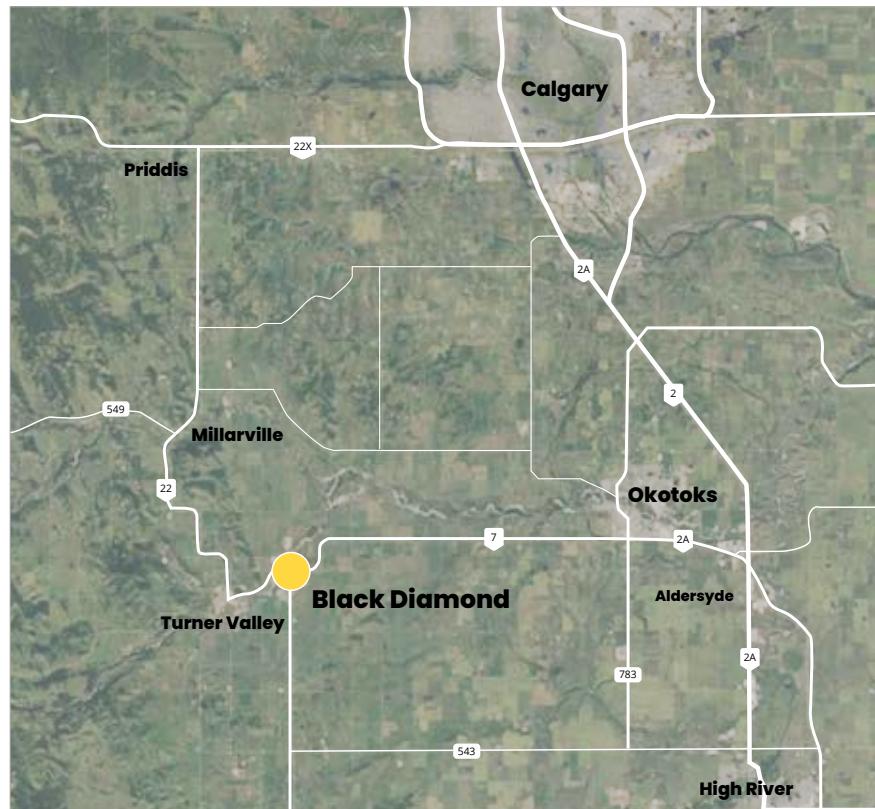


Figure 3. Regional Context

trade are the sectors with the largest labor force. The local economy is currently characterized by a strong concentration in construction and retail, with secondary concentration in accommodation and food services, and "other services." Together, construction and retail represent 52% of business licensing (2017 Town of Black Diamond Economic Development Plan – Imagination At Work). Black Diamond is a commuter

Town with a large proportion of residents commuting elsewhere for work. The 2017 Town of Black Diamond Economic Development Plan – Imagination At Work found that 26% of the labor force actual works within Black Diamond (8.9% from home, 16.9% from commercial premises). Lastly, the Town acts as a service centre for the public that reside in the surrounding agricultural areas.

2.1 Area Redevelopment Plan Boundary

The area referred to as downtown Black Diamond is located at the heart of the Town. The area, shown in **Figure 4**, covers several blocks along Centre Avenue W and Government Road (Highway 22), both being highways under the jurisdiction of Alberta Transportation

The ARP area is located east of the Sheep River and includes both major corridors, Centre Avenue W and Government Road S (Highway 22), forming a key backbone of the downtown area. Along these two corridors, there is a variety of different land uses (e.g., residential, institutional, commercial), characterized by a concentration of commercial at the intersection of Centre Avenue and Government Road. Important community features along the Centre Avenue corridor include, the Town of

Black Diamond Town Hall, local grocery store, the Black Diamond Hotel, and an assortment of local shops with a few small pocket parks located in between buildings. Along Government Road is a variety of commercial businesses, along with important community amenity spaces such as the Griffiths Senior Centre. Residential properties begin to become more prevalent moving west on Centre Avenue and south on Government Road, however, the majority of residential development is found within the peripheral areas adjacent to the two main corridors, primarily comprised of low density, established residential. There are a number of multi-unit residential housing types that are either located along, or in close proximity to, these two corridors. The west portion of the ARP area provides a direct connection point to the regional pathway system, Friendship Trail, that connects Black Diamond to the Town of Turner Valley to the southwest.

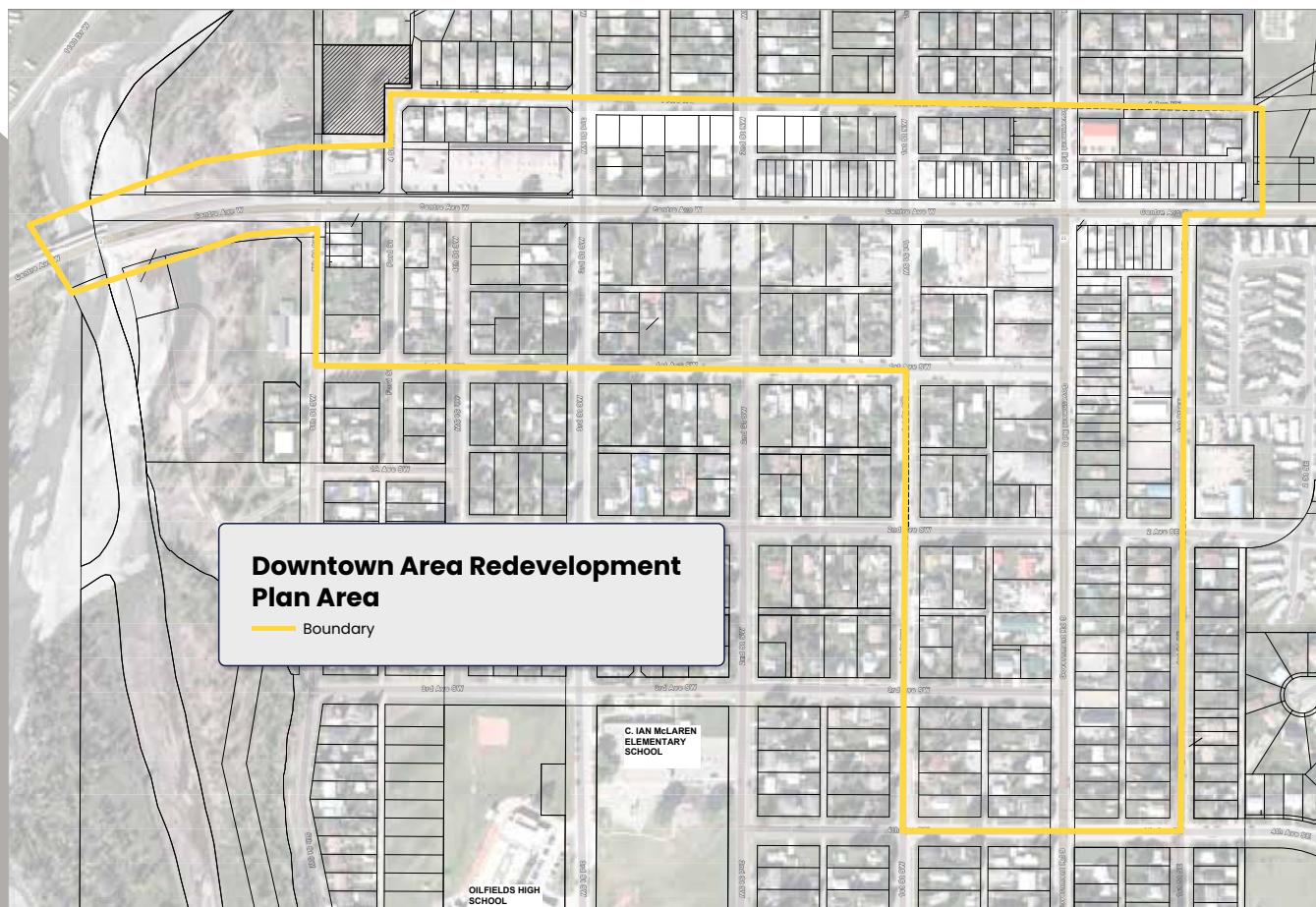


Figure 4. Downtown Black Diamond Area Redevelopment Plan Boundary

2.2 History

Throughout its history, downtown Black Diamond has been the physical, social, and economic heart of the community. In the early 1900s, an Oil & Gas Boom in the region resulted in a corresponding population and development surge in Black Diamond. A fire in 1949 destroyed most of the south side of Centre Avenue between Government Road and 1st St SW. Buildings from neighboring communities were relocated to Black Diamond to replace the buildings lost in the fire. Many of these buildings remain today. The existing character reflects an early '1900's Main Street look and feel, with its small frame buildings of wood siding and false facades which shows a unique community identity and creates a comfortable and engaging experience for pedestrians. Implementation of the Alberta Mainstreet Program in the early 2000s resulted in the renovation of numerous downtown buildings and the creation of pocket parks that are situated in between buildings along the Centre Avenue corridor. This rejuvenation continues to be a source of pride for residents. Historic Downtown Design Standards were adopted by Council in 2004. The downtown has seen very slow redevelopment over the past few decades. June 2013 brought the flooding of the Sheep River which accelerated the need to understand flood risk and explore mitigation measures within the Town.

Black Diamond is currently at a unique point of time, creating an opportunity to intentionally rethink the functionality and purpose of the its downtown, and in doing so, set direction that will position downtown to remain a desirable, functional, attractive, and vibrant heart of the community.



Black Diamond Hardware Store 1930 (above)
Black Diamond Hardware Store Addition, 1950 (below)



Main Street NE view, 1945 (above)
Main Street NE view, 1949 Fire (below)



3. Public Engagement

Throughout the project, a variety of engagement activities and outreach tactics were used to create broad awareness of the project and encourage participation throughout the development of the Downtown ARP.

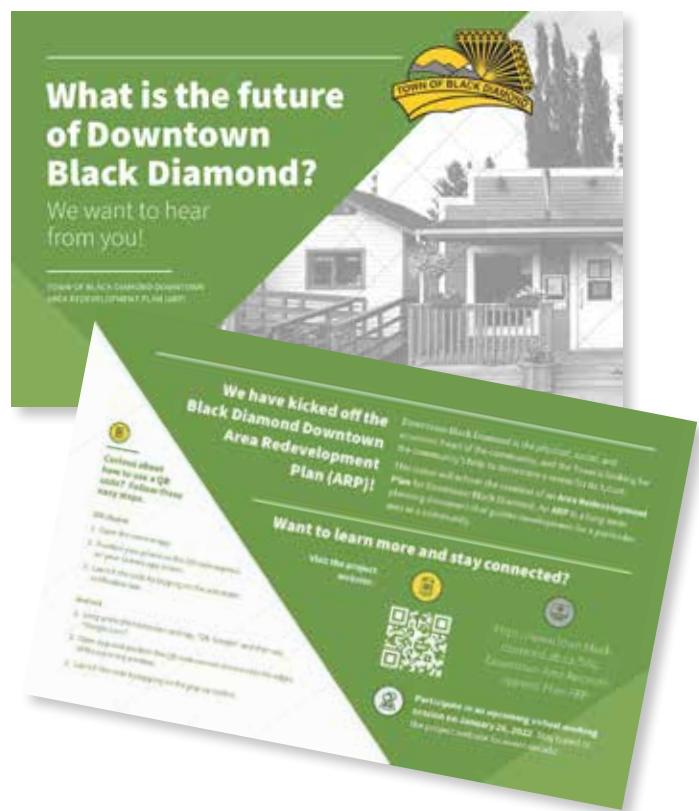
3.1 Outreach Tactics

The outreach tactics that were used throughout this project to create awareness within the downtown area and broader community included.

- Project Posters.** Throughout the project, eye catching posters were developed to encourage participation in engagement events, such as surveys, etc. The posters included QR codes which allowed interested participants to engage with the project on the spot with their mobile devices. The posters were placed on community bulletin boards in grocery stores and in shop windows. By developing content that could be placed anywhere, the project was able to reach a broader audience.
- Social Media Content.** Social media posts were prepared (visuals and content) using images of the project corridor to promote upcoming engagement opportunities. The posts were shared through the Towns social media channels (Facebook and Instagram).
- Newspaper Article.** A news article was prepared and shared in the Town of Black Diamond's section of the Western Wheel Newspaper. The article described the project's purpose, main objectives and upcoming engagement opportunities.
- Community Entrance Sign.** Content was provided and posted on the Town's sign to advertise the project kick-off and upcoming engagement events.
- Project Webpage.** A webpage was hosted on the Town of Black Diamond website which acted as a central information hub for the project. The content was

updated throughout the progression of the Downtown ARP and directed participants to surveys, upcoming events and additional information.

- What We Heard Reports.** Throughout the project, reports were prepared which highlight the major outcomes of engagement events. The reports were posted on the project webpage, which allowed users to explore how their input was captured and incorporated throughout the development of the Downtown ARP.



Postcards from first round of public engagement (above)

3.2 Engagement Activities

The engagement activities that were undertaken during the project included:

Working Group

A Working Group was established to provide community insight into the opportunities and constraints the Town faces for this project. The group was composed of 11 members, including:

- 4 members of Town Council,
- 4 members at large (either residents or business/property owners); and
- 1 representative from each of the following groups: Intermunicipal Economic Development Committee (IEDC), Municipal Planning Commission (MPC) and the Diamond Valley Chamber of Commerce.

The group met regularly both in-person and virtually to review analysis, discuss feedback received and to provide direction. Furthermore, the Working Group acted as project champions and assisted in connecting the community with the project in a personable and informal way, by promoting and facilitating a variety of engagement tactics.

The Working Group met regularly beginning in August 2021, until September 2022.

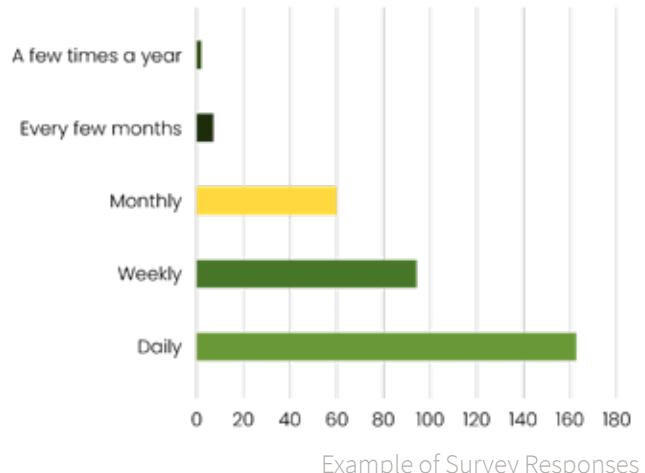
Online Surveys

Two (2) online surveys were conducted throughout the project. The surveys were used to understand the perspectives of all stakeholders, with special attention paid to understanding the unique perspectives of primary stakeholders, such as business owners/property owners within the ARP area.

The initial survey was hosted from October 1-17th, 2021, while the second survey was available from July 26th to August 10th, 2022.

A summary of the feedback received for each engagement event is provided in the What We Heard Reports located in the Appendix of this Plan.

Q7: How often do you visit Downtown Black Diamond?



Virtual Workshop

A virtual workshop was held which allowed all stakeholders to connect with the Working Group members and their neighbors to explore the topics in the ARP in small groups, share ideas about the key project elements and establish guiding principles/a vision for the future of downtown.

The Virtual Workshop was hosted January 26th, 2022.

Light-up Booth

During a popular community event called ‘Light Up’ (an annual Holiday event whereby the Town and local businesses come out to celebrate the holidays with the community and “light up” the night) members of the Working Group set up a booth to bring the project to the people, and update the community on the project’s progress and next steps.

The Light-up Booth was hosted Dec 4, 2021.



Example of a Poster (above)

Virtual Workshop Summary (“Mural” Software) (below)

Initial 1 - Edit and Plan for Investment

Initial 2 - Information

Initial 3 - Business Readiness

Intermediate 1 - Business Readiness Only

Intermediate 2 - Business Readiness

Intermediate 3 - Business Readiness

Advanced 1 - Business Readiness

Advanced 2 - Business Readiness

Advanced 3 - Business Readiness

3.3 Stakeholders

To thoughtfully engage with different members of the community and beyond, the project identified and connected with five (5) stakeholder groups.

Project Partners. This stakeholder group was developed specifically to acknowledge the special relationship between the Town and Alberta Transportation. Alberta Transportation was identified as a key stakeholder due to its jurisdiction of Highway 22 and Highway 7 (Centre Avenue & Government Road).

Primary Stakeholders. This group consisted of community members who own land and/ or businesses within the ARP boundary.

Secondary Stakeholders. This group was composed of community members who own land and / or businesses outside the ARP boundary as well as neighboring communities such as Turner Valley.

Community Organizations. This group consisted of organizations representing diverse community perspectives such as the Diamond Valley Chamber of Commerce and the Intermunicipal Economic Development Committee (IEDC).

Internal Stakeholders. This group was made up of groups and departments within the Town who deliver services and maintain systems within downtown Black Diamond.

4. Vision

Downtown Black Diamond is the heart and soul of the community, rooted in its people, through its ability to provide for safe, desirable, and enjoyable spaces that enhance community connection, and create a place for all to visit, live, work and play.

5. Guiding Principles

Guiding principles have been created based on the feedback gathered during engagement events, and lessons learned from developing an understanding of the current condition of downtown as it relates to transportation, infrastructure, land use, business health and urban design. These guiding principles establish a framework within the ARP to guide future development, investment, and decision making in downtown Black Diamond. These principles are as follows:



Downtown is for the people

Accessible, safe, comfortable, beautiful, and desirable for all.



Downtown is a tourist destination

Provides a variety of amenities and services for tourists that are desirable, accessible and easy to find.



Downtown is resilient

It is sustainable and considers how to ensure that it can meet the needs of the community as things evolve over time.



Downtown serves the needs of the community

Provides a diversity of services to meet the needs of the immediate community.



Downtown supports business development

Considers initiatives that help to sustain the vitality of business in the downtown through incentives, education etc.



Downtown's character is unique

Preserves, enhances and leverages the small Town, historic feel.



Downtown is adaptable

Can adapt to evolving needs and adjust to changing conditions.



Downtown is well connected

Provides networks that efficiently connect users to, from and within the downtown area.



Downtown requires ongoing stewardship and investment

Consider responsible management and planning of infrastructure, resources, and services in the Downtown.



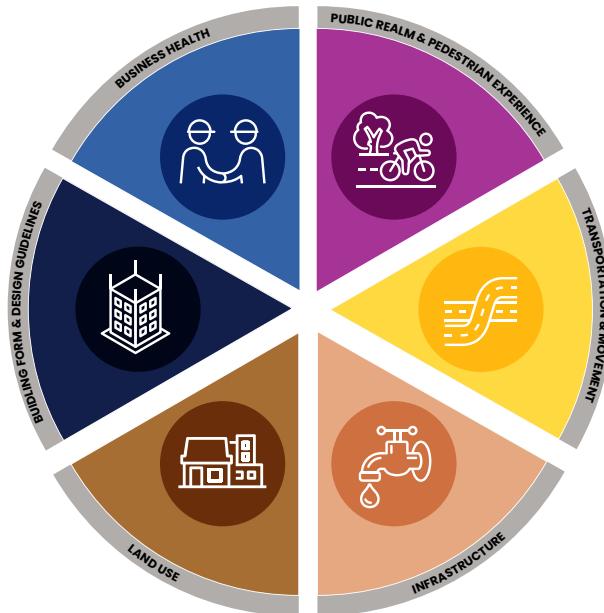
Downtown accommodates, and is designed for all 4 seasons

Incorporate design that capitalizes on, and protects from winter, summer, spring and fall conditions.

6. Key Focus Areas

Six Key Focus Areas have been developed based on the information uncovered through the Current Condition Assessments and the public engagement feedback. These six key focus areas form the backbone of the ARP and include policy direction that aligns with the guiding principles described above.

The key focus areas with a brief description of each are listed below:



BUSINESS HEALTH.

Describes the objectives to foster an environment that supports and enhances the ongoing growth and vitality of existing and future businesses in downtown Black Diamond.



INFRASTRUCTURE.

The set of systems and facilities that support the ongoing functionality of the community and typically includes roads, water, sanitary, storm, power and Internet services.



PUBLIC REALM AND PEDESTRIAN EXPERIENCE.

The functionality of publicly owned outdoor space (i.e., sidewalks, streets, parks, and open spaces) for pedestrians of all abilities, and the relationship between these spaces and the surrounding private buildings and uses.



LAND USE.

The allocation and management of different types of land uses within the downtown area to ensure a vibrant central core that supports business development, and creates a diversity of uses to meet the needs of the community.



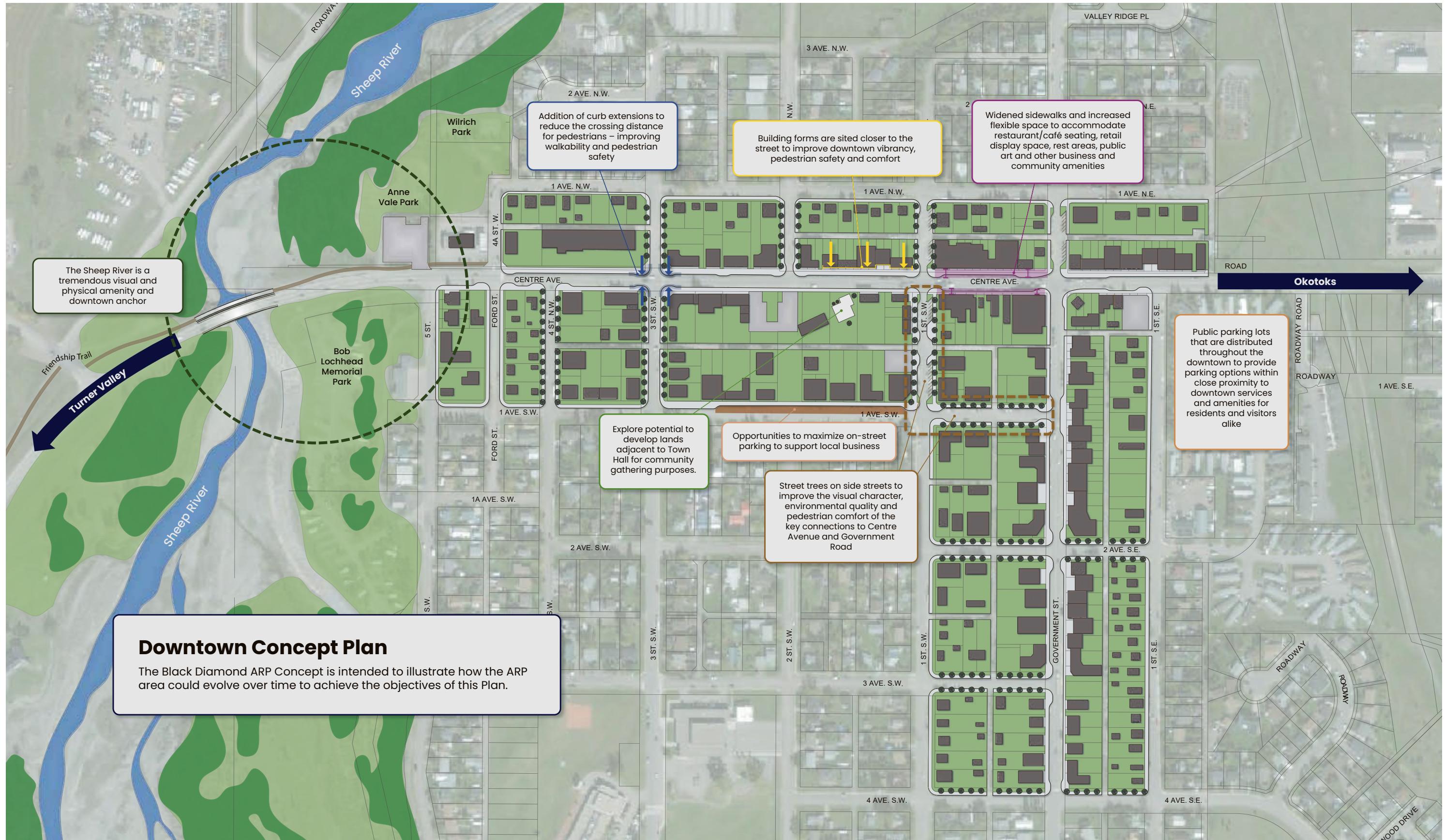
TRANSPORTATION AND MOVEMENT.

