

TOWN OF BLACK DIAMOND

DOWNTOWN AREA REDEVELOPMENT PLAN (ARP) – COMMUNICATIONS AND ENGAGEMENT STRATEGY



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SUBJECT: DRAFT Town of Black Diamond Area Redevelopment Plan (ARP) – Communications and Engagement Strategy
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1.0 BACKGROUND

1.1 PROJECT OVERVIEW

Downtown Black Diamond is the physical, social, and economic heart of the community. It has a unique physical character that attracts visitors. Investments in the downtown are needed to ensure user safety, improved accessibility, enhanced vibrancy, and long-term economic viability. In addition, the Town wishes to ensure the siting, form, and character of redevelopment within the downtown continues to reinforce the area's unique identity and creates a comfortable, and engaging pedestrian experience.

Alberta Transportation has a long-term plan to widen Centre Avenue and Government Road (Highway 22) from 2 to 4 lanes to provide additional vehicular capacity to the corridor. This widening, should it happen, would have significant impacts to the character, functionality, and economic viability of Downtown Black Diamond. An Area Redevelopment Plan (ARP) is required to clearly articulate a long-term vision for Downtown Black Diamond and the highway corridors through Black Diamond, and to identify the key actions required to achieve that vision.

1.2 ENGAGEMENT PURPOSE

1.2.1 Overall Project Purpose

The engagement purpose that will underpin, and apply to, the project throughout the lifecycle are two-fold.

- To ensure that identified stakeholders and the public have meaningful opportunities to influence and shape the development of the Downtown ARP.
- To follow the intent and achieve the public participation policies outlined in the Town of Black Diamonds Public Engagement Policy.

The Downtown ARP project includes four (4) phases. Each phase will have a specific engagement purpose. Please refer to Section 1.2.2 for the proposed engagement purposes for each phase of the project.

Please note: The approach and values of the Communications and Engagement Strategy for the Downtown ARP will remain the same throughout the lifecycle of the project. The Downtown ARP Working Group, and Black Diamond Town Council will endorse the Communication and Engagement Strategy as a whole with recognition that the engagement purposes, and associated tactics, for future phases (Phase 2 – 4) will be adjusted as appropriate to meet emerging project and community needs.

1.2.2 Phase Purposes

1.2.2.1 Phase 1 - Building Understanding

Purpose of Engagement

To provide opportunities for stakeholders and the public to share opportunities, challenges, and current state conditions of the Downtown and highway corridor.

Desired Outcomes

- The project team collects local insights and builds an understanding of the opportunities, challenges, and current functionality of the downtown,
- The project team understands stakeholder visions for the future of Black Diamond's downtown.

1.2.2.2 Phase 2 – Determining Direction

Purpose of Engagement

To develop and refine a cohesive, community-driven vision for the downtown using stakeholder and public input from Phase 1 engagement activities.

Desired Outcomes

Part A: The project team will share the Phase 1 What We Heard Summary report with stakeholders and the public.

Part B: The project team will work with the Town to confirm key components of the Downtown ARP and confirm Downtown ARP direction with stakeholders.

1.2.2.3 Phase 3 – Developing the Plan

Purpose of Engagement

To use cohesive, community-driven vision for the downtown as a foundation to develop the Downtown ARP.

Desired Outcomes

The project team uses stakeholder and public feedback to draft Downtown ARP, including policy direction, concept development, and design guidelines.

1.2.2.4 Phase 4 – Prioritizing Key Actions

Purpose of Engagement

To work collaboratively with Town departments to translate policy direction into an actionable Implementation Plan. The Implementation Plan will highlight priority projects, assign order of magnitude cost estimates (where relevant), confirm responsible organization (some actions will be driven by other

organizations/partners), anticipated timing, etc. The Implementation Plan should be monitored and revisited on a regular basis to ensure the Plan remains alive, relevant, and actionable.

Desired Outcomes

The project team will Stakeholder seek stakeholder and public input on potential priority projects outlined in the Downtown ARP and anticipated timing.

2.0 APPROACH

2.1 VALUES OF ENGAGEMENT

As outlined in ADMIN-020 Public Participation Policy, The Town of Black Diamond and Urban Systems have committed to public participation processes that reflect the following values.

Consistent. The Town will regularly undertake engagement and communication processes with stakeholders.

Open dialogue. The Town will provide opportunities for stakeholders to participate in projects.

Accountable. The Town will be transparent in its communications and foster respectful spaces for engagement.

Thoughtful. Each engagement activity will have a defined purpose, proposed timing, and a clear level of anticipated engagement.

Compelling. Engagement tactics will use plain-language and tell the story of the project and its broader fit within the Town’s vision and long-term plans for the community.

Flexible. Engagement tactics will be developed to ensure that on-the-go adjustments can be made to meet emerging community needs.

Community-informed. Each phase of engagement will be designed with evaluative measures in mind to ensure that the community understands how their input will inform the development of the Downtown ARP.

Inclusive. The engagement process will provide different types and events for public participation.

2.2 SPECTRUM OF ENGAGEMENT + LEVELS AND ENGAGEMENT

The International Association of Public Participation’s (IAP2) Spectrum of Public Participation was designed to assist in selecting the level of engagement a stakeholder may have within any public participation process. The IAP2 Spectrum outlines differing levels of participation. The level assigned to a stakeholder depends on the goals, time frames, resources, and their anticipated levels of concern in the decision to be made. The five levels of public participation – as defined by IAP2 – are identified in Figure 1.

The levels of engagement selected for this project range from *Inform* to *Collaborate*. The level of engagement depends on the phase of the engagement process and the type of stakeholder involved.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 1 - IAP2 Spectrum of Engagement

3.0 ENGAGEMENT MAPPING

There are five stakeholder groups that we will engage with through this project. Each stakeholder group will have opportunities to provide their feedback throughout the lifecycle of the project. We will provide thoughtful, and tailored engagement opportunities for all each stakeholder group.

Project partners. Alberta Transportation (AT) has jurisdiction of the highway corridor; as a result, AT is a project partner. AT advice and recommendations will be incorporated into decisions and the project.

Engagement Level: Collaborate

Primary Stakeholders. Primary Stakeholders are community members that live in and/or own land or businesses within the project boundary that may be impacted by the project. Primary Stakeholders concerns, aspirations, and feedback will be directly reflected in the development of the project.

Engagement Level: Consult and Involve

Secondary Stakeholders. Secondary stakeholders are community members live/work outside the project boundary, including local school authorities, and neighbouring communities. Secondary stakeholder concerns, aspirations, and feedback will be documented, and we will share how their input may have influenced the development of the plan.