Describes how people and vehicles of all kinds move around the downtown, and the associated networks needed to ensure convenient, comfortable, safe and intuitive circulation and access.



BUILDING FORM AND DESIGN GUIDELINES.

A set of design directions that assist the development community and the approving authority ensure redevelopment contributes to an active, vibrant and memorable downtown environment.





6.1 BUSINESS HEALTH

The businesses in downtown are one of the driving forces that gives it life by providing vital services to meet community needs, while also providing unique local shops that attract visitors from the region. How businesses function and how we can support the vitality and growth of businesses in the community is of the utmost importance when considering development in the downtown area.



6.1.1 Current Condition

The Town of Black Diamond's population grew steadily from 1,866 in 2001 to 2,700 in 2016, for an annual growth rate of 2.5%, slightly higher than Foothills County at 2.1%. It is estimated the 2020 population is 3,028. The seniors age groups (population aged 65 or above) accounts for 24% of the total population. Of all households in Black Diamond, the largest group (41%) are two-person households.

The sectors with the largest labour force (13% of the total labour force each) are: construction, health care and social assistance, and retail trade. Arts, entertainment, and recreation have an above average labour force concentration in Black Diamond, while agriculture, forestry, fishing, hunting, finance and insurance, and real estate and rental leasing have a below average. Average household spending in Black Diamond was \$90,089 in 2020. The goods and services with the largest household consumption are shelter (16%), transportation (13%), and food (11%).

The local economy is currently characterized by a strong concentration in construction and retail, with secondary concentration in accommodation and food services, and "other services." Together, construction and retail represent 52% of business licensing (2017 Town of Black Diamond Economic Development Plan – Imagination At Work).



6.1.2 Feedback Received

During **stakeholder and public engagement**, the following observations were made:

- The downtown should be a destination that attracts tourists and retains a small-town feel, where the physical environment showcases and supports the arts scene.
- Local businesses with a diversity of services should be supported and limit big box or chain stores downtown.
- Regulation should be flexible (i.e., parking) since current onsite parking requirements can compromise project viability or are limiting their business owners' ability to expand. Cost escalation likely to continue, requiring higher revenues to remain viable. Additionally, pricing headwinds are anticipated in the short-term due to rising interest rates.
- Developer return requirements should align with what development can be achieved and redevelopment should be incentivized.
- Investments should be made to make improvements to the public realm.
- To support downtown business, residential density should be facilitated in the downtown.
- Build upon success and momentum of previous legacy interventions.
- In a survey of local business owners, the following was observed:
 - 68% of survey respondents indicated that their long-term outlook is improving
 - 53% of survey respondents expect to expand their business within 5 years



6.1.3 Plan Objectives

◎ **Support business development.** Ensure downtown Black Diamond provides an environment that supports business development and growth.

◎ **Meet community needs.** Make meeting the needs of the local community a priority.

◎ **Be a destination.** Make downtown Black Diamond a destination for regional visitors.



6.1.4 Policy Direction

The following policies apply to the Downtown ARP area:

- .1 Review existing Land Use Bylaw and other regulatory bylaws to identify potential areas where increased flexibility may support appropriate redevelopment in downtown Black Diamond, including:
 - a) Review onsite parking requirements and cash-in-lieu policy to determine if any amendments are required to achieve the objectives of this Plan and to facilitate additional redevelopment within downtown Black Diamond.
 - b) Review development review processes to allow a collaborative approach with industry to achieve common objectives.
- .2 Investigate a development incentive program to realize redevelopment and reinvestment in the downtown. Effective incentives will motivate development activity to occur and finding tools appropriate and tailored to downtown Black Diamond is essential. These could range from complex tax incentive mechanisms to more simplified accelerated approval pilot projects for pop-up patios.
- .3 Develop an ongoing community enhancement operational budget to ensure critical community spaces adjacent to Town Hall, the Sheep River and Town-owned parking lots are functional, safe and inviting to residents and visitors alike.
 - b) Consider how best to activate rear lanes to accommodate all modes of transportation, efficient loading and unloading, access to parking, outdoor patios, seating, rest areas, views points, etc.
- .4 Work with the business community to:
 - a) Explore and pilot how underutilized public spaces could be activated to accommodate various activities, events, and art installations to bring energy and people to the Downtown.



- c) Monitor the success of installations as it relates to benefits and or impacts to their business.



WESTWOOD



6.2 PUBLIC REALM & PEDESTRIAN EXPERIENCE

The public realm consists of publicly owned and accessible outdoor spaces (including sidewalks, streets, parks, and other open spaces) and their relationship with private buildings and spaces. The thoughtful design of the public realm contributes to active, vibrant streetscapes and can create spaces that are attractive, comfortable, safe, and desirable to utilize daily.

6.2.1 Current Condition

The public realm in downtown Black Diamond benefits from historical investments which have been made through the Black Diamond Main Street Project and the Main Street Pocket Garden program. However, sidewalks can be uneven and discontinuous in places, and with an older median age in Black Diamond (46) relative to other communities (i.e., 36 in Okotoks and Calgary, 38 in the Province of Alberta), ongoing investment in the public realm to ensure accessibility for all ages and abilities is required. There is little natural vegetation or greenspace, and few places to gather outside as a community to celebrate or commemorate special events. Limited wayfinding to assist residents and visitors alike to access services and amenities contributes to challenges navigating the downtown area.

6.2.2 Feedback Received

During **stakeholder and public engagement**, the following observations were made:

- There is a desire to see improvements and enhancements to the **public realm**, including trees, green space, wider sidewalks, benches, and the addition of outdoor amenity spaces (green spaces, parks etc.) for community gathering.
- The downtown area should be accessible for all people, regardless of their level of mobility or age.
- Improvements to signage and wayfinding are needed to help residents and visitors navigate the downtown area.
- Enhancements to the **public realm** should attract tourists and encourage them to stay.



What is the “Public Realm?”

The public realm consists primarily of publicly owned and accessed spaces such as street rights of ways, pathways, laneways, and open spaces such as parks, plazas, courtyards etc.

The thoughtful design of these elements is crucial in creating a distinctive and unique place that invites use and activity.



6.2.3 Plan Objectives

① Safe and accessible public spaces.

Ensure all public spaces are comfortable, safe, and accessible to people of all ages and abilities.

② Create spaces for gathering.

Create spaces where residents can gather, remember, celebrate, and build a stronger community by activating underutilized spaces.

③ Provide a high-quality public realm.

Commit to ongoing investments in the quality and character of the public realm, and preserve and enhance the natural character of the downtown with additional vegetation and tree plantings.

④ Create spaces for all seasons.

Ensure public spaces are designed, constructed, and maintained to support activity during all four seasons.

6.2.4 Policy Direction - Public Realm

The following policies **apply to the public realm** in the Downtown ARP area:

- 1 Where possible, test and pilot temporary installations that enhance the public realm before permanent streetscape improvements are made.



Illustrative examples of temporary installations (above).

Please note, the above images are conceptual, final implementation and design to be determined at a later stage, with consideration to safety and transportation corridor function.



.2 Accommodate private amenity space and wider sidewalks as redevelopment occurs on Centre Avenue West and Government Road South by requiring a front yard setback between 2.0 and 4.0 meters for all properties fronting these two corridors. Onsite parking will not be permitted in the front yard.



Examples of private amenity space and wider sidewalks (above).

.3 Maintain a high-quality **public realm** by locating utilities underground wherever possible and hiding or screening them to minimize visual impact.

.4 Develop a Concept Plan that considers how land adjacent to the Town office could be designed to accommodate a multi-purpose community gathering space, public look out, stairway connection, and useable parking space adjacent to the Town office.

.5 Work with land and business owners to explore if and how the existing pocket parks could be expanded into a more useable and inviting open space behind the buildings, while preserving space for parking as required.



Examples of existing pocket parks (above)

.6 Generate a Park Concept Plan for Anne Vale Park at the west end of downtown. Development of this park presents a tremendous opportunity to anchor the downtown to the Sheep River, to reinforce a regionally significant connection to the Friendship Trail, and be a treasured greenspace to the community.



.7 Develop a Wayfinding Plan to improve navigation within downtown Black Diamond, and the future Diamond Valley, and ensure residents and visitors alike are able to move around and locate key community amenities and services easily.



Examples of existing wayfinding (above)

.8 Prioritize sidewalk construction, improvement and replacement on critical segments that are along Centre Avenue West and Government Road South, and;

- Connect side streets, including 1st Street W, 2nd Street W, and 3rd Street W to Centre Avenue W; and 1st Avenue SW, and 2nd Avenue SW, to Government Road S.
- Collaborate with Alberta Transportation to consider the feasibility of extending Friendship Trail as a separated multi-purpose pathway along the north-side of Centre Avenue West through to 1st Street SW.



6.2.5 Policy Direction

The following policies **apply to streets** within the Downtown ARP area:

- .1 Utilize underutilized spaces to enliven and activate the downtown and to meet community needs and wants.
- .2 Develop Preliminary Corridor Design Plan that identifies and prioritizes key corridor interventions, to be completed in collaboration with Alberta Transportation (AT) to ensure key transportation functions are being retained, and design considerations are being made to ensure safety for all users.
- .3 Collaborate with AT to consider a proactive application process for on-street activities that meet AT requirements and achieve common objectives. Criteria could include:
 - a) One-time application by the Town for the areas in question and reviewed with AT on an annual basis.
 - b) Clearly separate pedestrian areas from moving traffic and/or travel lanes using concrete barriers or similar design techniques.
 - c) Proactively engage with nearby land and business owners (i.e., on the same block) to consider any opportunities and challenges associated with the proposed activation.
 - d) Ensure temporary uses, activities and activations do not distract motorists or compromise visibility. Potential activations could include pocket parks, rest areas, seating areas, public art displays, and product display space.
 - e) Ensure temporary activations can be easily removed.
- .4 Monitor utilization of the flexible space as a result of temporary installations and survey local business community to better assess value and feasibility, and implement changes where necessary over time.



Examples of temporary activation areas (above and opposite page).



6.2.6 Policy Direction - Public Laneways

The following policies **apply only to public laneways** (laneways governed by the municipality) within the Downtown ARP area:

- .1 Ensure efficient public laneway access is provided for loading and unloading to service the local business community.
- .2 Work with land and business owners fronting Centre Avenue and Government Road to assess the value of enhancing the quality of those rear public laneways to improve safety, accessibility, and useability for pedestrians and cyclists.
- .3 Secure additional right-of-way (ROW) through redevelopment, where required, to ensure adequate laneway width, a minimum of 6.0 meters.
- .4 Explore the viability of relocating overhead utilities located in the laneway underground over time, as budgets permit.



6.3 TRANSPORTATION & MOVEMENT

The ways in which we move people, either as pedestrians, via vehicles and or bicycles, is a crucial consideration for redevelopment in downtown Black Diamond. With a large proportion of this plan being focused around two major transportation corridors, a well thought out mobility network is fundamental in achieving the objectives of this plan. These two corridors serve as the backbone of the ARP area and should be designed to accommodate travel of vehicles in an efficient, convenient manner, while also ensuring that the ARP area creates opportunities for safe, comfortable, and well-connected pedestrian movement within, and traveling to/from downtown Black Diamond.



6.3.1 Current Condition

Downtown Black Diamond currently has a grid transportation network that provides reliable and convenient vehicle connections and route options. Two key corridors, Government Road (Highway 22 south of Centre Avenue) and Centre Avenue (Highway 7 east of Government Road, Highway 22 west of Government Road), are under Alberta Transportation (AT) jurisdiction and provide direct access to and through downtown. Alberta Transportation completed a study in 2015 to estimate timing for widening the highways through town from 2 to 4 lanes. The growth assumptions in their study was higher than what has been realized, therefore additional analysis was completed as part of this ARP process. The findings from this analysis suggests that the following transportation improvements will be required in the next 15 to 20 years:

- Signalization of 3rd Street W/ Centre Avenue (Highway 22) W intersection
- Signalization of Government Road (Highway 22) / 4th Avenue S intersection.
- Addition of eastbound to northbound left turn lane; eastbound to southbound right turn lane; and northbound to eastbound right turn lane at the Centre Avenue and Government Road intersection.

The above improvements and developing the new road network in the annexed lands to connect outside of the downtown area will reduce dependency on the highway intersections, and extend the timing for when Centre Avenue and Government Road will need to be widened.

Downtown Black Diamond has relatively well constructed pedestrian infrastructure with clearly defined connections, however some blocks have disconnected sidewalks or have sidewalks on only one side of the road, which limits continuous movement and accessibility for pedestrians and those with mobility challenges. There are no dedicated on-street cycling facilities. Friendship Trail is a regionally important shared pathway that connects Turner Valley to Black Diamond. Transit services are provided by Sheep River Shuttle, which is a partnership between the Town of Black Diamond and the Boys and Girls Club of the Foothills.



A Downtown Parking Supply and Demand study was completed as part of the ARP planning process. Key findings included:

- 70% - 100% of available on-street and off-street parking was utilized between 1 to 2 pm at and around the intersection of Centre Avenue and Government Road.
- Available on-street and off-street parking capacity in the ARP area was utilized 22% in the morning and 33% in the afternoon.
- Most downtown attractions are within a 3-minute walk.
- Users have multiple parking options in downtown Black Diamond.

6.3.2 Feedback Received

During **stakeholder and public engagement**, the following observations were made:

- There are concerns about the potential impact of a 4-lane highway through downtown Black Diamond. There is interest in considering other options to accommodate vehicle traffic including construction of a bypass or truck route.
- There is a desire to accommodate all modes of transportation. Challenges exist for pedestrian and cyclist connectivity, accessibility, and safety.

- Existing parking should be reconsidered including existing parking lots, their location, availability, condition, etc.
- There is a need to improve wayfinding (i.e., signage) to existing public parking lots, on-street parking, and pathways.
- Desire to explore interim, seasonal streetscape enhancements.
- Desire to improve pedestrian connections between the commercial core and the side streets to the highway.

6.3.3 Plan Objectives

◎ **Support convenient multi-modal access and movement.** Ensure transportation infrastructure supports the ability for residents and visitors alike to conveniently access and move through downtown Black Diamond using a variety of modes of transportation.

◎ **Maintain efficient vehicle movement and on-street parking along primary corridors.** Work closely with Alberta Transportation to maintain efficient vehicular movement and on-street parking along Centre Avenue and Government Road while leveraging underutilized portions of the corridor for community benefit.

◎ **Improve connectivity.** Improve connectivity between commercial areas and on-street parking available on side streets.



6.3.4 Policy Direction

The following policies apply to **all streets, avenues, parking areas and accesses** within Downtown ARP area:

- .1 Require vehicle access to public and private parking lots to be from the laneway or side street to minimize sidewalk interruptions and ensure sidewalk continuity.
- .2 Develop a Wayfinding Plan that provides clear directions to important community facilities including public parking areas.
- .3 Improve walkability, downtown vibrancy and business health by improving connectivity within the ARP as illustrated in **Figure 5 Connectivity**.
- .4 Investigate expanding on-street angle parking on the north and south side of 1st Avenue SW, further west to 3rd Street SW.
- .5 Assess demand and potential to develop future municipal public parking and utilize cash in lieu program to fund development of new municipal public parking lots where deemed necessary, and or improve quality of existing public parking infrastructure.



Existing public parking lot in Downtown Black Diamond

6.3.5 Policy Direction - Centre Avenue & Government Road

The following policies apply to **Centre Avenue and Government Road** within the Downtown ARP area:

- .1 Provide flexible space for accommodating on-street parking and temporary amenity space (i.e., additional sidewalk space, rest areas, public art installations, etc.) while adhering to Alberta Transportation requirements and policies.
- .2 Implement curb bulbs with accessibility ramps to improve pedestrian accessibility, walkability, and safety by shortening the corridor crossing distance at the following intersections:
 - Centre Avenue and Government Road
 - Centre Avenue and 1st Street W
 - Centre Avenue and 2nd Street W
 - Centre Avenue and 3rd Street W
 - Centre Avenue and 5th Street W
 - Government Road and 1st Avenue SW
 - Government Road and 2nd Avenue SW
 - Government Road and 3rd Avenue SW
 - Government Road and 4th Avenue SW
 - 1st Avenue and 1st Street SW
- .3 Ensure that temporary improvements, including curb bulbs, are designed to minimize impacts to operational function of the transportation corridors.

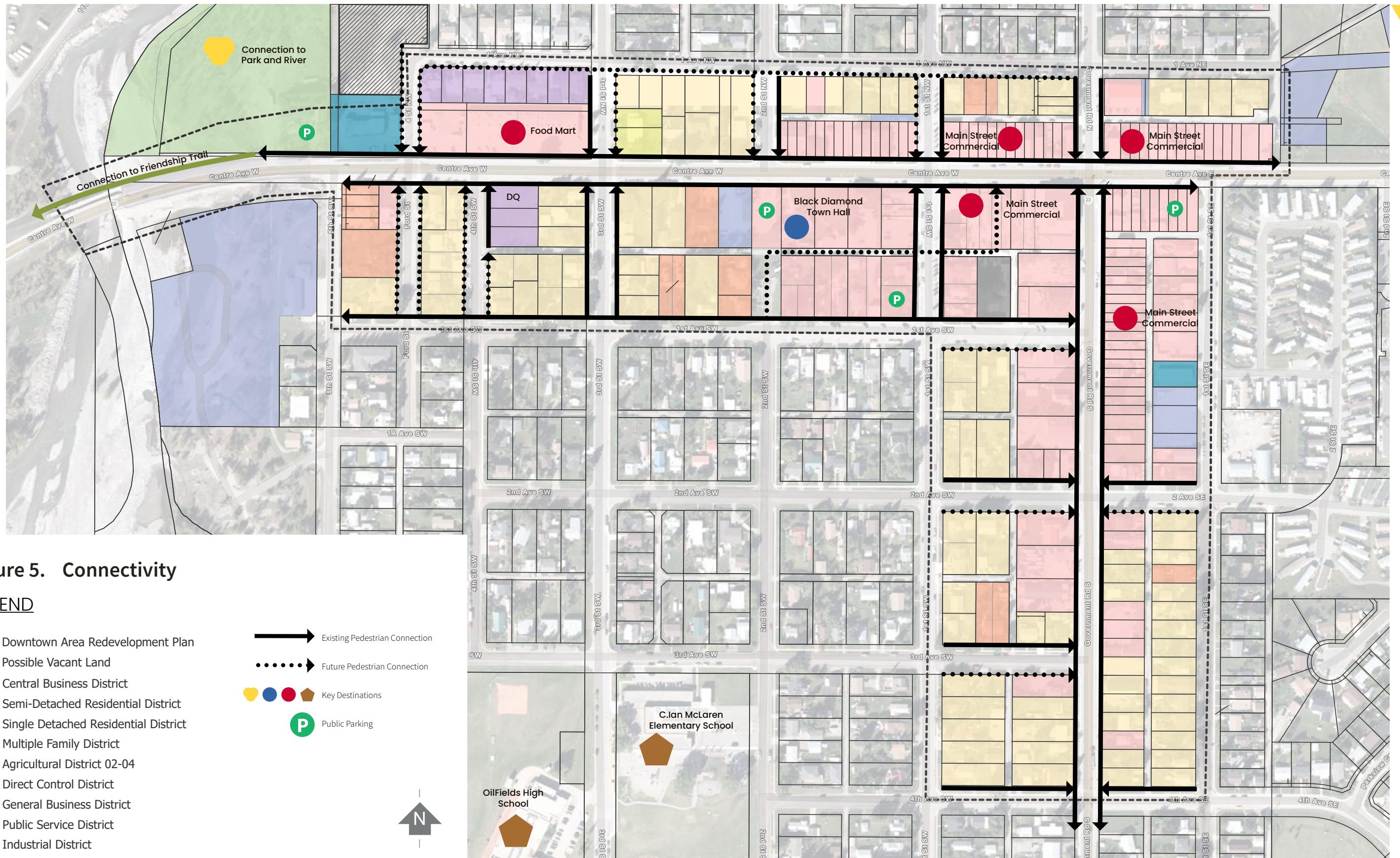
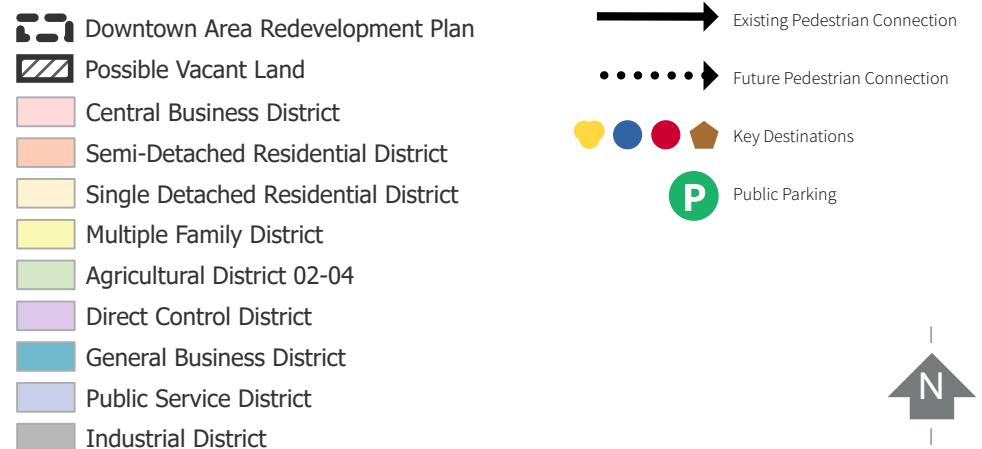


Figure 5. Connectivity

LEGEND





6.4 INFRASTRUCTURE

Infrastructure is the set of systems and facilities that support the ongoing functionality of the community and typically includes roads, water, sanitary sewer, storm sewer, power, and Internet systems. The existing water, stormwater, and sanitary system in and around downtown Black Diamond was assessed for capacity and condition as part of the ARP process.

6.4.1 Current Condition

Water

Portions of downtown Black Diamond have significantly lower available fire flows than accepted standards. This includes the intersection of 1st Avenue NW and 3rd Street SW, along 1st Avenue NW west of 2nd Street NW, and the west end of Centre Avenue West. The majority of the water main under Centre Avenue has a high likelihood of failure with a high consequence based on a risk analysis conducted by the Town in 2021.

Stormwater

Previously completed stormwater studies show the stormwater main along Centre Avenue West would be at risk of surcharge during a 1:2-year event, which is below its design return period of 1:5 years. A high risk of ponding was also identified at:

- Centre Avenue and 1st Street SE;
- Government Road S and 1st Avenue SW; and
- Centre Avenue and 2nd Street in the municipal building parking lot.