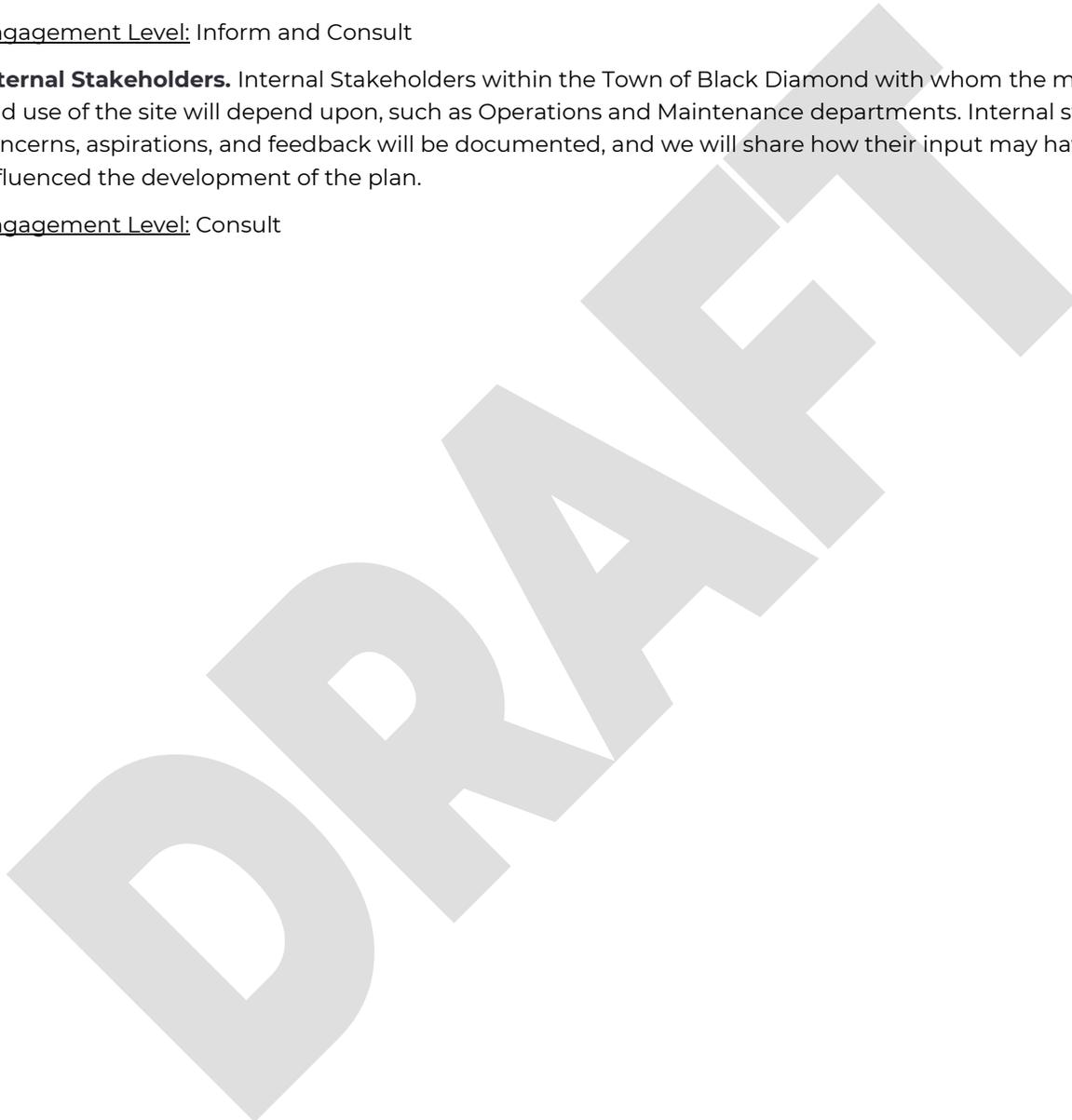
Engagement Level: Inform and Consult

Community Organizations. Organizations that represent diverse community perspectives, including the Chamber of Commerce and the Intermunicipal Economic Development Committee. Community organization will receive up-to-date information about the project as it progresses, and we will share how their input may have influenced the development of the plan.

Engagement Level: Inform and Consult

Internal Stakeholders. Internal Stakeholders within the Town of Black Diamond with whom the maintenance and use of the site will depend upon, such as Operations and Maintenance departments. Internal stakeholder concerns, aspirations, and feedback will be documented, and we will share how their input may have influenced the development of the plan.

Engagement Level: Consult



4.0 IMPLEMENTATION

4.1 PHASE 1 – BUILDING UNDERSTANDING

4.1.1 Project Website

Purpose

To act as a central hub for information that keeps stakeholders informed about the project throughout its lifecycle.

To serve as a place to learn about upcoming engagement opportunities.

Description

Content developed and published on the Town of Black Diamond’s webpage. Content will include:

- Brief project description.
- Map that delineates the project boundary.
- Website updates for the launch of the survey.
- Website updates to inform residents about the upcoming Workshop and allowing them to pre-register.
- A project banner on the Town website that directs community members to the project page.
- Location to post “What We Heard” Summary Report

Stakeholder Groups

Partners, Primary Stakeholders, Secondary Stakeholders, Community Organizations, and Internal Stakeholders.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	- To provide content for website, including visuals, and a banner.
Black Diamond	- To manage the website updates, day-to-day workings of the website, circulation of content for review.