The western portion of the stormwater main on Centre Avenue has a high likelihood of failure and a high consequence of failure.

Sanitary Sewer

The capacity of the major sanitary trunk mains in Black Diamond were assessed during a flow monitoring study conducted in 2010. The maximum flow measured in sanitary trunk mains were lower than the theoretical pipe capacity. The sanitary infrastructure within Centre Avenue between 2nd Street and 4th Street has been identified as having a high likelihood of failure with high consequence. Although a sanitary model does not exist for Black Diamond to assess the capacity of the remaining sanitary infrastructure within the downtown, infrastructure upgrades and/or replacements are required to replace aging infrastructure and to support future redevelopment.

6.4.2 Feedback Received

During stakeholder and public engagement, it was communicated that infrastructure improvements are expected to be coordinated and completed to ensure the health and safety of the community.

6.4.3 Plan Objectives

- ◎ **Support existing and future redevelopment.** Deliver the infrastructure required to support existing and potential redevelopment within downtown Black Diamond in a financially responsible, phased manner.



6.4.4 Policy Direction

The following policies apply to the Downtown ARP area:

- .1 Undertake water and sanitary sewer modelling to:
 - a) Confirm existing infrastructure capacity and conditions.
 - b) Identify required sizing to support anticipated redevelopment.
 - c) Determine if the capacity of the existing sanitary mains can accommodate redevelopment in the downtown.
- .2 Revise flood protection requirements (for example, Land Use Bylaw requirements) based on Alberta Environment Flood Hazard Mapping, currently being finalized by the Province of Alberta.
- .3 Integrate and coordinate underground infrastructure replacement to align with proposed surface works and/or streetscape improvements.





6.5 LAND USE

Downtown Black Diamond is the physical, social, and economic heart of the community. A mix of land uses is required to create a vibrant and walkable core with services that are available to residents and tourists during all seasons. Streetscapes and businesses that add to and activate the public realm create spaces for staying, rather than moving through. This helps to foster a strong sense of community and reinforce the unique nature of downtown Black Diamond.

6.5.1 Current Condition

The downtown area is currently characterized by both commercial and residential land use. Commercial land uses are concentrated along the intersection of Government Road and Centre Avenue, comprised of a variety of unique local storefronts and community services. The commercial land uses begin to decrease moving south along the Government Road corridor, transitioning into more residential land uses. Similarly, commercial uses begin to transition to residential as you move west along Centre Avenue from the intersection. Downtown Black Diamond is rich with unique businesses contributing to a vibrant downtown, however, several lots within the ARP area are underutilized and or vacant, and lower-density residential buildings (i.e., single detached dwellings) are frequently setback from the street towards the back of the lot; both of which could limit the opportunity to activate the streetscape and create a vibrant, active public realm in the ARP area.

6.5.2 Feedback Received

During **stakeholder and public engagement**, the following observations were made:

- **Intensification** and densification should be sensitive and modest and should support downtown businesses.
- There should be a variety of residential opportunities, including considerations for affordability and a mix of housing product types.
- A ‘small town feel’ should be maintained.

Intensification: *Where a property or area is developed at a higher density (higher number of units) that currently exists. This can be achieved through redevelopment, development of vacant/underutilized lots, the conversion of existing buildings, or through infill development in established areas.*

- Commercial uses should be locally focused and small scale, with larger scale business types developed to be compatible with surrounding area and of high quality design.
- A mix of uses should provide variety to serve both the community, and visitors.
- Development should be high quality, specifically along transportation corridors, and consist of **active frontages** to activate the **public realm**.
- Regulations should be flexible to allow for innovative development and a variety of business types.



LAND USE APPROACH

The Downtown ARP has been divided into two land use areas to better capture the unique character and future of these areas. Additional policy considerations have been provided for development along Centre Avenue and Government Road, to create a strong main street character.

Downtown Core

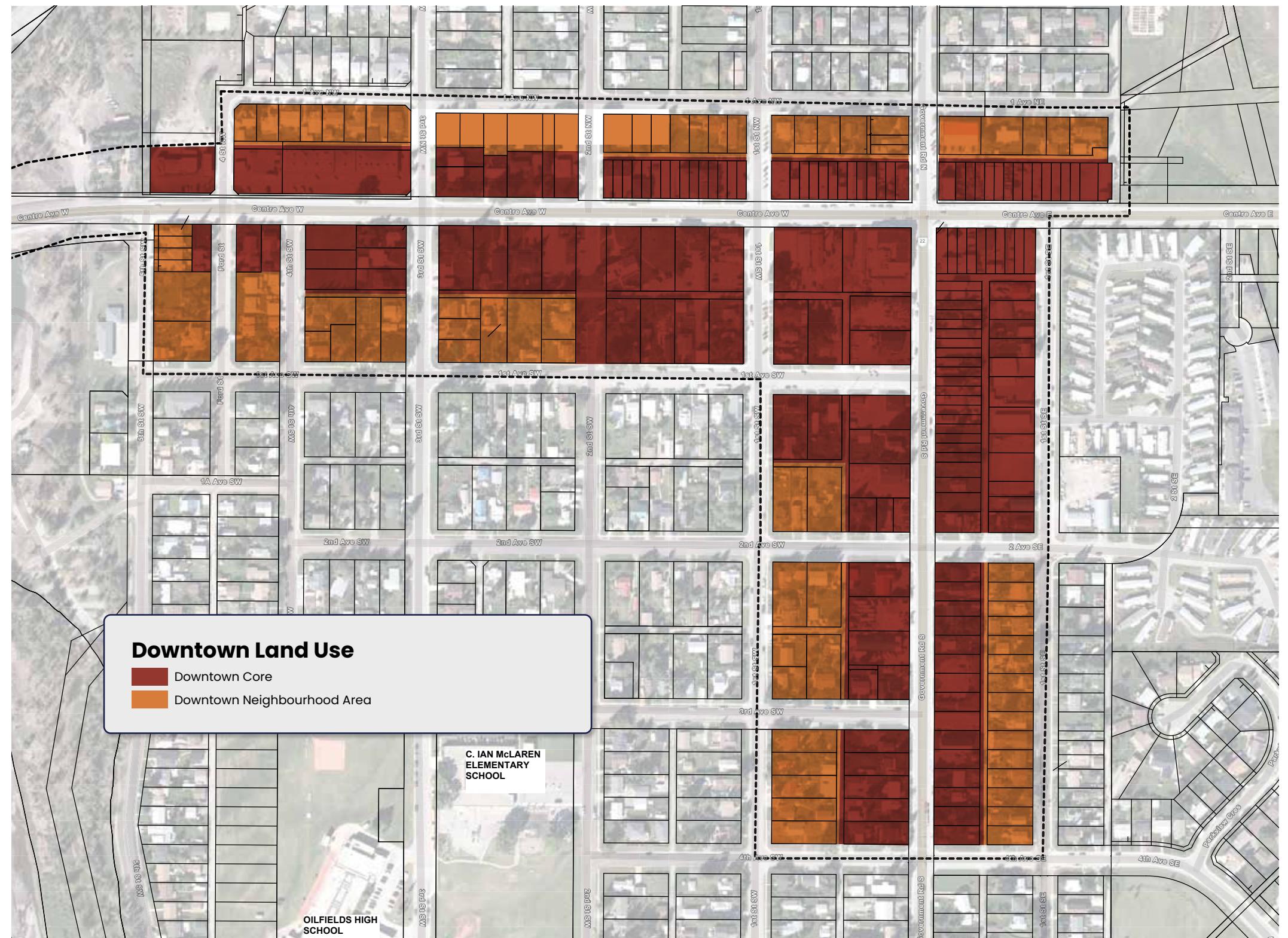
The Downtown Core is the civic, social, and economic heart of the Town. It will accommodate future intensification and infill development to provide a vibrant and dynamic environment.

• Centre Avenue and Government Road

Centre Avenue and Government Road will accommodate a variety of retail, office, multi-family residential and social land uses in a street-oriented building form that creates an active and inviting streetscape attracting residents and visitors alike.

Downtown Neighbourhood Area

The Downtown Neighbourhood Area is characterized by a lower intensity than the Downtown core, with an increased introduction of lower density residential (including townhouses, semi-detached dwellings, and low-rise apartments) and neighbourhood compatible commercial lands uses (such as live work units, home businesses etc.).





6.5.3 Plan Objectives

- **Diversify land uses.** Serve the needs of the Black Diamond community and visitors through providing a variety of commercial and residential opportunities.
- **Maintain small town character.** Ensure the small town feel of the community is maintained through future development, including the scale and design of retail and other businesses.
- **Create a place for living and working.** Provide opportunities for people to affordably live and work in the downtown.
- **Provide flexibility.** Ensure there is sufficient flexibility to allow for innovative and creative approaches to development in the downtown.
- **Land Uses that support walkability.** Ensure the land uses themselves support and serve pedestrian traffic.



6.5.4 Policy Direction

The following policies apply to the **entire Downtown ARP area:**

- .1 Support and encourage a wide variety of services, amenities and land uses in downtown Black Diamond.
- .2 Investigate regulatory revisions and amendments to:
 - a) Remove any potential barriers to development by creating flexible regulations to facilitate development while not compromising on responsible land use planning principles.
 - b) Ensure appropriate flood protection measures are taken to protect all new development.
- .3 Mitigate potential impact of non-residential development on adjacent residential uses, including treatments such as;
 - a) Application of sensitive transitions between land uses through buffering features, such as: landscaping, low-impact screening, or consider building design that limits shadowing impacts on neighbouring areas such as stepped massing.





6.5.5 Policy Direction - Downtown Core

The following policies apply only to **development within the Downtown Core**:

- .1 Prioritize development of a range of retail, office, multi-unit residential, civic, cultural and recreation facilities located at street level in the Downtown Core.
- .2 Allow the incorporation of large format commercial uses such as grocery stores, large drug stores etc., when the development meets the policies of this plan and Design Guidelines as outlined in Section 6.6.
- .3 Multi-unit residential development in the form of attached housing (e.g., triplexes, fourplexes, rowhouses, townhouses) and apartments will be supported within the Downtown Core. Encourage commercial land uses to be located at the ground floor of multi-unit residential developments.



6.5.6 Policy Direction - Centre Avenue & Government Road

The following policies apply only to development on **lots within the Downtown Core that are fronting Centre Avenue or Government Road**:

- .1 A front yard setback of a minimum 2.0 meters and at maximum 4.0 meters is required to provide adequate amenity space to accommodate pedestrian movement, outdoor seating, retail display space, additional landscaping and/or other design features that add to the character, quality and vibrancy of the street. Parking will not be permitted in the front yard setback area.

6.5.7 Policy Direction - Downtown Neighbourhood Area

The following policies apply only to **development within the Downtown Neighbourhood Area**:

- .1 Allow for a mix of residential uses including single detached, semi-detached, duplexes, triplexes, townhouses, rowhousing, and fourplexes.
- .2 Provide opportunities for small-scale commercial uses that are compatible with the character of the surrounding neighbourhood. Examples include live-work units, cafes, small scale personal or professional services, or home-based businesses.
- .3 Allow existing commercial uses to expand provided mitigation measures are in place to reduce potential impact on adjacent residential land uses.



6.6 BUILDING FORM & DESIGN GUIDELINES

The siting, orientation and character of a building contributes to the quality, vibrancy, and safety of urban areas. Design guidelines articulate the intent while leaving flexibility to the applicant on how best to accomplish the objectives of achieving high quality, pedestrian oriented development.

6.6.1 Current Condition

The historic part of downtown includes many unique and personalized facades contributing to the special character of downtown Black Diamond. Conversely, buildings with lengthy blank walls (solid walls with no windows or design elements), and or vacant and underutilized parcels contribute little to the pedestrian experience. Where there are activities within buildings, they are often separated from pedestrians by front yard parking. A combination of front yard parking, blank walls, and vacant parcels result in underutilized, inactive, and uncomfortable spaces which detract from the unique quality and character of downtown Black Diamond.

6.6.2 Feedback Received

During stakeholder and public engagement, the following observations were made:

- There is a strong desire to maintain the unique, “small town feel”, and historic character of downtown Black Diamond.
- Design guidelines are required to ensure redevelopment contributes to the quality and character of downtown Black Diamond, but should not be overly onerous and compromise project viability.

6.6.3 Plan Objectives

◎ **Preserve the existing character of downtown.** Redevelopment should maintain and enhance the unique character of downtown Black Diamond, reinforcing a small-town feel.

◎ **Provide an active and memorable downtown environment.** Establish design guidelines to ensure redevelopment contributes to an active, vibrant, and memorable downtown environment and experience.

◎ **Provide an engaging and vibrant streetscape.** Require active building frontages that engage pedestrians, facilitate safety, and create a vibrant streetscape for pedestrians to enjoy.

6.6.4 Policy Direction

The following policies apply to the Downtown ARP area:

- .1 Redevelopment within the ARP area shall demonstrate general alignment with the Downtown Black Diamond ARP Design Guidelines as outlined below:

DESIGN GUIDELINES



The intent of design guidelines is not to promote a particular architectural style or historic period, but rather to achieve quality building form that contributes to the character, vibrancy, safety, and comfort of pedestrians experiencing downtown Black Diamond.

BUILDING SITING

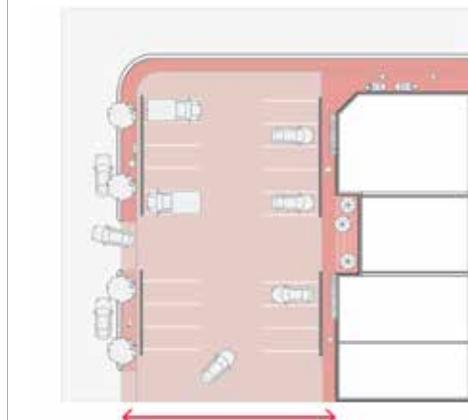
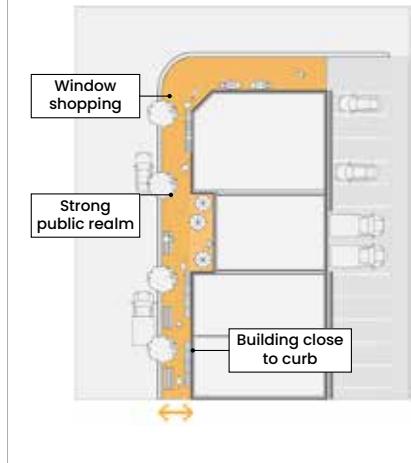
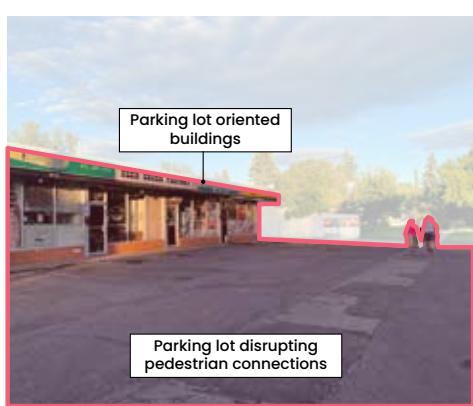
WHAT IS IT:

Refers to the arrangement of buildings on a parcel including the proximity to the street. A continuous street with buildings located close to the street helps to maintain visual interest and improve pedestrian comfort and safety. The configuration of the building shall be assessed to understand how it contributes to the use and character of the street.

Aligns with guidelines



Does not align with guidelines



Building siting guidelines include;

- Locate buildings close to the street to create visual interest for pedestrians, support window shopping and animate the street
- Maintain a consistent alignment to the street edge to provide well designed and publicly accessible exterior spaces.
- Small front yard setback spaces adjacent to the street can be used to provide comfortable amenity spaces that collect sunlight, are protected from the elements (e.g., wind, rain etc.) and support outdoor seating and landscaping.



BUILDING ORIENTATION

WHAT IS IT:

Refers to the way a building is positioned on the site in relationship to the adjacent street. How a building is positioned can complement or detract from the functionality, enjoyment, and safety of the street.

Aligns with guidelines

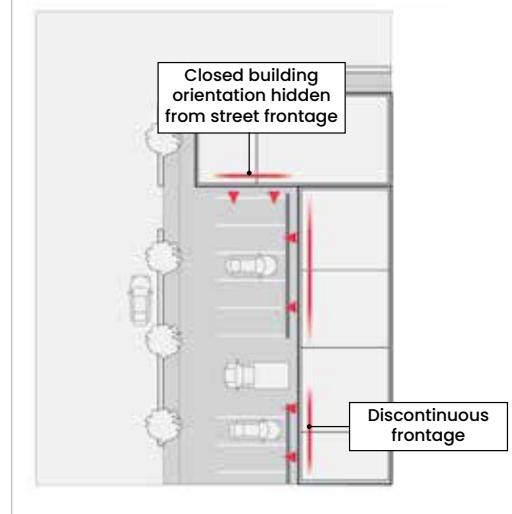
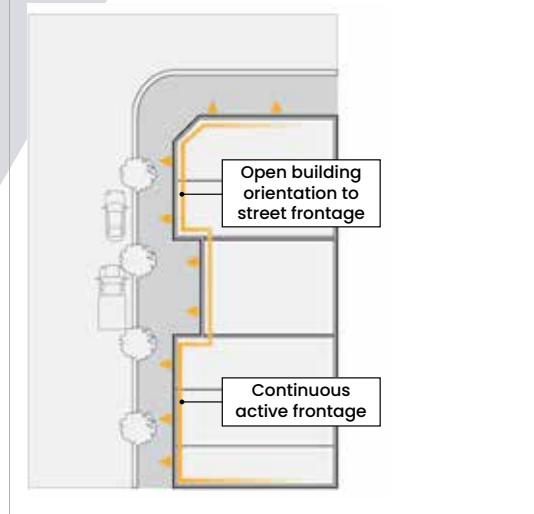


Does not align with guidelines



Building orientation guidelines include:

- Ensure the building faces the street with a highly visible primary entrance accessible from the street to contribute to an enjoyable, and safe pedestrian experience.





WHAT IS IT:

Refers to the way a site is accessed by vehicles and where vehicles are permitted to park.

Site access and parking guidelines include;

- Ensure the site is easy to access for all modes of transportation including pedestrians, cyclists, and vehicle drivers.
- Driveway access to on-site parking areas should be provided from side streets or laneways.
- Onsite parking lots should be located behind the building to preserve the frontage for building form with active land uses. Where parking behind the building is

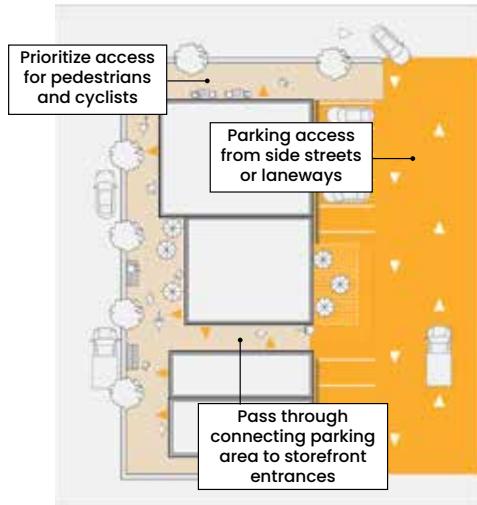
not possible due to limited space, accessibility, security or other site challenges that do not allow for parking in the rear, parking will be permissible at the side of the building provided the main entrance faces the street.

- Drive-through service will not be supported adjacent to Centre Avenue or Government Road. Drive through service will only be considered where it can be demonstrated that the drive-through does not separate the restaurant/cafe from Centre Avenue or Government Road sidewalks.

Aligns with guidelines



Does not align with guidelines





BUILDING FORM AND CHARACTER

WHAT IS IT:

Building form relates to the characteristics of a building including its scale, height, proportions, and composition as they relate to adjacent buildings. These components reinforce the character of the street.

Building form and character guidelines include;

- Utilize windows, doors and building articulation (horizontal and vertical design elements that help break up the mass of the building) to break up long, expansive walls into smaller sections to maintain visual interest and improve pedestrian comfort and safety.
- Utilize materials and colors that complement adjacent development and contribute to downtown Black Diamond's unique character and quality.

Aligns with guidelines



Does not align with guidelines

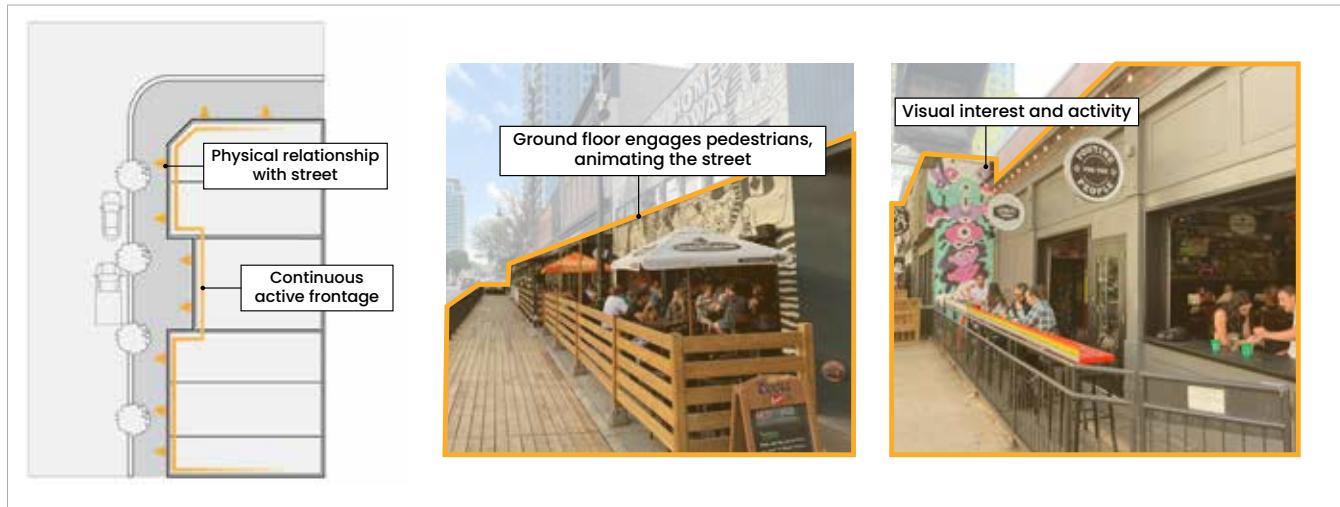


**WHAT IS IT:**

Active frontages relate to the visual and physical engagement between pedestrians on the street and the uses of the building. The arrangement of uses in a building can contribute to a high-quality interface and promote a safe, social environment between the public and private realm.

Active frontages guidelines include;

- Ensure the ground floor of street-fronting development supports uses and activities that engage pedestrians, create visual interest, and help to animate the street (examples include, but are not limited to, cafes, small scale personal service shop or retail shops).
- The ground level of building should be accessible to the public to promote a strong physical and visual relationship with the street.

Aligns with guidelines**Does not align with guidelines**



TRANSPARENCY

WHAT IS IT:

Transparency refers to the degree to which a pedestrian can see through the street-facing façade of the building (e.g., windows, glazing).

Transparency guidelines include:

- Ensure the majority of the ground floor front façade is transparent to animate the street and improve downtown safety for pedestrians. This can be achieved with large windows and clearly defined building entries.
- Avoid use of highly opaque glazes that obscure the view of uses inside the building (with the exception of those uses that require screening).
- Encourage large storefront windows to facilitate window shopping.

Aligns with guidelines



Does not align with guidelines





WEATHER PROTECTION

WHAT IS IT:

Weather protection features can include canopies, awnings or other structures that help enhance pedestrian comfort by protecting against a variety of weather elements, while at the same time, contributing to the visual character of the street.

Weather protection guidelines include:

- Provide consistent weather protection features that complement the character and color of the building, are functional, and high quality to protect pedestrians from rain, wind, snow, and sun.

Aligns with guidelines





LANEWAY ACTIVATION

WHAT IS IT:

Refers to the opportunity to enliven downtown Black Diamond by utilizing laneways, beyond providing access to loading and parking, for other community benefits including key connections for pedestrians, providing access to new business development, murals, public art, temporary social spaces, or activity installations.

Laneway guidelines include;

- Review the Land Use Bylaw to identify any regulations that may limit the ability to accommodate additional business activity, outdoor patios, plaza spaces and other unique spaces with access from the rear lane.
- Work with local business/landowners to explore opportunities to pilot various temporary installations in laneways to gauge community interest and effectiveness as a tool to bring more people to the downtown and create places for visitors and residents to stay.



FLOOD MITIGATION

WHAT IS IT:

Buildings and sites should be designed and constructed to meet flood elevation requirements and include flood mitigation features to reduce the risk and damage due to potential future flood events.

Flood mitigation guidelines include;

- Various design techniques should be utilized where buildings are elevated above existing ground to meet flood elevation requirements including:
 - Ensure accessibility for all users between the site and the adjacent sidewalk
 - Encourage active frontages that engage passing pedestrians
 - Soften the visual impacts of different site/building elevations
- Design techniques could include terraced retaining walls, various forms of landscaping, provision of outdoor seating, urban artwork, among others.

Aligns with guidelines



7. Implementation

The adoption of the Downtown ARP for the Town of Black Diamond provides guidance to Council, Administration, the development industry, and the community on how redevelopment will occur in this key area of Town. To achieve the vision for this area, clear actions, and a plan for how they will be carried out, must be identified. **Appendix A** provides an implementation plan that establishes:

- Who is responsible
- Degree of priority
- Anticipated Budget Requirements
- Required partners, when applicable

Some of the key actions to implement the policies outlined in this plan have been identified in the sections below.

7.1 Land Use Bylaw Update

A comprehensive review and subsequent amendments to the Land Use Bylaw (LUB) will be required to achieve the policies within the ARP. An overarching goal of the review is to enable creativity and innovation while reducing regulatory requirements. Fundamentally, a Land Use Bylaw is an implementation tool for statutory documents. Where a conflict between a statutory plan and the Land Use Bylaw exists, the Land Use Bylaw will ultimately prevail. This makes amendments to the LUB critical to allow ARP policies to be reflected in future development. Topics that will need to be updated in the Land Use Bylaw include, but are not limited to:

- Flood mitigation provisions to ensure a balance between protecting future development from flooding, while also achieving an integrated built form with the streetscape.

- Amendments to land use districts to ensure appropriate land uses are contemplated within the district and discretionary uses are applied appropriately.
- Design, architectural and siting updates to allow the desired built form to occur.
- Considerations for flexibility and discretion to achieve overall objectives while not being too prescriptive and suppressing creativity.

7.2 Development Reviews & Process Updates

A component of the development process is acquiring the necessary approvals and permits from Administration. A review of the necessary administrative processes with an aim to add clarity, reduce redundancies, and add efficiencies where possible will be beneficial to improve service delivery in development reviews. Processes that will need review, or will need to be developed include, but are not limited to:

- Alberta Transportation Roadside Development Permit along the two corridors, Government Road, and Centre Avenue
- Temporary installations that enhance the public realm, involving the placement of structures within the public right of way

7.3 Development Incentives Program

Investigate a development incentive program to encourage new development in the downtown. Effective incentives can be a catalyst for appropriate development and can range from complex tax incentive mechanisms to more simplified accelerated pilot projects, such as a pilot for pop-up patios.

CASE STUDY:

REGIONAL MUNICIPALITY OF WOOD BUFFALO DOWNTOWN REVITALIZATION INCENTIVES PROGRAM

The Downtown Revitalization Incentives Program helps commercial property and business owners, as well as social profit agencies, improve their premises, attract new customers and tenants and to make the choice to stay downtown.

Since Fall 2020, over 113 applications have been approved and for every \$1 of grant funding there has been an investment of \$2 from private contributions. This has meant that through the program over \$12 million has been invested downtown.



7.4 Capital Projects

The Town of Black Diamond will undertake a series of infrastructure improvements selected based on their ability to catalyze development and contribute to the public realm. These projects include but are not limited to:

- Temporary streetscape improvements
- Infrastructure replacement/upgrades
- Future Public Parking lots
- Central gathering space/civic square adjacent to Town Hall

7.5 Strengthening Partnerships

Ensuring strong partnerships among stakeholders is essential for the successful implementation of this plan. Relationships among internal departments are essential for efficient and constructive communication to coordinate completion of different ARP actions. Additionally, strong relationships between internal departments and external stakeholders are necessary to identify and work through challenges, and to ensure the needs and priorities of all parties are being achieved. For example, a strong relationship between the Planning & Development department and business community will allow both groups to share concerns and identify whether the policies and actions address those concerns. Additionally, a positive and collaborative relationship between internal departments and Alberta Transportation will aid in progressive and creative approaches to meeting policy while not conflicting with existing processes and regulatory requirements.

7.6 Future Studies

Additional studies will be conducted as needed to facilitate implementation of this plan. These include but are not limited to:

- Water and sanitary sewer modelling
- Signage and Wayfinding Strategy
- Development Incentives Program
- Corridor Improvement Strategy to improve walkability, pedestrian comfort, safety, and accessibility:
 - Pedestrian infrastructure: sidewalks, corner bulbs,
 - Lighting, banners
 - Planters, furniture
 - Trees (on side streets)

7.7 Timing & Priority

For each action, the **Implementation Plan** will include timing, indicating when each action will be completed.

Timing may be influenced by seasonal or budget considerations. This is closely linked to level of priority of the action, based upon the importance of that action to achieve the corresponding policy.

7.8 Monitoring

Using the **Implementation Plan** as a baseline, monitoring the progress of implementation can be structured and reviewed based on the actions identified in the plan. Regular monitoring and reporting back should occur to keep momentum and assess progress and efforts as needed.

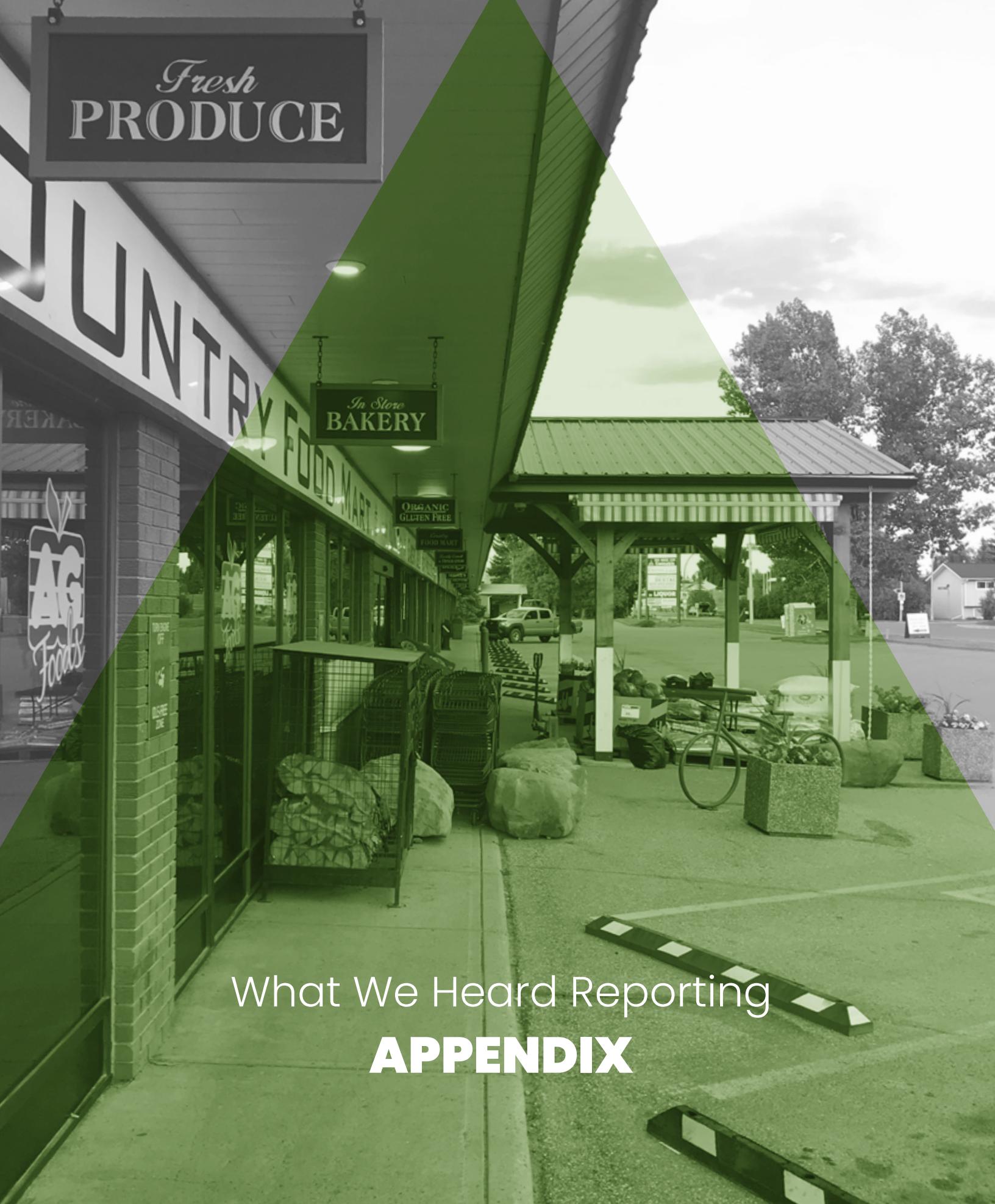


Implementation Plan

TOWN OF BLACK DIAMOND

POLICY	ACTION	WHO	PRIORITY	BUDGET	PARTNERS
Specific policies from this Area Redevelopment Plan.	Specific and measurable tasks that implement the policy.	Town Department responsible for the action.	High: 1-2 years Medium: 2-4 years Low: 5 years or more	Associated budget with this action, if applicable.	Identify key partners
Key Focus Area: BUSINESS HEALTH					
6.1.4 Policy 1.	<input type="checkbox"/> Review the Land Use Bylaw on-site parking requirements <input type="checkbox"/> Review cash-in-lieu parking policy <input type="checkbox"/> Review development review process	<ul style="list-style-type: none"> Planning & Development Finance 	Medium	\$25,000 - \$50,000	<ul style="list-style-type: none"> Business Community Development Industry General Public
6.1.4 Policy 2.	<input type="checkbox"/> Conduct research to understand development incentive program feasibility and program type in downtown ARP study area	<ul style="list-style-type: none"> Economic Development Planning & Development Finance 	High	N/A	<ul style="list-style-type: none"> Business Community Development Industry General Public
6.1.4 Policy 3.	<input type="checkbox"/> Develop an ongoing community enhancement operational budget	<ul style="list-style-type: none"> Public Works Planning & Development Finance 	High	N/A	N/A
Key Focus Area: PUBLIC REALM & PEDESTRIAN EXPERIENCE					
6.2.4 Policy 4.	<input type="checkbox"/> Develop a Concept Plan for land adjacent to the Town office (including engagement with key stakeholders)	<ul style="list-style-type: none"> Planning & Development Parks & Recreation Finance 	Medium	\$25,000-\$50,000	<ul style="list-style-type: none"> General Public
6.2.4 Policy 6.	<input type="checkbox"/> Develop and implement a Park Concept Plan	<ul style="list-style-type: none"> Parks & Recreation Finance Planning & Development 	High	N/A	<ul style="list-style-type: none"> General Public
6.2.4 Policy 7. (And Section 6.3.4 Policy 2.)	<input type="checkbox"/> Develop a Wayfinding Plan for Diamond Valley	<ul style="list-style-type: none"> Planning & Development Public Works Finance 	High (In conjunction with broader wayfinding considerations for Diamond Valley)	\$25,000-\$50,000	<ul style="list-style-type: none"> General Public
6.2.4 Policy 8.	<input type="checkbox"/> Set aside budget on annual basis to add, improve or replace sidewalks	<ul style="list-style-type: none"> Public Works Finance 	High	TBD	<ul style="list-style-type: none"> Alberta Transportation
6.2.5 Policy 2.	<input type="checkbox"/> Complete Preliminary Corridor Design Plan and develop pilot program for installation of streetscape improvements (e.g., curb bulbs and flexible public spaces/parking areas).	<ul style="list-style-type: none"> Planning & Development Public Works Finance 	High	\$50,000 - \$150,000	<ul style="list-style-type: none"> Business Owners Alberta Transportation
6.2.5 Policy 3.	<input type="checkbox"/> Consider a Flexible Space Application process and criteria in close collaboration with Alberta Transportation to streamline application process	<ul style="list-style-type: none"> Planning & Development 	Medium	N/A	<ul style="list-style-type: none"> Alberta Transportation
6.2.5 Policy 3.	<input type="checkbox"/> Develop a Public Realm Policy and Procedure to identify a process and regulations for private businesses seeking to utilize municipally owned areas as amenity and or display space	<ul style="list-style-type: none"> Planning & Development Public Works Finance Economic Development 	High	N/A	<ul style="list-style-type: none"> Alberta Transportation

POLICY <i>Specific policies from this Area Redevelopment Plan.</i>	ACTION <i>Specific and measurable tasks that implement the policy.</i>	WHO <i>Town Department responsible for the action.</i>	PRIORITY <i>High: 1-2 years Medium: 2-4 years Low: 5 years or more</i>	BUDGET <i>Associated budget with this action, if applicable.</i>	PARTNERS <i>Identify key partners</i>
6.2.5 Policy 4.	<input type="checkbox"/> Meet annually with business community to review and discuss impact of utilizing flexible spaces on downtown vibrancy	• Planning & Development	High (to develop an ON-GOING process)	N/A	• Chamber of Commerce • Business Community • General Public
Key Focus Area: TRANSPORTATION & MOVEMENT					
6.2.6 Policy 2.	<input type="checkbox"/> Host workshop with local business owners to explore laneway activation pilot opportunities	• Planning & Development • Public Works	Low	N/A	• Chamber of Commerce • Business Community • General Public
6.3.4 Policy 4.	<input type="checkbox"/> Calculate current public parking lot capacity and project future demand and associated parcel requirements, preferred location and anticipated costs	• Planning & Development • Finance	Medium	\$15,000 – \$25,000	N/A
6.3.5 Policy 2	<input type="checkbox"/> Installation of high priority curb bulbs as identified in the completed Preliminary Corridor Design Plan	• Planning & Development • Public Works • Finance	High	\$100,000 - \$150,000	• Business Community
Key Focus Area: INFRASTRUCTURE					
6.4.4 Policy 1.	<input type="checkbox"/> Complete required water and sanitary sewer modelling	• Planning & Development • Public Works	High	\$75,000 - \$100,000	N/A
6.4.4 Policy 2.	<input type="checkbox"/> Update Land Use Bylaw to reflect flood protection requirements	• Planning & Development	Medium	N/A	• Alberta Environment
Key Focus Area: LAND USE					
6.5.4 Policy 2.	<input type="checkbox"/> Conduct a Land Use Bylaw Review to identify potential amendments that will remove barriers to development, using the lens of enabling regulation rather than overly prescriptive regulation	• Planning & Development	Medium	N/A	• N/A
Key Focus Area: BUILDING FORM & DESIGN GUIDELINES					
6.6.4 Policy 1.	<input type="checkbox"/> Create one set of design guidelines by integrating the Historic Downtown Design Standards with the Design Guidelines contained within the ARP	• Planning & Development	Low	N/A	N/A

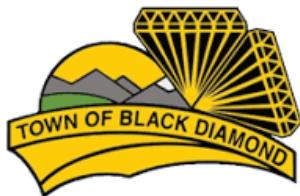


What We Heard Reporting **APPENDIX**

TOWN OF BLACK DIAMOND

DOWNTOWN AREA REDEVELOPMENT PLAN (ARP)

PHASE 1 ENGAGEMENT - WHAT WE HEARD REPORT



URBAN
S Y S T E M S

SUBJECT: Downtown ARP Phase 1 Survey Results – General Population
DATE: October 27, 2021
FILE: 0925.0044.01

1.0 BACKGROUND

The Town of Black Diamond is developing an Area Redevelopment Plan (ARP) for downtown and the highway corridor to outline a clear vision for the area. As part of Phase 1 of the ARP project, the Town asked residents and businesses to share their thoughts on the future of Downtown through an online survey.

This document is a high-level What We Heard Report (WWH Report) of **resident responses and business owner responses** submitted through the online survey.

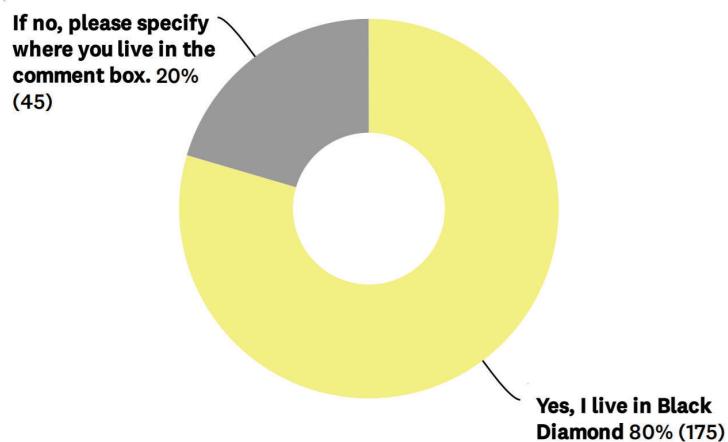
The online survey was launched on Monday, October 4, 2021, and open for a two-week period until Friday, October 15, 2021. In total, the survey was received 221 responses. The input received as part of the online survey will inform the development of the Black Diamond Downtown Area Redevelopment Plan (ARP).

It is important to note that all survey questions were left as optional. As a result, each survey question has a varying total response rate.

2.0 SURVEY RESULTS: DEMOGRAPHIC QUESTIONS

In order to better understand the demographics of the survey respondents, a few initial questions (Q1 – Q6) were asked of all respondents completing the survey, including those within the study area and those that are not within the study area.

Q1. Are you currently a resident living in the Town of Black Diamond?



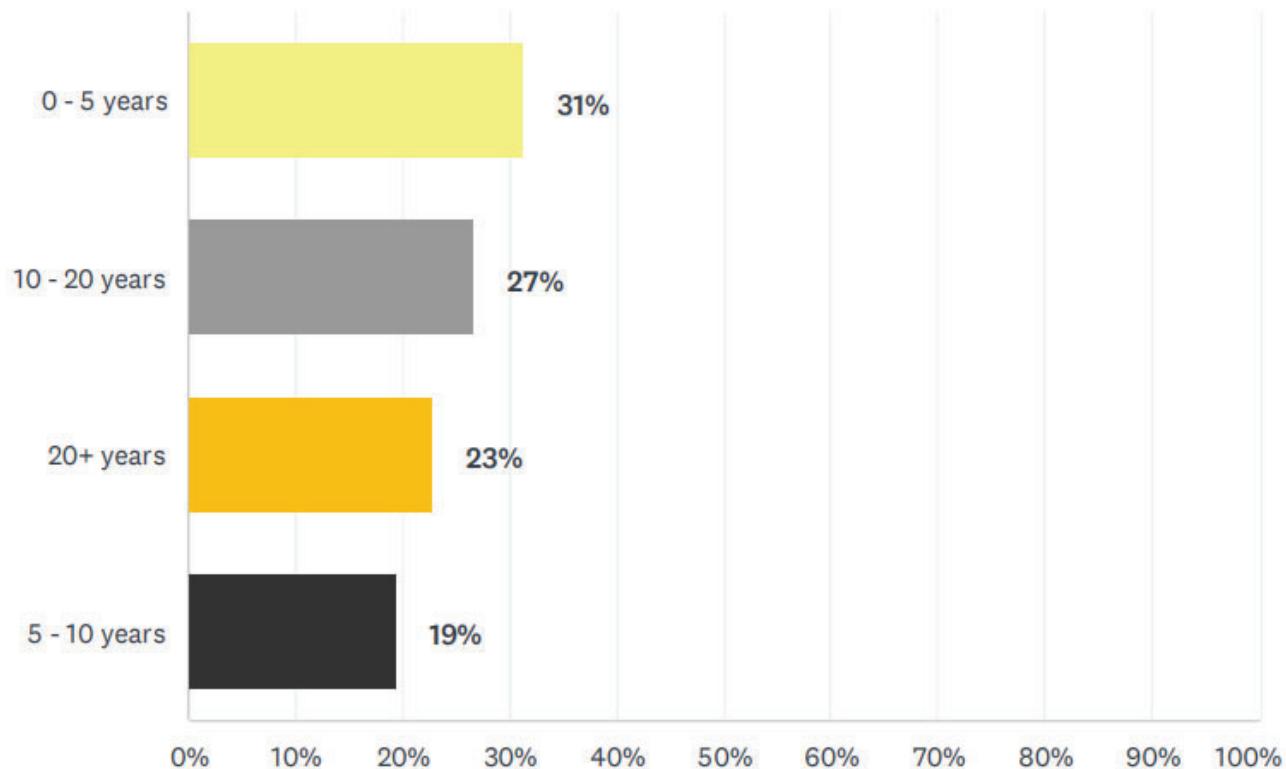
ANSWER CHOICES	RESPONSES
Yes, I live in Black Diamond	175
If no, please specify where you live in the comment box.	45
TOTAL	220

Other residential locations shared.

- Spruce Grove
- Longview
- Okotoks
- Cochrane
- Calgary
- Millarville
- Rural Acreage/Outside of BD
- Foothills County
- Turner Valley

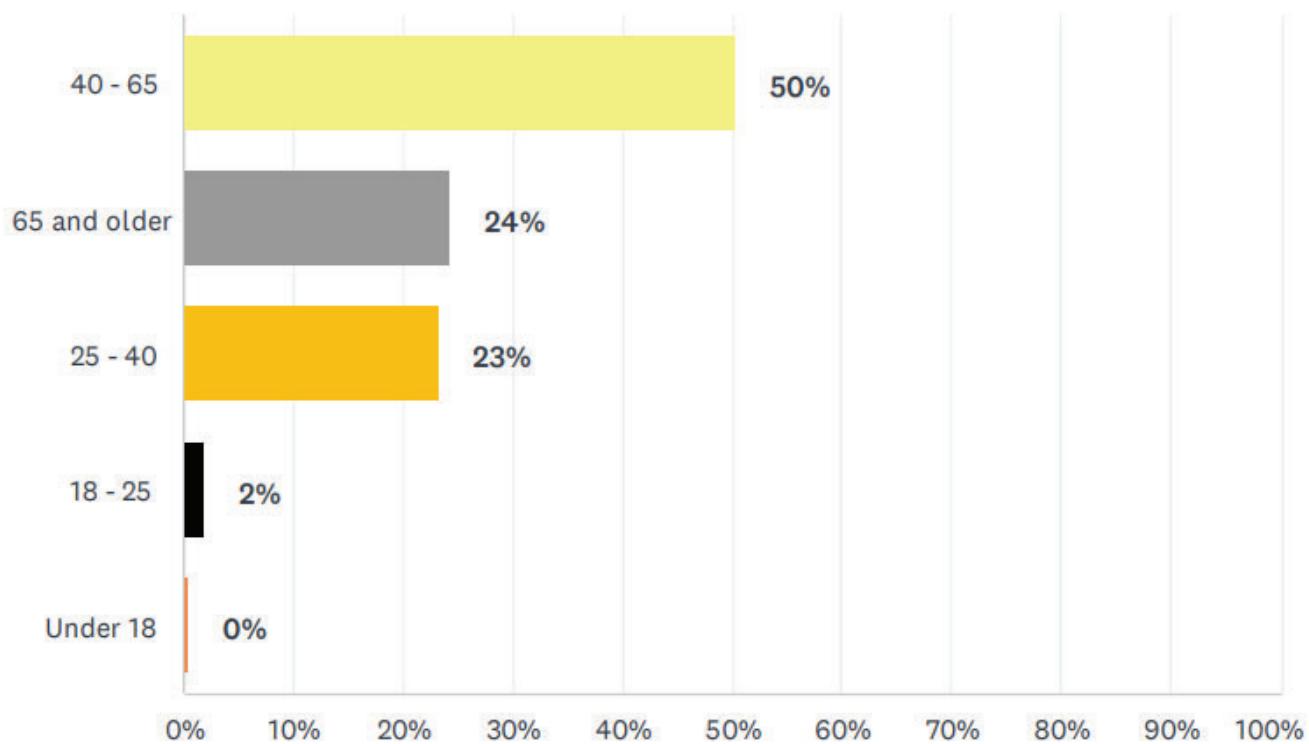
Response Rate: Answered: 220, Skipped: 1

Q2. How long have you been a resident in the Town of Black Diamond?



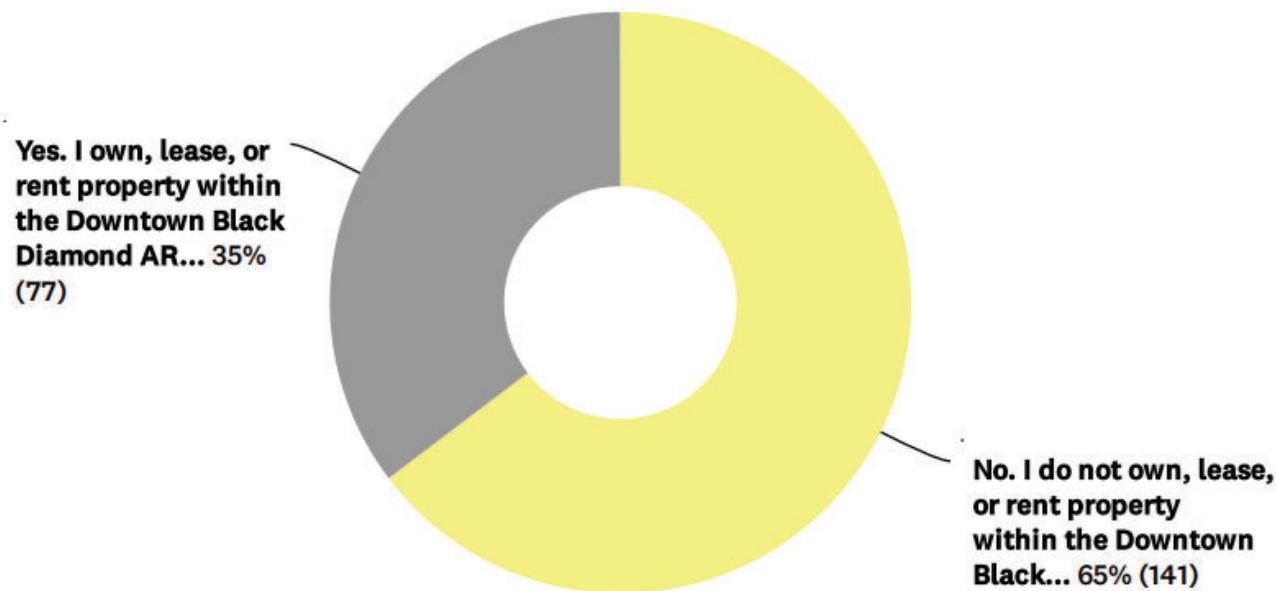
ANSWER CHOICES	RESPONSES
0 - 5 years	31%
10 - 20 years	27%
20+ years	23%
5 - 10 years	19%
TOTAL	176

Q3. Please select your age range.



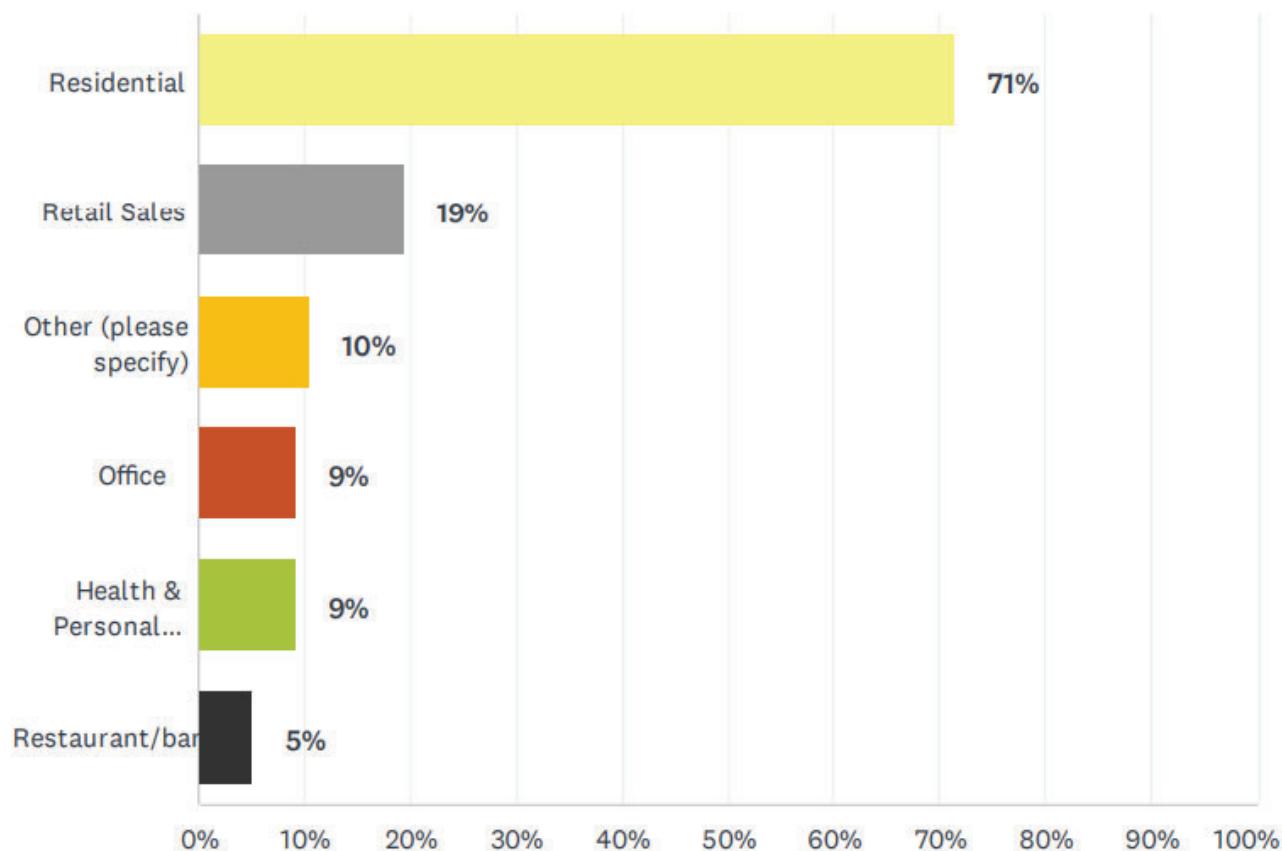
ANSWER CHOICES	RESPONSES
40 - 65	50% 110
65 and older	24% 53
25 - 40	23% 51
18 - 25	2% 4
Under 18	0% 1
TOTAL	219

Q4. Do you own, lease, or rent property within the Downtown Black Diamond ARP study area? Please refer to the map of the Downtown Black Diamond ARP study area.



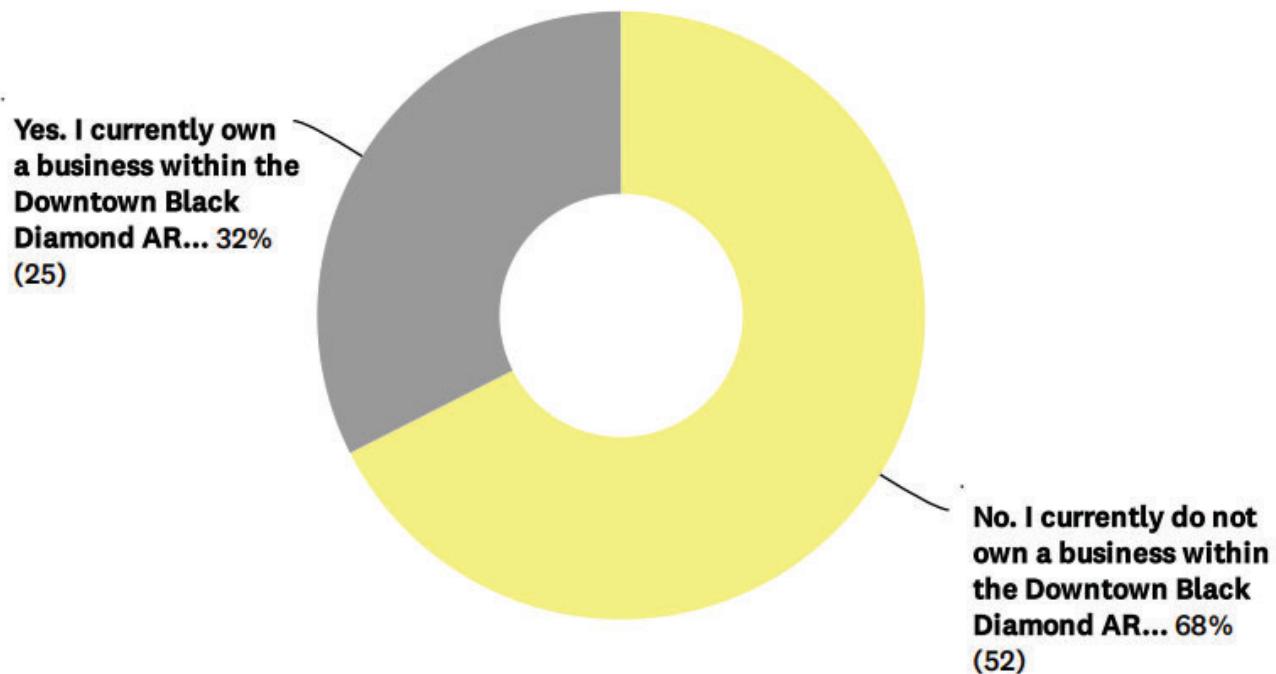
ANSWER CHOICES	RESPONSES	
No. I do not own, lease, or rent property within the Downtown Black Diamond ARP study area.	65%	141
Yes. I own, lease, or rent property within the Downtown Black Diamond ARP study area.	35%	77
TOTAL		218

**Q5. If you own, lease or rent property in the study area, how do you use the property?
(Select all that apply).**



ANSWER CHOICES	RESPONSES
Residential	71%
Retail Sales	19%
Other (please specify)	10%
Office	9%
Health & Personal Services	9%
Restaurant/bar	5%
Total Respondents: 77	

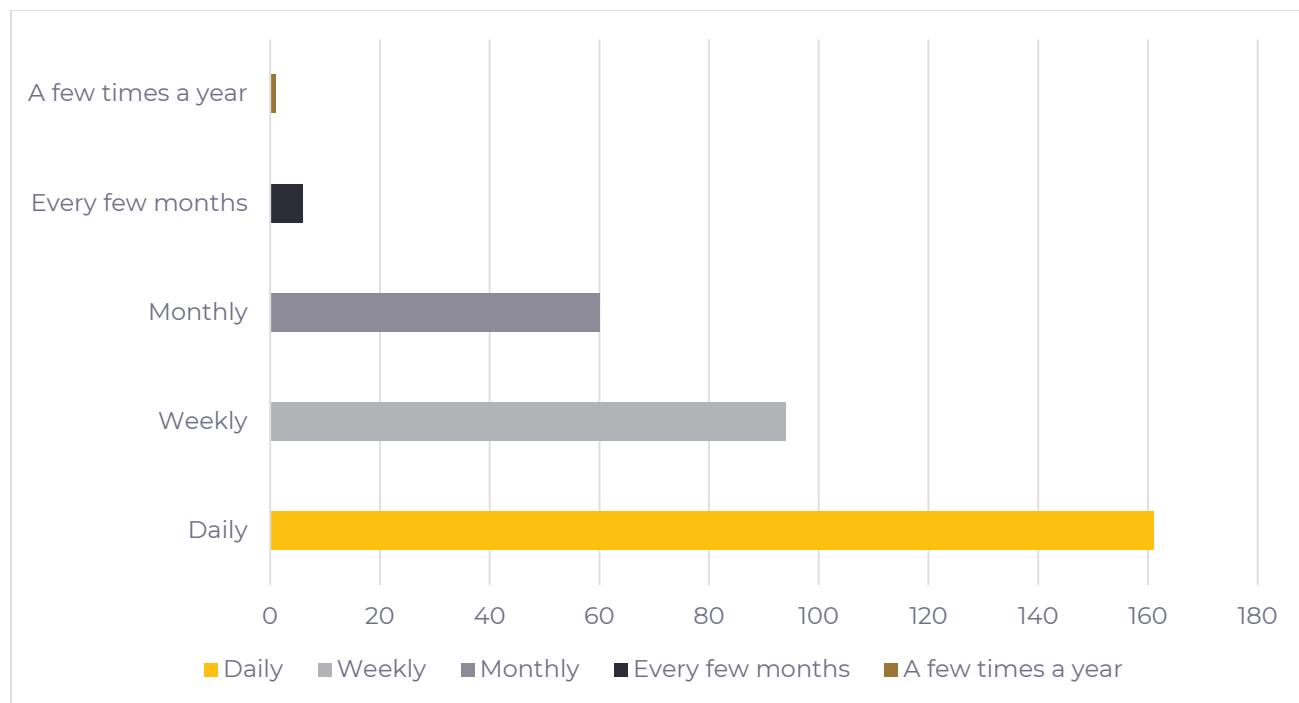
Q6. Do you currently own a business within the Downtown Black Diamond ARP study area?



ANSWER CHOICES	RESPONSES
No. I currently do not own a business within the Downtown Black Diamond ARP study area.	68% 52
Yes. I currently own a business within the Downtown Black Diamond ARP study area.	32% 25
TOTAL	77

3.0 SURVEY RESULTS: PROJECT-SPECIFIC QUESTIONS

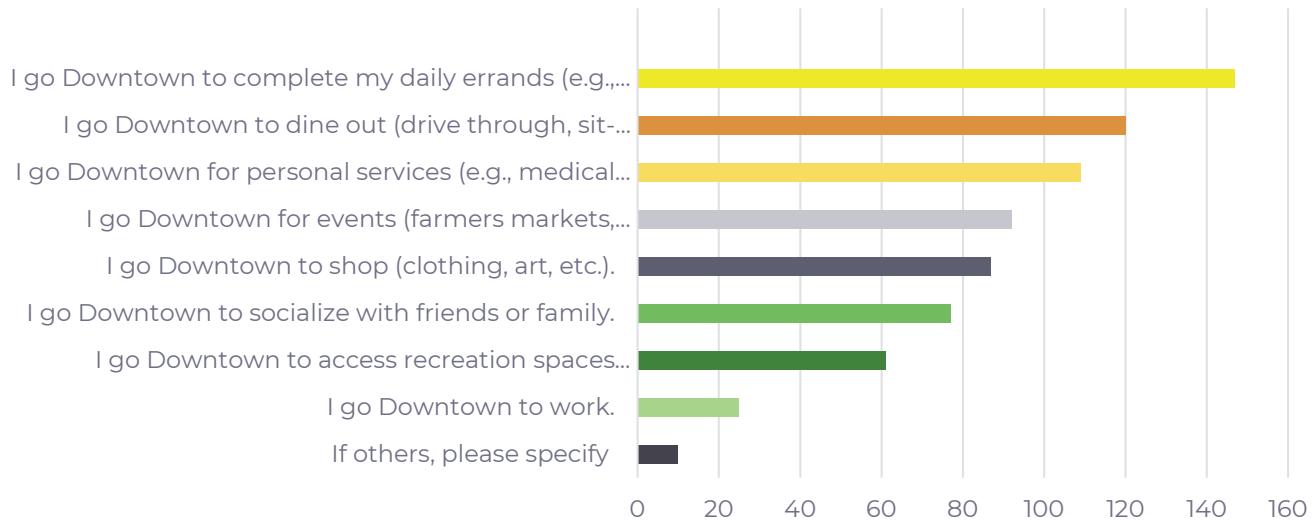
Q7. How often do you visit Downtown Black Diamond?



Response Rate: Answered: 136, Skipped: 85

Q8. Why do you visit Downtown Black Diamond? Please check all that apply.

Why do you visit Downtown Black Diamond? Please check all that apply



ANSWER CHOICES

I go Downtown to complete my daily errands (e.g., grocery shopping, get gas for my vehicle, etc.).

I go Downtown to dine out (drive through, sit-down, etc.).

I go Downtown for personal services (e.g., medical visits, hair cuts, etc.).

I go Downtown for events (farmers markets, parades, etc.).

I go Downtown to shop (clothing, art, etc.).

I go Downtown to socialize with friends or family.

I go Downtown to access recreation spaces (pathways, etc.).

I go Downtown to work.

Other (please specify)

I don't visit Downtown. I pass through it on my way to somewhere else.

Response Rate: Answered: 136, Skipped: 85

Q9. What do you like about Downtown Black Diamond today? Please be as detailed as possible in your response.

Top 10 Responses (with the most comment response on top, in descending order).

1. It is unique
2. The “small town feel”
3. The unique shops
4. The historic feel
5. It is walkable
6. It is friendly (e.g. the people, the business owners)
7. The stores are locally owned
8. There are no chain stores
9. There are a variety of businesses
10. It’s character

Response Rate: Answered: 136, Skipped: 85

Q10. What challenges does Downtown Black Diamond face today? Please be as detailed as possible in your response.

Top 10 Responses (with the most comment response on top, in descending order).

1. There is limited parking (i.e., limited space to park, limited parking close to Downtown/businesses)
2. There is high traffic levels, causing congestion, safety concerns and noise
3. The existing buildings are dilapidated and poorly maintained
4. There is a continued threat of new chain stores/big box stores
5. There are safety issues for pedestrians coming to and from Downtown (e.g. unsafe crossings, intersections)
6. There are challenges attracting tourists
7. The sidewalks are poorly maintained
8. There are limited dining options
9. There is poor pedestrian connectivity to and from Downtown
10. There is a low stock of lands for commercial development

Response Rate: Answered: 127, Skipped: 94

Q11. What makes Black Diamond unique?

Top 10 Responses (with the most comment response on top, in descending order).

1. The unique shops
2. The small town feel
3. The historic feel
4. The shops are locally owned
5. The character of the Town, including the buildings character
6. The variety of businesses
7. The original architecture
8. The variety of places to eat
9. It is not unique
10. The artsy nature of the businesses/Downtown

Response Rate: Answered: 127, Skipped: 94

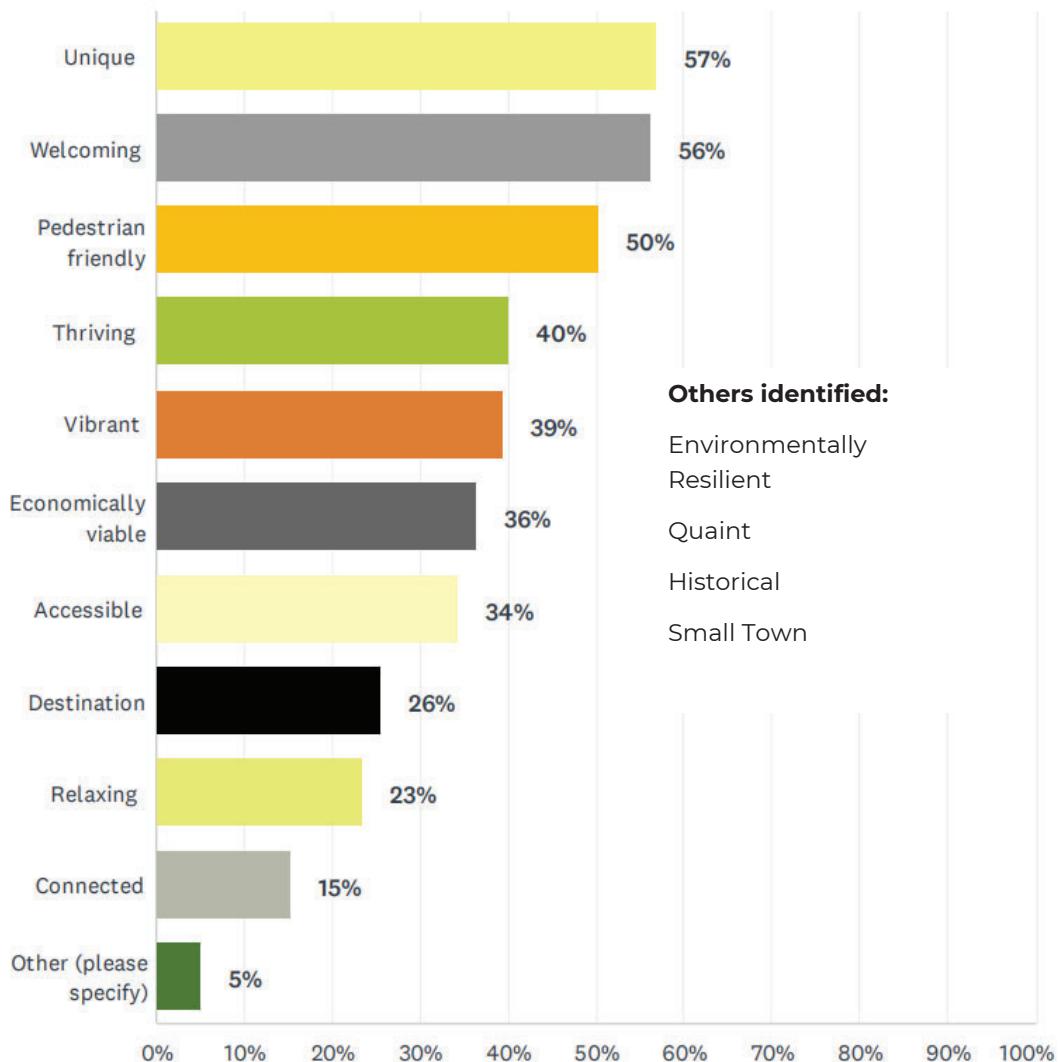
Q12. How should Downtown Black Diamond look and feel in the future?

Top 10 Responses (with the most comment response on top, in descending order).

1. The Downtown should stay the same
2. The small town feel should be maintained
3. There should be no chain stores/big box stores
4. The historic feel should be maintained
5. It should be unique
6. It should maintain/require historic design and architecture
7. There should be increased opportunities for community gathering (e.g. places to sit, places to stay, events)
8. There should be additional parks/green spaces
9. The Town should attract tourists
10. Unique shops should be maintained and encouraged

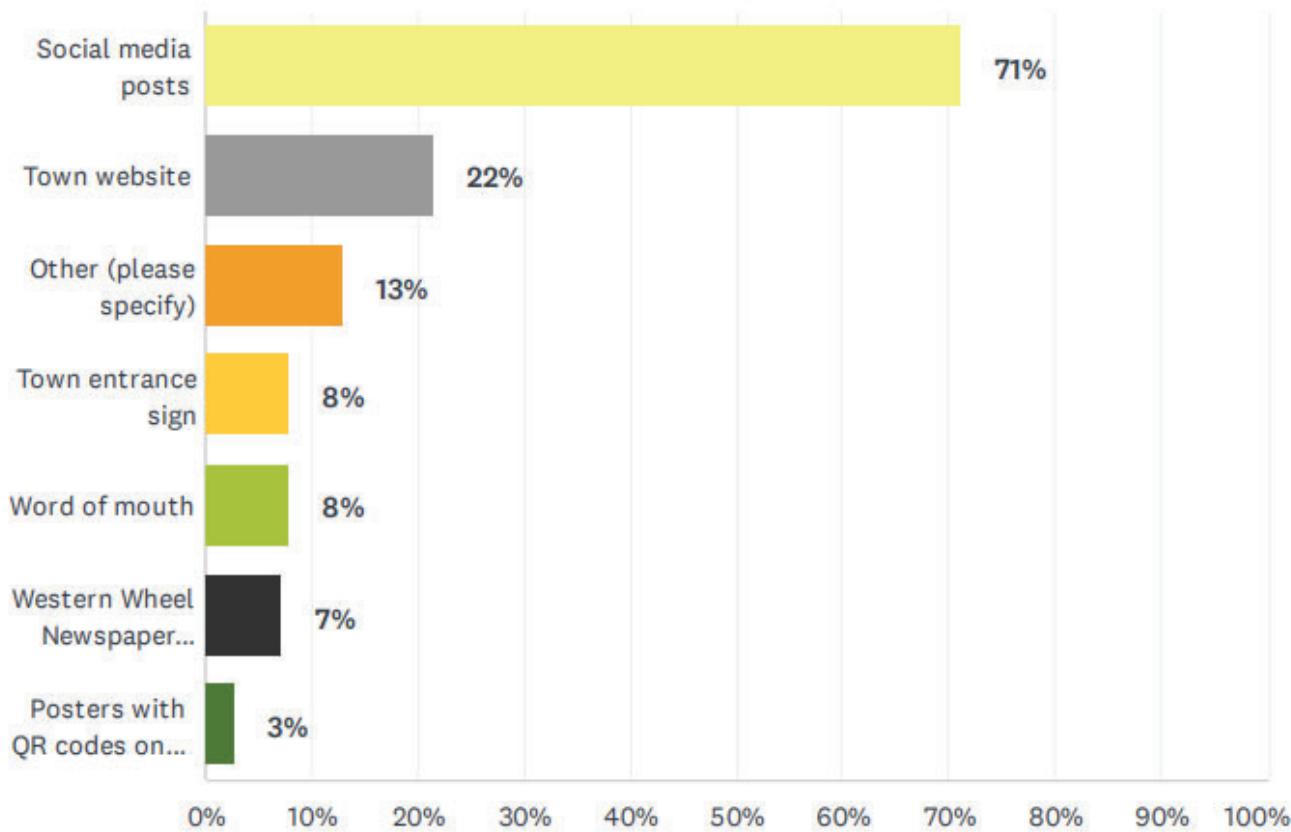
Response Rate: Answered: 127, Skipped: 94

Q13. How do you want to describe Downtown Black Diamond in the future? Please select your top three choices from the ones listed below or share your own in the “other” textbox.



Response Rate: Answered: 137, Skipped: 84

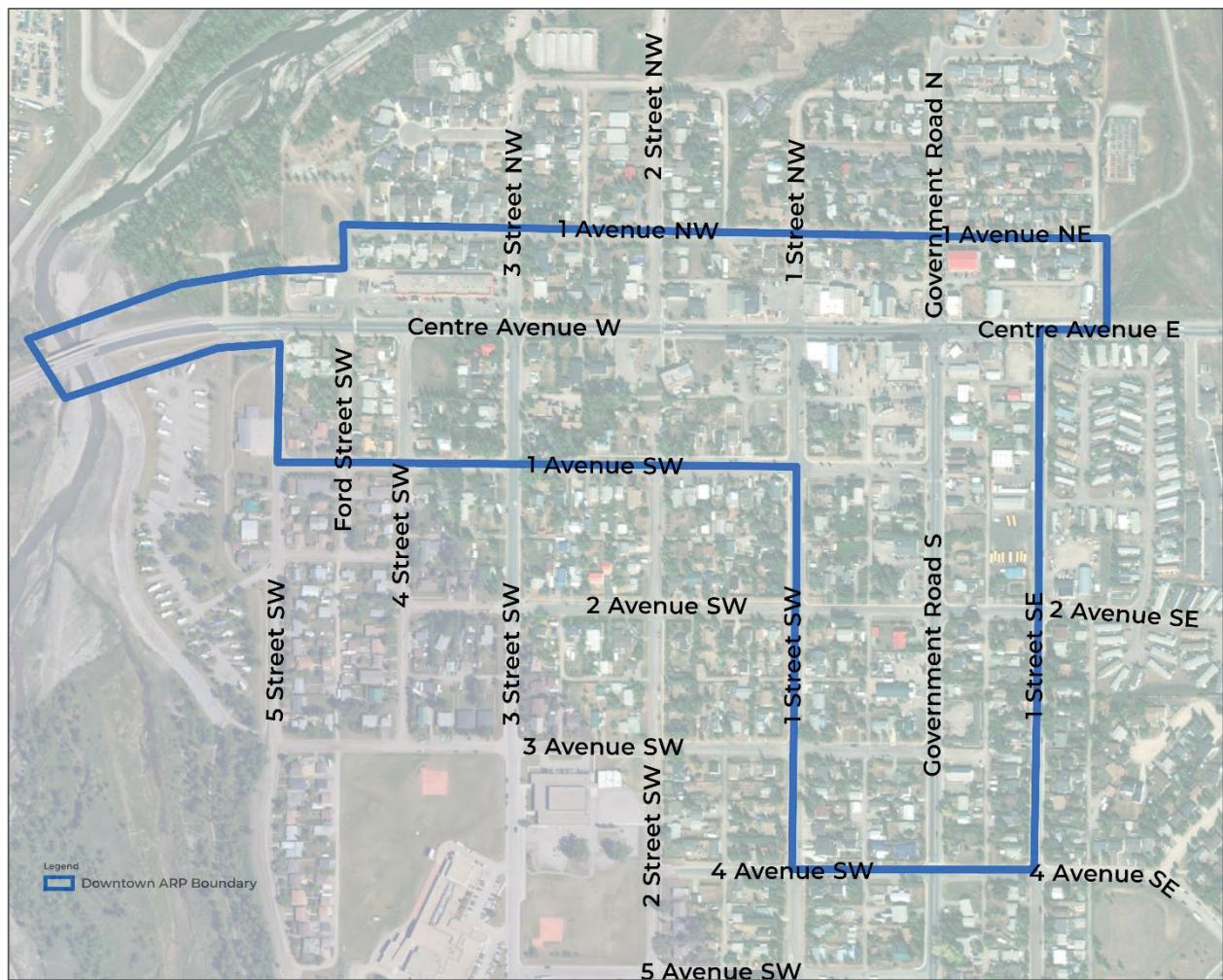
Q.14 We want to make sure we're using the best channels to spread the word about the Downtown Black Diamond ARP. Let us know how you heard about this online survey. Please select all that apply.



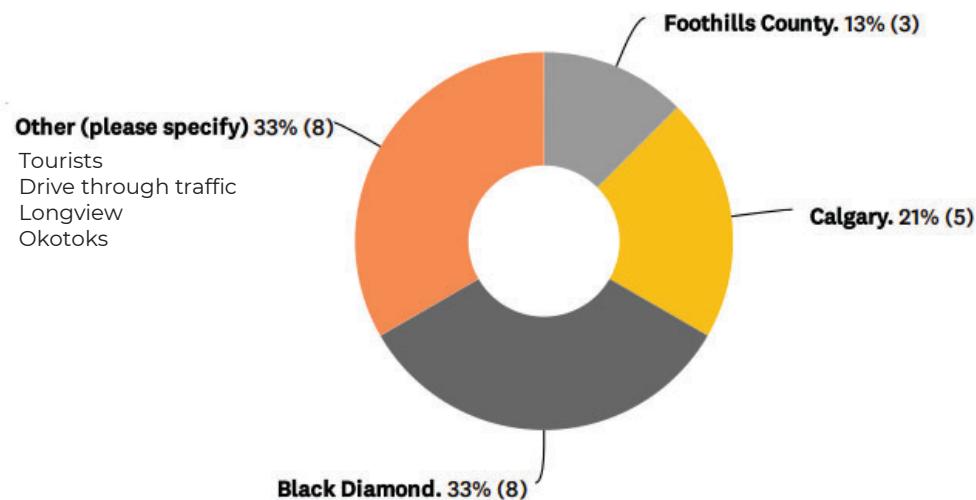
ANSWER CHOICES	RESPONSES
Social media posts	71% 99
Town website	22% 30
Other (please specify)	13% 18
Town entrance sign	8% 11
Word of mouth	8% 11
Western Wheel Newspaper (Black Diamond Council Connections)	7% 10
Posters with QR codes on bulletin boards	3% 4
Total Respondents: 139	

4.0 SURVEY RESULTS: BUSINESS SPECIFIC QUESTIONS

The following questions were only asked of those who identified themselves as business owners within the Downtown ARP study area (as shown below).



Q1. Where does most of your customer base come from?



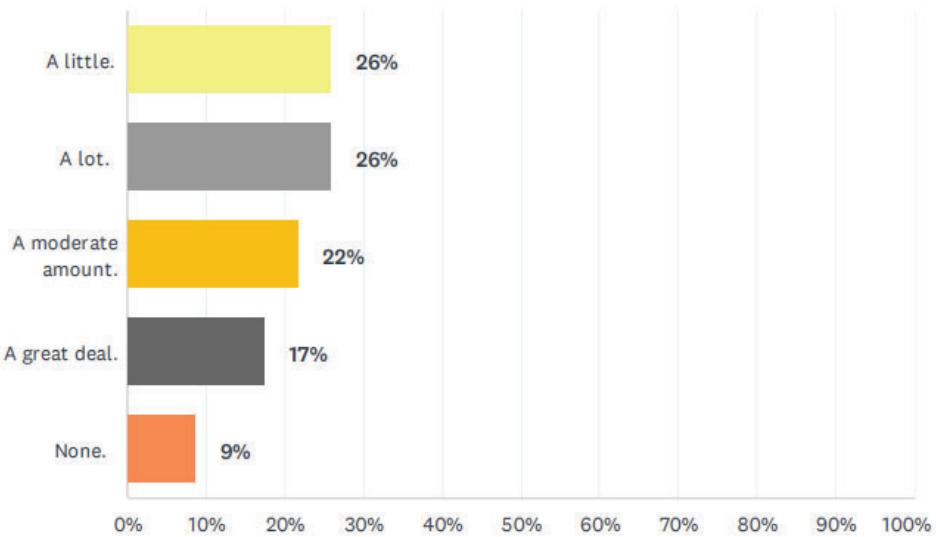
ANSWER CHOICES	RESPONSES
Turner Valley.	0%
Foothills County.	13%
Calgary.	21%
Black Diamond.	33%
Other (please specify)	33%
TOTAL	24

Response Rate: Answered: 24, Skipped: 197

Other customer base locations shared:

- Tourists
- Drive through traffic
- Longview
- Okotoks

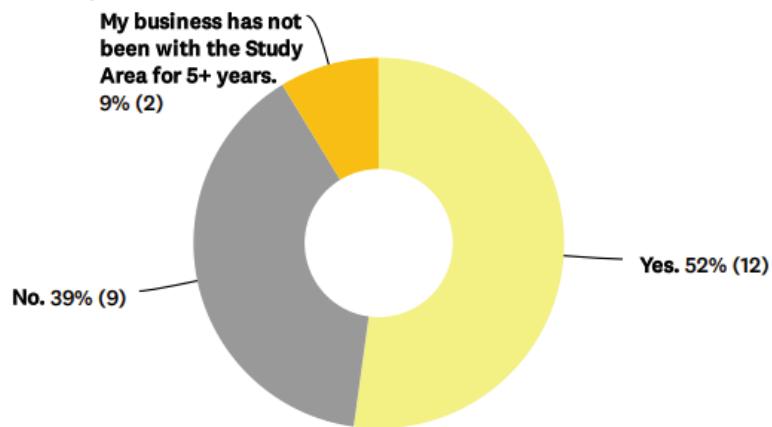
Q2. How much seasonal variation does your business experience?



ANSWER CHOICES	RESPONSES	
A little.	26%	6
A lot.	26%	6
A moderate amount.	22%	5
A great deal.	17%	4
None.	9%	2
TOTAL		23

Response Rate: Answered: 23, Skipped: 198

Q3. Has your customer base significantly changed in the last 5+ years?



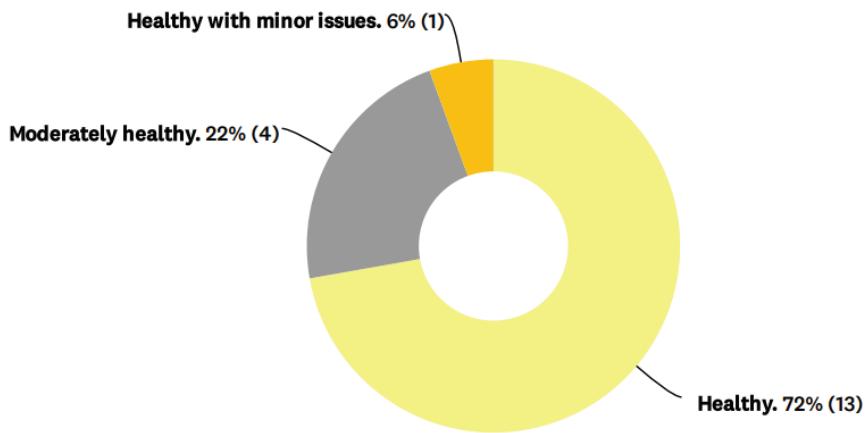
ANSWER CHOICES	RESPONSES	
Yes.	52%	12
No.	39%	9
My business has not been with the Study Area for 5+ years.	9%	2
TOTAL		23

Response Rate: Answered: 23, Skipped: 198

- Taken on additional projects to compensate for depressed economy
- Increased demand for custom work
- Shift in customer base – increase of customers from other areas in the region
 - Okotoks/Foothills County
 - Calgary
- Increase in summer season customers (camping)
- Older demographic
- Customers Downtown for the destination/unique experience

Response Rate: Answered: 13, Skipped: 208

Q5. How was the health of your business trending before March 2020?



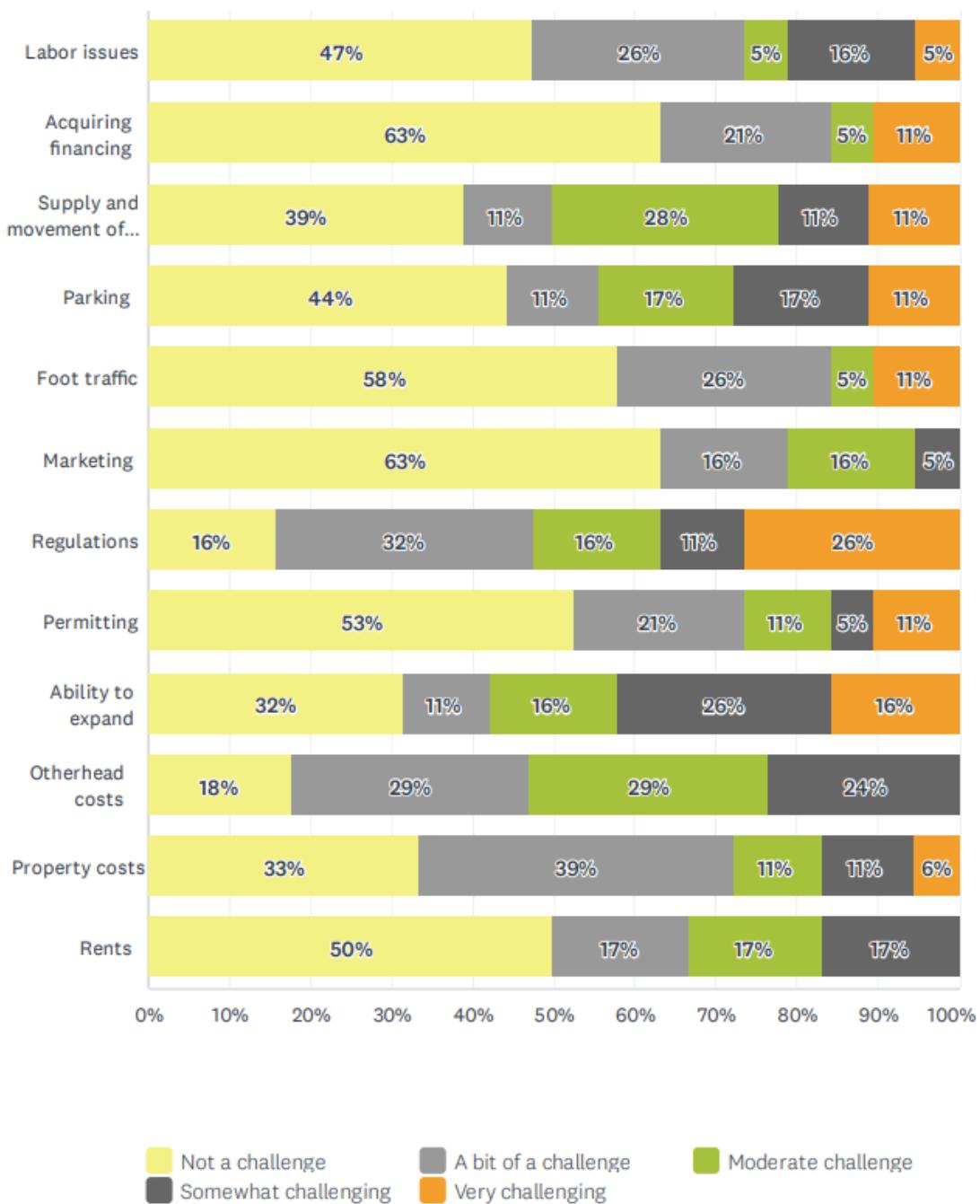
ANSWER CHOICES	RESPONSES
Healthy.	72%
Moderately healthy.	22%
Healthy with minor issues.	6%
Struggling.	0%
Unhealthy.	0%
TOTAL	18

Response Rate: Answered: 18, Skipped: 203

- Minimal to no impact
- Less customers in restaurant/food industry (people eating at home rather than dining out)
- Decrease in tourists
- Reduction in customers from other areas
- Decrease in customer visits
- Customers more cautious with their spending
- Increased prices for resources in different sectors (e.g. construction materials)
- Essential services thriving/growing
- Costs associated with evolving government mandates/restrictions to apply/enforce

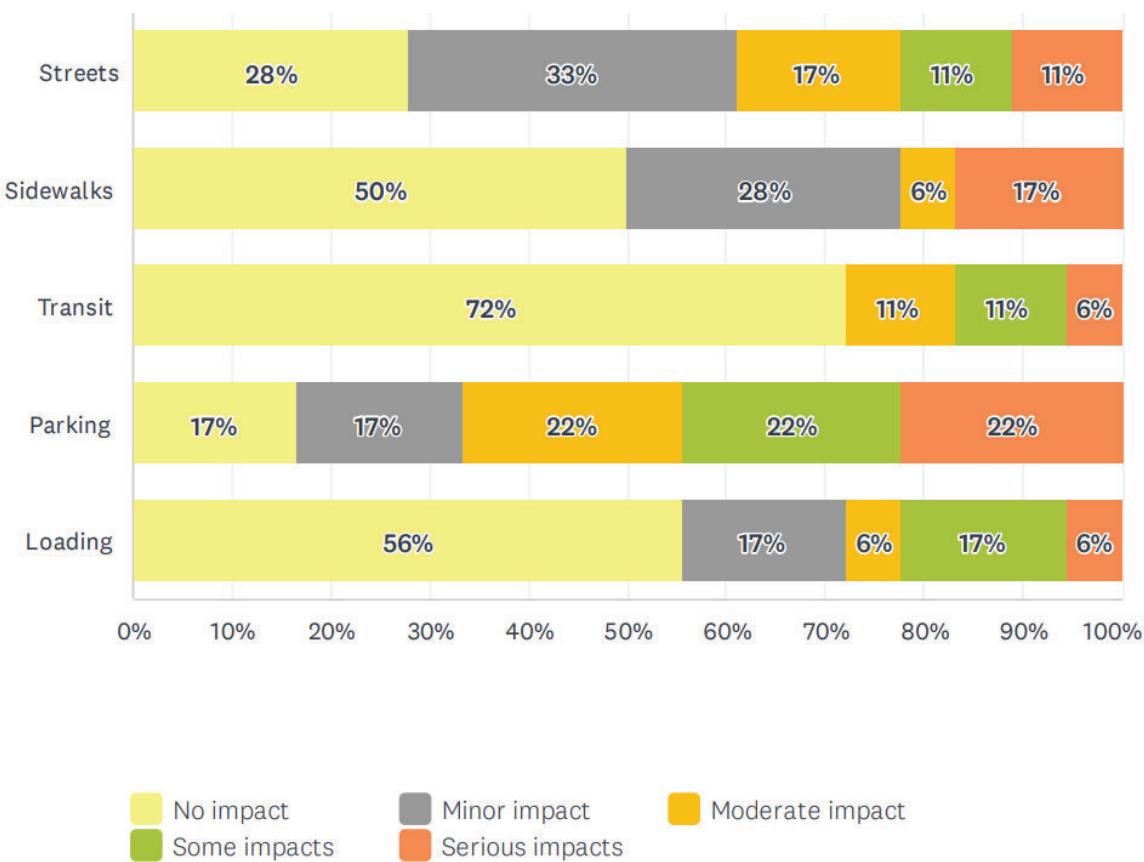
Response Rate: Answered: 18, Skipped: 203

Q7. Please rate and share what you perceive as challenges to your business viability.



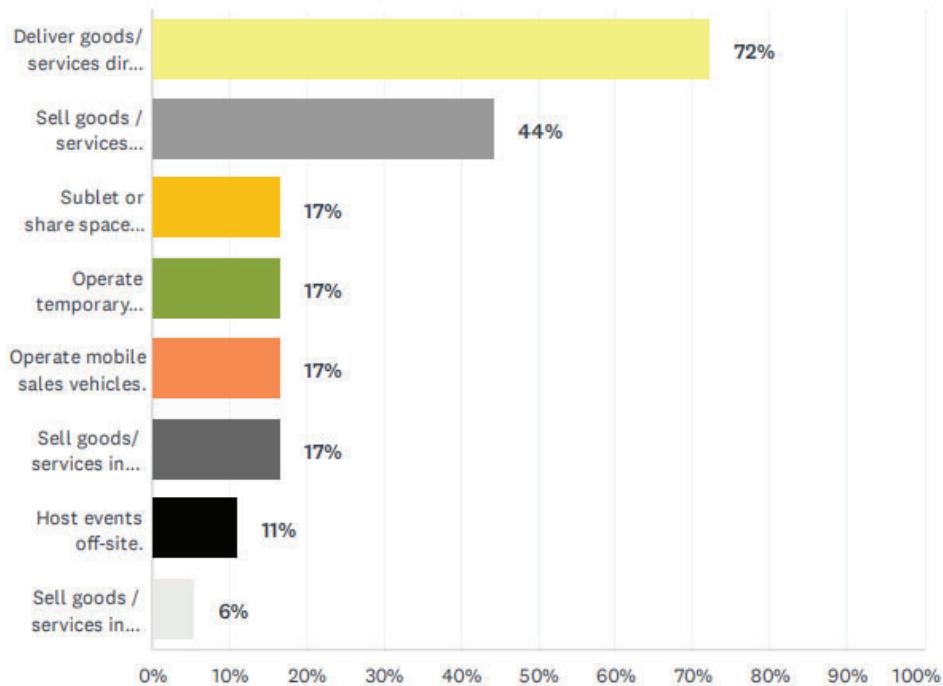
Response Rate: Answered: 19, Skipped: 202

Q8. Do you think the quality and/or the management of any of these items impact the viability of your business: each category will have a multiple choice to chose from.



Response Rate: Answered: 18, Skipped: 203

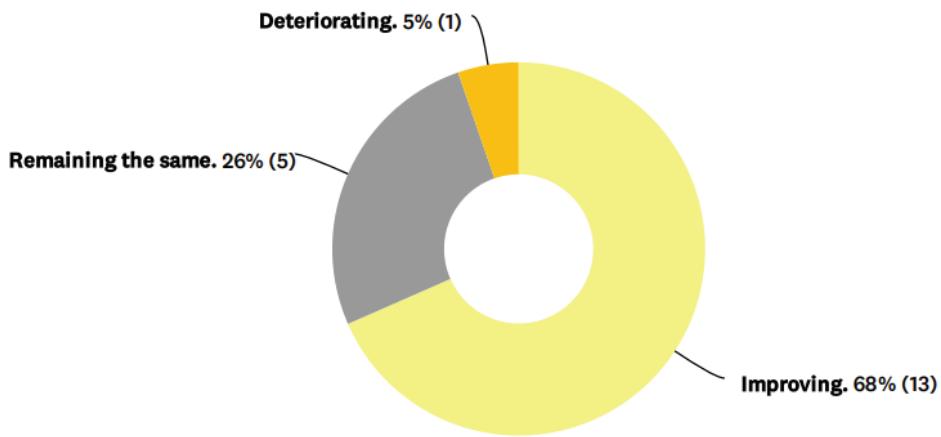
Q8. Please check all that apply. Does your business:



ANSWER CHOICES	RESPONSES
Deliver goods/ services direct to customers.	72% 13
Sell goods / services online.	44% 8
Sublet or share space with another business.	17% 3
Operate temporary locations.	17% 3
Operate mobile sales vehicles.	17% 3
Sell goods/ services in public markets.	17% 3
Host events off-site.	11% 2
Sell goods / services in other stores.	6% 1
Total Respondents: 18	

Response Rate: Answered: 18, Skipped: 203

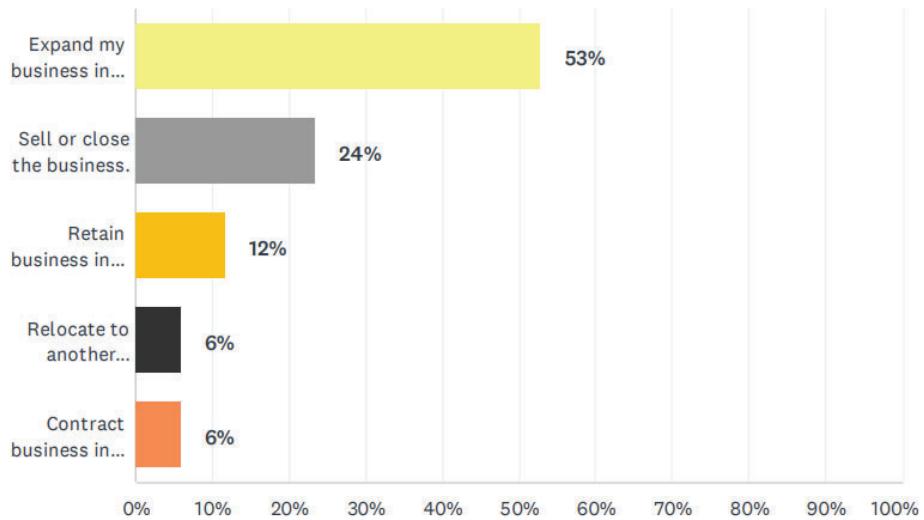
Q9. The long-term outlook for my business is:



ANSWER CHOICES	RESPONSES	
Improving.	68%	13
Remaining the same.	26%	5
Deteriorating.	5%	1
TOTAL		19

Response Rate: Answered: 19, Skipped: 203

Q10. Within 5 years, I will:



ANSWER CHOICES	RESPONSES	
Expand my business in this location.	53%	9
Sell or close the business.	24%	4
Retain business in this location and add more locations.	12%	2
Relocate to another location.	6%	1
Contract business in this location (i.e. reduce the size or hours of business).	6%	1
TOTAL		17

Response Rate: Answered: 17, Skipped: 204

- Retirement
- Train and hire new staff
- Limited potential to relocate within Town due to challenges with zoning, permits, development
- No demand for more of the same service
- Desire to reinvest in business to fill locals needs
- Increase of travellers passing through
- Town vision does not align with my own
- Competition – big box stores

Response Rate: Answered: 17, Skipped: 204

Q12. What is working to support your business in its current location (i.e., what makes your business viable in Downtown?)

- Unique businesses/skill sets cater to wide variety of customer base – provincial and national draw
- Good customers
- Good accessibility
- Visibility
- Advertising/Marketing (e.g. website)
- Great customer service
- Supportive Town Administration
- Skill set – one of a kind business
- Abundant parking
- Proximity to major transportation routes
- “Shop local” mentality
- Good reputation
- Quality products

Response Rate: Answered: 17, Skipped: 204

Q13. What is NOT working to support your business in the current location?

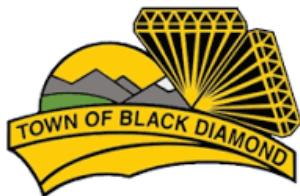
- Provincial politics
- Customers have less available capital to spend
- Challenges with advertising business in high traffic areas
- Parking supply challenges
- Seasonal challenges
 - Access challenges in the winter season – no snow removal
 - No shade in the summer in some areas
- Interface between residential and commercial
- Lack of employees
- Competition with bigger box businesses
- Lack of public parking signage
- Poor quality public parking lot
- No standards/regulations controlling maintenance of older buildings

Response Rate: Answered: 17, Skipped: 204

TOWN OF BLACK DIAMOND

DOWNTOWN AREA REDEVELOPMENT PLAN (ARP)

PHASE 3 ENGAGEMENT - WHAT WE HEARD REPORT



URBAN
S Y S T E M S

SUBJECT: Downtown ARP Phase 3 Survey Results
DATE: August 26, 2022
FILE: 0925.0044.01

1.0 BACKGROUND

The Black Diamond Downtown Area Redevelopment Plan (ARP) will outline a vision for the downtown's future and explain what kind of land uses, infrastructure, and design guidelines will support and add to the Town's unique identity and character.

We are currently in Phase 2 of the Downtown ARP project. Using the public's feedback from Phase 1 Engagement and information we collected from technical studies, we drafted community-driven guiding principles and started to contemplate direction for each area as it relates to transportation, infrastructure, land use, and building design for the future Downtown Black Diamond. As part of this phase, we shared this information with the public through an online survey to confirm our understanding of the community's vision for the Downtown. The Town initiated this online survey on Friday, July 26th, 2022, for a time period of 1.5-weeks, closing on Wednesday August 10th, 2022. We received input from a total of 144 respondents. This feedback will inform the development of a draft ARP document.

This document is a high-level What We Heard Report (WWH Report) of public responses submitted through the online survey.

It is important to note that the majority of survey questions were left as optional. As a result, each survey question has a varying total response rate.

2.0 SURVEY RESULTS: PROJECT-SPECIFIC QUESTIONS

GUIDING PRINCIPLES

- **Downtown is for the people**
Accessible, safe, comfortable, beautiful, desirable for all.
- **Downtown is a tourist destination**
Provides a variety of amenities and services for tourists that are desirable, accessible and easy to find.
- **Downtown is resilient**
Is sustainable and considers how to address climate change.
- **Downtown serves the needs of the community**
Provides a diversity of services to meet the needs of the immediate community.
- **Downtown supports business development**
Considers initiatives that help to sustain the vitality of business in the Downtown through incentives, education etc.
- **Downtown's character is unique**
Preserves, enhances and leverages the small Town, historic feel.
- **Downtown is adaptable**
Can adapt to evolving needs and adjust to changing conditions.
- **Downtown is well connected**
Provides networks that efficiently connect users to, from and within the Downtown area.

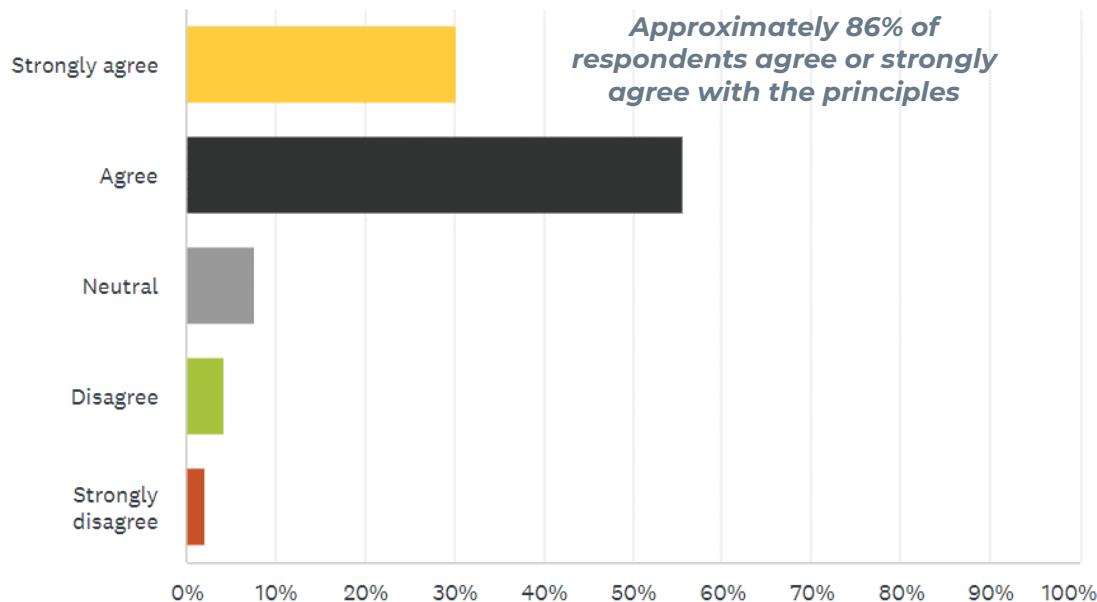
- **Downtown requires ongoing stewardship and investment**

Consider responsible management and planning of infrastructure, resources, and services in the Downtown.

- **Downtown accommodates, and is designed for all 4 seasons**

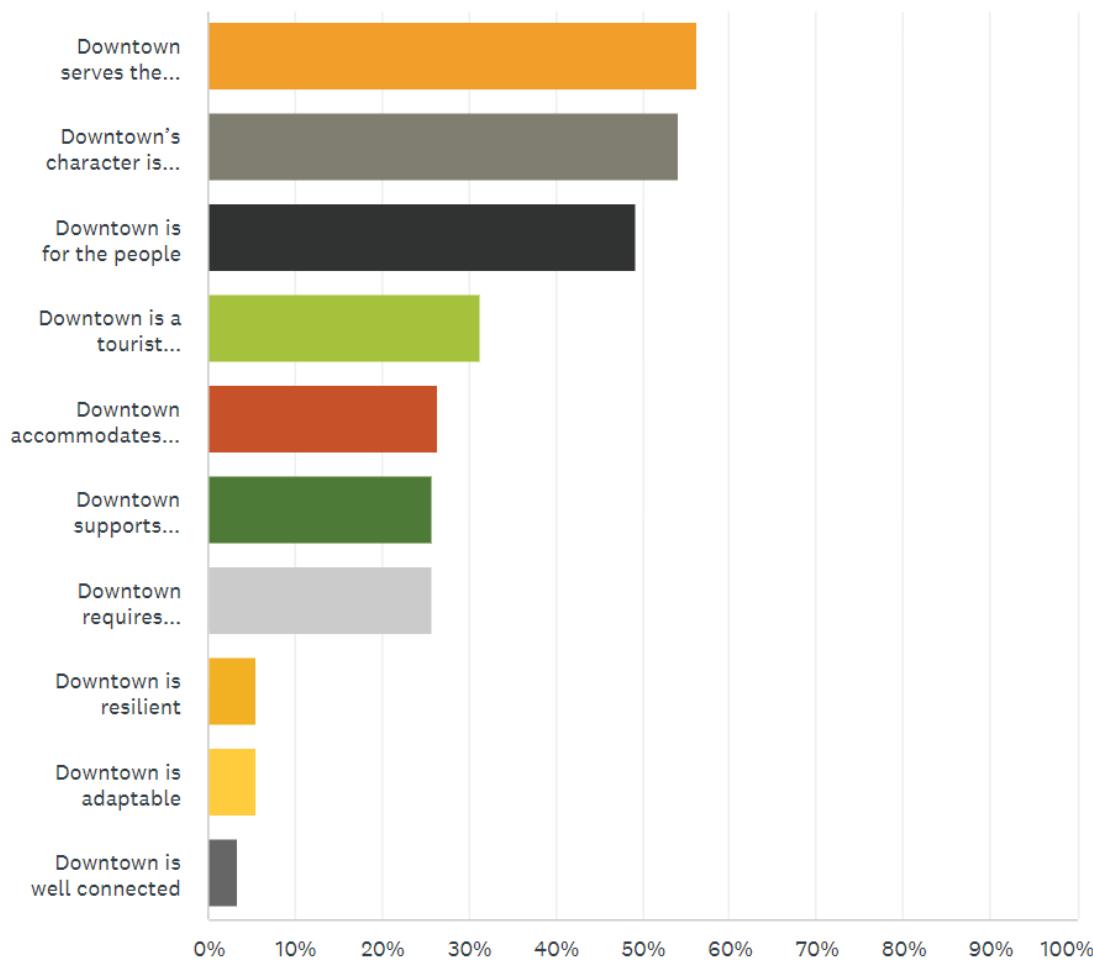
Incorporate design that capitalizes on, and protects from winter, summer, spring and fall conditions.

Q1. Are these the right principles to guide future investments and decision making in the Downtown?



Response Rate: Answered: 142, Skipped: 2

Q2. Which principle(s) do you believe are most important to achieving a healthy, vibrant and viable downtown? Please choose up to 3.



ANSWER CHOICES	RESPONSES
▼ Downtown serves the needs of the community	56.25% 81
▼ Downtown's character is unique	54.17% 78
▼ Downtown is for the people	49.31% 71
▼ Downtown is a tourist destination	31.25% 45
▼ Downtown accommodates, and is designed for all 4 seasons	26.39% 38
▼ Downtown supports business development	25.69% 37
▼ Downtown requires ongoing stewardship and investment	25.69% 37
▼ Downtown is resilient	5.56% 8
▼ Downtown is adaptable	5.56% 8
▼ Downtown is well connected	3.47% 5
Total Respondents: 144	

Response Rate: Answered: 144, Skipped: 0

Q3. Is there anything that these principles are not capturing that should be incorporated?

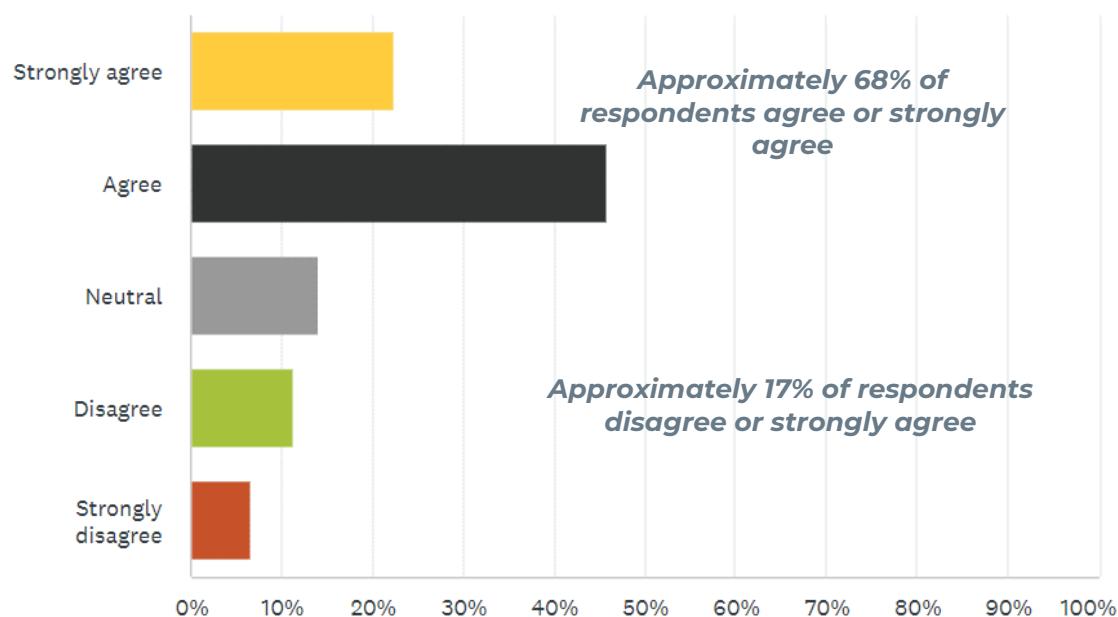
(Responses summarized below)

- Encourage small scale, local boutiques to maintain small town feel, and discourage big box stores
- Provide services that can meet the needs of the community (and not just tourists)
- Increase flexibility in regulations for new businesses (e.g., reducing parking requirements)
- Consider amalgamation and incorporate Turner Valley – think of it as “Downtown Diamond Valley”
- Downtown should provide a sense of acceptance, accessibility, and safety for all
- Downtown should support diversity and mix of demographics (i.e., youth)
- Emphasis on the arts
- Sustainability, preservation, providing open space
 - Recognize and preserve river valley access

Response Rate: Answered: 49, Skipped: 95

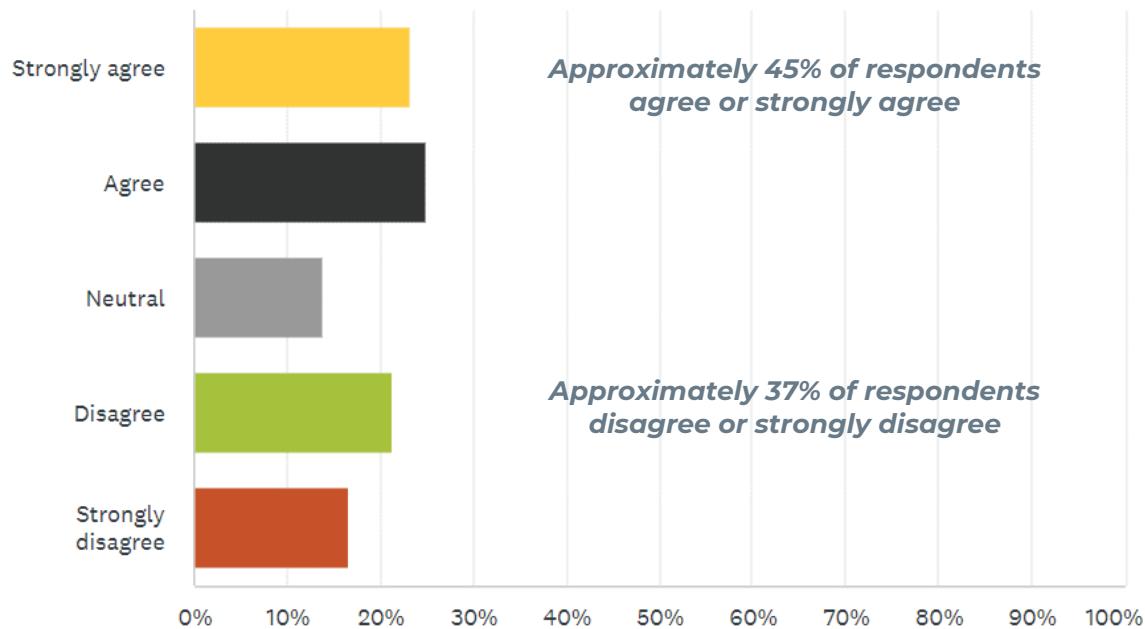
LAND USE

Q4. The ARP should support an intensification of land uses in the Downtown area through increased flexibility related to design elements such as building height, density and site coverage.



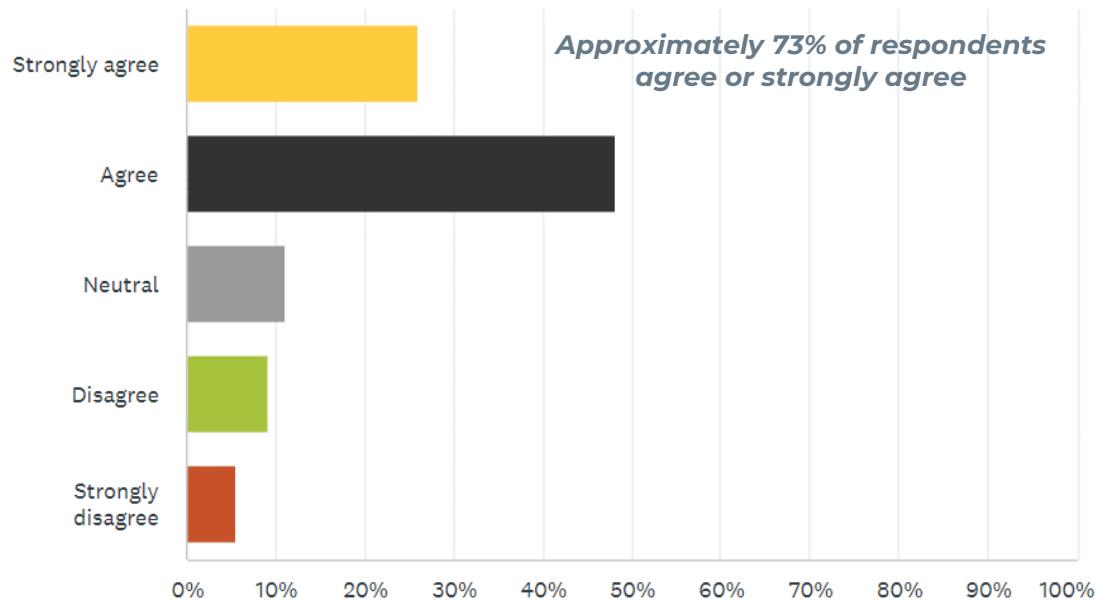
Response Rate: Answered: 107, Skipped: 37

Q5. The ARP should encourage additional residential density (e.g., apartments and townhomes) and discourage new lower density single family residential development along Centre Avenue and Government Road



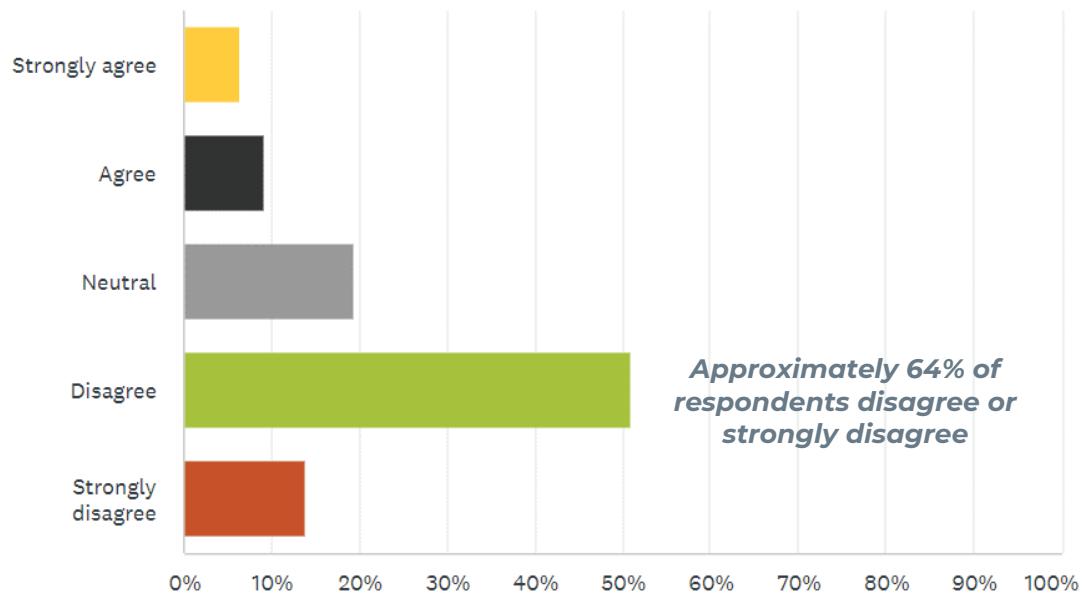
Response Rate: Answered: 108, Skipped: 36

Q6. Mixed use development (residential and commercial located on the same property/or in the same building) should be supported along the entire length of both corridors (Government Road and Centre Avenue)



Response Rate: Answered: 108, Skipped: 36

Q7. The ARP should support stand alone multi-family residential development (e.g., townhomes or apartments) with no commercial component along Centre Avenue and Government Road.



Response Rate: Answered: 108, Skipped: 36

DESIGN GUIDELINES

FRONT VIEW

TRANSPARENCY AND ACTIVE FRONTAGES
LARGE STOREFRONT WINDOWS TO ENCOURAGE WINDOW SHOPPING AND TO IMPROVE PEDESTRIAN SAFETY

WEATHER PROTECTION
CANOPIES AND AWNINGS TO PROVIDE WEATHER PROTECTION AND IMPROVE PEDESTRIAN COMFORT

TEMPORARY STRUCTURES
PROVIDE VISUAL INTEREST AND CAPITALIZES ON UNDERUTILIZED SPACES

BUILDING CHARACTER
DIVERSE MATERIALS AND DESIGN FEATURES TO REINFORCE UNIQUE DOWNTOWN CHARACTER

BUILDING
LOCATED CLOSE TO STREET, NOT SEPARATED FROM THE SIDEWALK BY PARKING LOTS

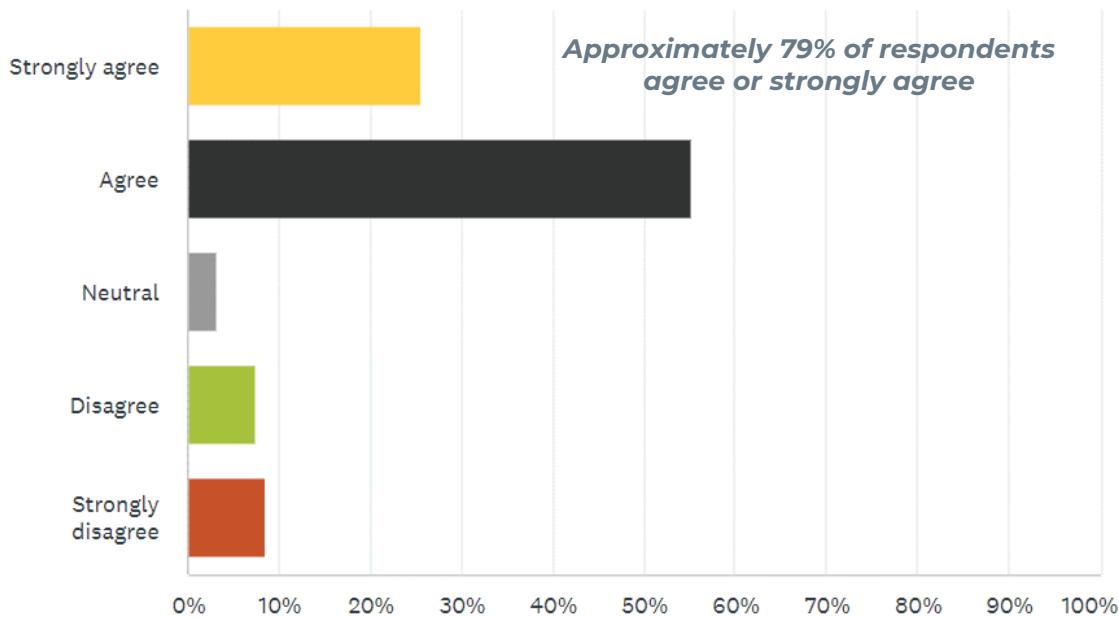
ON-STREET PARKING
MAINTAIN ON-STREET PARKING SPACES

TEMPORARY BARRIERS
SPACE FOR PUBLIC ART AND CREATES FLEXIBLE SPACE FOR PEDESTRIAN MOVEMENT AND SAFETY

SIDEWALK VIEW

BUILDING ENTRANCES
HIGHLY VISIBLE AND FACING THE STREET TO ENSURE CONVENIENT ACCESS

Q8. The design elements highlighted in the images above will enhance the unique character of Downtown and ensure redevelopment is high quality, and contributes to a vibrant, active streetscape.



Response Rate: Answered: 94, Skipped: 50

If you disagree, please tell us why:
(Responses summarized below)

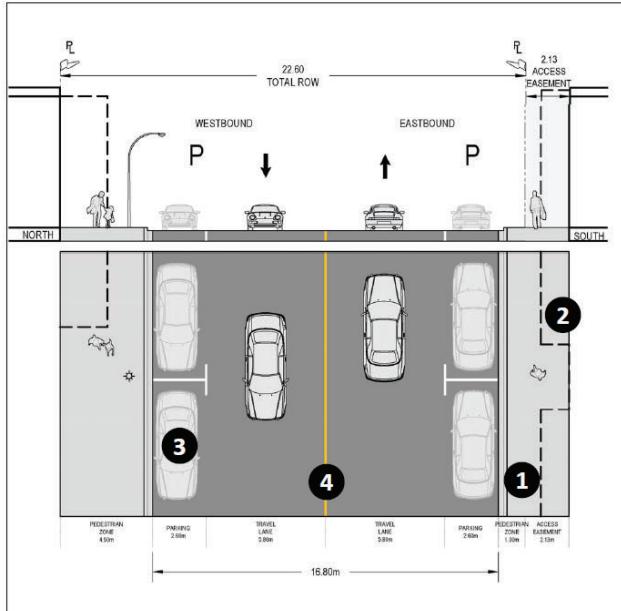
- Development of any kind should be supported
- Guidelines increase red tape – overly restrictive guidelines can discourage developers/investment in the Downtown
- Difficult to prioritize active storefronts if there is street parking in front – Downtown businesses would benefit from larger sidewalks and less street parking
- Leave the existing buildings as is as they are what contributes to the history and charm
- Street parking should be maintained with no addition of temporary barricades

Q9. Existing and proposed future Centre Ave image.

CENTRE AVENUE – BETWEEN 1 STREET SW AND GOVERNMENT ROAD

Existing Street

What does the street look like now?



1 Narrow pedestrian space on south side of the street

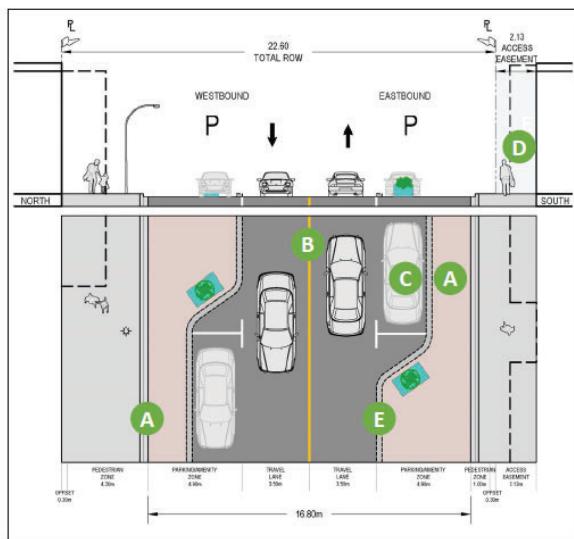
2 Limited flexible space on either side of the street

3 Allowed to parallel park

4 Existing wide travel lanes

Future Street – Proposed

What could the street look like in the future?



A Increased flexible space

D Established building setbacks for future redevelopment

B Defined travel lanes

E Curb bulbs at intersections

Benefits

- More flexible space for pedestrians
- Narrower travel lanes and curb bulbs that encourage slower vehicle speeds
- Curb bulbs shorten crossing distance for pedestrians
- Ramps to ensure equitable access
- No impacts to existing drainage or road surface
- Moderate cost to implement

Impacts

- Reduced number of on-street parking spaces
- Increase to operations/maintenance requirements

Please rank which components (listed below) associated with the “Future Street” image are most important to you for Centre Avenue.

(The results are summarized by taking the average top scored components for each level on the 1-5 scale, shown below in order from **MOST important, to LEAST important**)

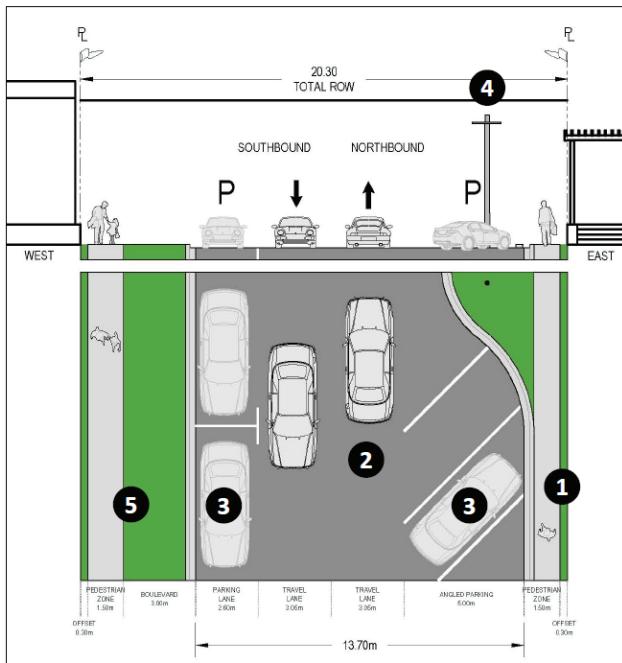
1. **Established building setbacks for future redevelopment.** Building setback from property line to provide additional pedestrian movement and amenity space as redevelopment occurs.
2. **Defined travel lanes.** Defined travel lanes encourage slower vehicle speeds.
3. **On-street parallel parking.** Preserve curbside parking where possible.
4. **Curb bulbs at intersections.** Use of temporary curb barriers to extend curb at intersections to reduce crossing distances, improve sightlines for pedestrians, and better define and protect on-street parking areas.
5. **Increased flexible space.** The use of temporary curb barriers creates protected spaces for potential street amenities including patios, seating, boardwalks to increase sidewalk space, planter boxes, and bicycle racks.

Q10. Existing and proposed future Government Road North (N of Centre Ave) image.

GOVERNMENT ROAD N

Existing Street

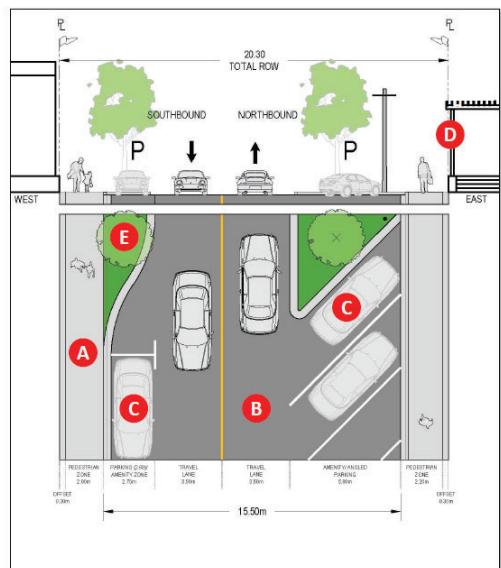
What does the street look like now?



- 1 Narrow sidewalks
- 2 Narrow travel lanes and no centre line
- 3 Allowed to parallel and angle park
- 4 Utility poles on east side of street
- 5 Limited flexible space on either side of the street

Future Street – Proposed

What could the street look like in the future?



- A Wider sidewalks and increased flexible space
- B Defined travel lanes
- C On-street parallel and angled parking
- D Established building setbacks for future redevelopment
- E Curb bulbs at intersections

Benefits

- More flexible space for pedestrians
- Wider sidewalks to improve walking experience
- Wider travel lanes to better accommodate two-way vehicle traffic and angle parking
- Curb bulbs shorten crossing distance for pedestrians
- Ramps to ensure equitable access
- Maintain on-street parking
- Angle parking spaces reduce conflict with sidewalk and pedestrian experience

Impacts

- Increase to operations/maintenance requirements
- Higher cost to implement
- Potential need for utility pole relocation

Please rank which components (listed below) associated with the “Future Street” image are most important to you for Government Road N.

(The results are summarized by taking the average top scored components for each level on the 1-5 scale, shown below in order from **MOST important, to LEAST important**)

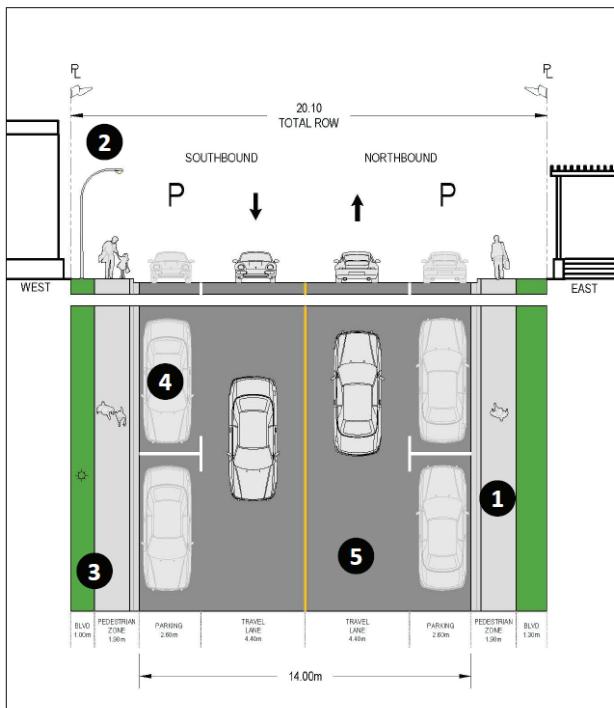
1. **On-street parallel and angled parking.** Preserve curbside parking where possible.
2. **Established building setbacks for future redevelopment.** Building setback from property line to provide additional pedestrian movement and amenity space as redevelopment occurs.
3. **Curb bulbs at intersections.** Use of temporary curb barriers to extend curb at intersections to reduce crossing distances, improve sightlines for pedestrians, and better define and protect on-street parking areas.
4. **Defined travel lanes.** Defined travel lanes encourage slower vehicle speeds.
5. **Wider sidewalks and increased flexible space.** Widened sidewalk space improves pedestrian experience, and the use of temporary curb barriers creates protected spaces for potential street amenities including patios, seating, boardwalks to increase sidewalk space, planter boxes, and bicycle racks.

Q11. Existing and proposed future Government Road South (S of Centre Ave) image.

GOVERNMENT ROAD S

Existing Street

What does the street look like now?



1 Inconsistent pedestrian space along the street

2 Streetlight location varies by block

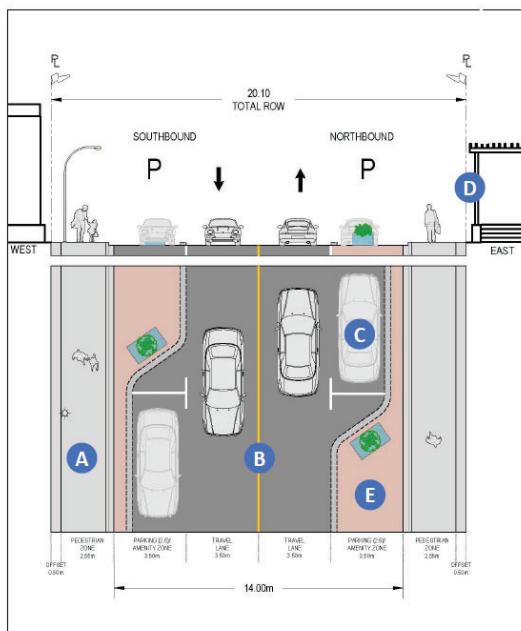
3 Limited flexible space on either side of the street

4 Allowed to parallel park

5 Existing wide travel lanes

Future Street – Proposed

What could the street look like in the future?



A Wider sidewalks and increased flexible space

D Established building setbacks for future redevelopment

B Defined travel lanes

E Curb bulbs at intersections

Benefits

- More flexible space for pedestrians
- Wider sidewalks to improve walking experience
- Narrower travel lanes and curb bulbs that encourage slower vehicle speeds
- Curb bulbs shorten crossing distance for pedestrians
- Ramps to ensure equitable access
- No impacts to existing drainage or road surface
- Moderate cost to implement

Impacts

- Reduced number of on-street parking spaces
- Increase to operations/maintenance requirements
- Potential need to re-locate streetlights

Please rank which components (listed below) associated with the “Future Street” image are most important to you for Government Road N.

(The results are summarized by taking the average top scored components for each level on the 1-5 scale, shown below in order from **MOST important, to LEAST important**)

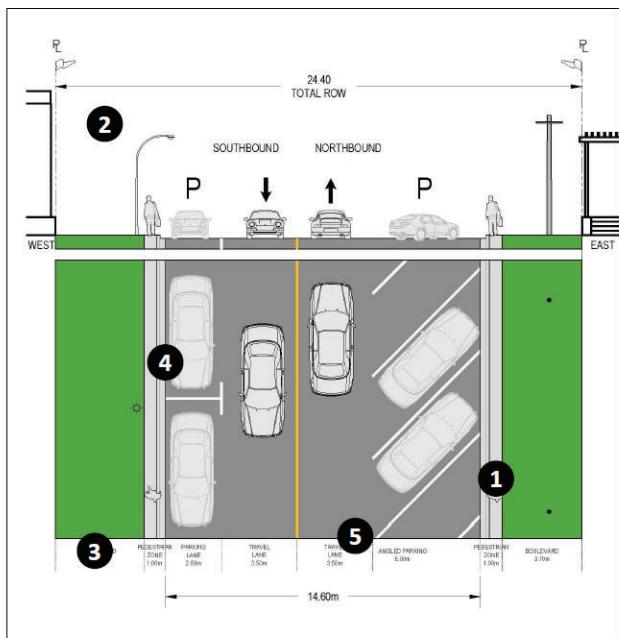
1. **Established building setbacks for future redevelopment.** Building setback from property line to provide additional pedestrian movement and amenity space as redevelopment occurs.
2. **On-street parallel parking.** Preserve curbside parking where possible.
3. **Defined travel lanes.** Defined travel lanes encourage slower vehicle speeds.
4. **Curb bulbs at intersections.** Use of temporary curb barriers to extend curb at intersections to reduce crossing distances, improve sightlines for pedestrians, and better define and protect on-street parking areas.
5. **Wider sidewalks and increased flexible space.** Widened sidewalk space improves pedestrian experience, and the use of temporary curb barriers creates protected spaces for potential street amenities including patios, seating, boardwalks to increase sidewalk space, planter boxes, and bicycle racks.

Q12. Existing and proposed future 1st Street SW image.

1 STREET SW

Existing Street

What does the street look like now?



1 Inconsistent pedestrian space along the street

2 Streetlight location varies by block

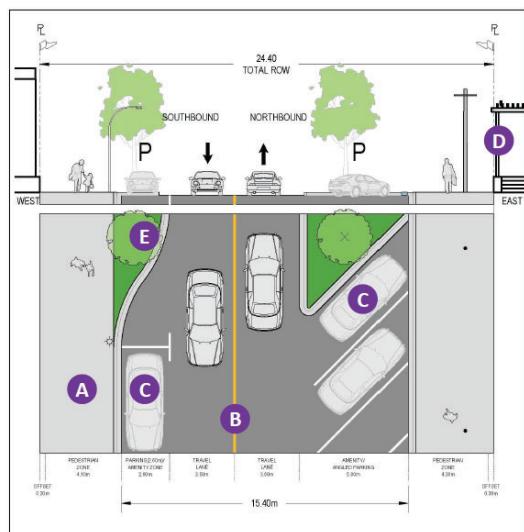
3 Limited flexible space on either side of the street

4 Allowed to parallel park

5 Existing wide travel lanes

Future Street – Proposed

What could the street look like in the future?



A Wider sidewalks and increased flexible space

D Established building setbacks for future redevelopment

B Defined travel lanes

C On-street parallel and angled parking

E Curb bulbs at intersections

Benefits

- More flexible space for pedestrians
- Wider sidewalks to improve walking experience
- Wider travel lanes to better accommodate two-way vehicle traffic and angle parking
- Curb bulbs shorten crossing distance for pedestrians
- Ramps to ensure equitable access
- Maintain on-street parking
- Angle parking spaces reduce conflict with sidewalk and pedestrian experience

Impacts

- Increase to operations/maintenance requirements
- Higher cost to implement
- Potential need for utility pole relocation

Please rank which components (listed below) associated with the “Future Street” image are most important to you for Government Road N.

(The results are summarized by taking the average top scored components for each level on the 1-5 scale, shown below in order from **MOST important, to LEAST important**)

1. **Established building setbacks for future redevelopment.** Building setback from property line to provide additional pedestrian movement and amenity space as redevelopment occurs.
2. **On-street parallel parking.** Preserve curbside parking where possible.
3. **Defined travel lanes.** Defined travel lanes encourage slower vehicle speeds.
4. **Curb bulbs at intersections.** Use of temporary curb barriers to extend curb at intersections to reduce crossing distances, improve sightlines for pedestrians, and better define and protect on-street parking areas.
5. **Wider sidewalks and increased flexible space.** Widened sidewalk space improves pedestrian experience, and the use of temporary curb barriers creates protected spaces for potential street amenities including patios, seating, boardwalks to increase sidewalk space, planter boxes, and bicycle racks.

Q13. What should the Town prioritize to improve pedestrian connectivity and access to parking? Please rank them from 1 (least important) to 5 (most important).

(The results are summarized by taking the average top scored components for each level on the 1-5 scale, shown below in order from **MOST important, to LEAST important**)

1. Improve pedestrian connection between commercial core and side street parking.
2. Improve pedestrian connection between 1st Ave (NW & SW) and Centre Avenue.
3. Better wayfinding (i.e., signage) to existing public parking lots and/or on-street parking.
4. Improve pedestrian connection between commercial core and public parking lots.
5. Improve pedestrian connection along Centre and along Government.