4.1.2 Advertising

Purpose

To inform residents about the project and share upcoming opportunities to provide their input on the project.

Description:

The project will take advantage of several platforms to advertise, including newspaper (i.e., Western Wheel), Town social media channels (i.e., Facebook and Twitter), Bulletin Board Posters (8.5' x 11') in key locations, Community Gateway/Entrance Sign messages, and press released to the media. Content for each platform will be tailored to meet the necessary requirements, but may include:

- Project description.
- Map delineating the project boundary.
- Advertising upcoming public engagement opportunities.
- QR codes (when appropriate).
- Project contact information.

Stakeholder Groups

Partners, Primary Stakeholders, Secondary Stakeholders, Community Organizations, and Internal Stakeholders.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	<ul style="list-style-type: none">- To provide the Town with content to approve and sent to Western Wheel- To provide content and graphics to the Town's social media platforms (Facebook and Twitter)- To provide the Town with Bulletin Board Posters- To provide content for Community Gateway/Entrance Signs- To provide the Town with press release content to approve
Black Diamond	<ul style="list-style-type: none">- To review, approve and distribute newspaper content to the Western Wheel for circulation in the Towns section- To post on the Towns social media platforms (Facebook and Twitter)- To post Bulletin Board Posters at key locations in Town- To review, approve and distribute press release content

4.1.3 Working Group Informal Discussions

Purpose

To provide community members with the opportunity to informally give feedback to the project and create a sense of community ownership for the project.

Description

Each Working Group member will be asked to go into the community and host informal 3 – 5 discussions with other community members. The purpose the informal conversations will be to gather feedback and generate interest in the project. This tactic will span the duration of the project, but themes from discussions captured during Phase 1 will be reflected in the “What We Heard” Summary Report. Working Group members meet with Urban Systems to receive training on hosting informal discussions. Working Group members will receive a toolkit to help facilitate their discussions. Content within the toolkit may include prompting questions to kick-start conversations, key project messages, printed leaflets of QR codes to direct stakeholders to the Project Website, and a conversation tracking table to capture general discussion themes.

To reach targeted populations (youth, young adults, and seniors) in the community as part of these informal discussions, three approaches will be implemented:

- Specific Working Group Members will be asked to reach out to youth organizations (10 - 17 years) including (but not limited to) Boys & Girls Club, Oilfields Sports Association, school groups, etc. and specific Working Group Members will be asked to reach out to young adults (18 - 25 years) ideally through interactions in shops, family friends at social gatherings, etc.
- Specific Working Group Members will be asked to reach out to seniors through avenues such as programs, community gatherings, and recreation groups, etc.
- A designated team (e.g., Planning Manager, one Working Group Member, and potentially an Urban Systems team member) will schedule a time to go into the school and speak with students about the project and gather feedback. Please note: this task will require RCMP Vulnerable Sector checks for each member attending the school discussion.

Stakeholder Groups

Working Group Members for training; all stakeholders for Informal Discussions.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	<ul style="list-style-type: none"> - To provide content and approach to the Town for approval - To provide Working Group Members with training and toolkits - To attend school engagement sessions (Optional)
Black Diamond	<ul style="list-style-type: none"> - To review, provide comments and approve toolkit and training content - To attend school engagement session with Working Group Member
Working Group	<ul style="list-style-type: none"> - To attend the training session - To host 3-5 discussions in the community and track general discussion themes

4.1.4 Online Survey

Purpose

To provide opportunities for all stakeholders to share opportunities, challenges, and current state conditions of the Downtown and highway corridor.

Description

Use an online survey to provide participants with an opportunity to share their input on the opportunities, challenges, and current state conditions of the Downtown and highway corridor. The online survey will be shared via advertising materials, QR codes, and by posting the survey link on the Project Website. The proposed online survey will follow a two-pronged format that is explained below.

- Participants will be asked if they live and/or own land or a business within the study area. By completing this demographic question, the project team will be able to delineate between primary stakeholders and other types of stakeholders completing the survey.
- If survey participants respond that they live and/or own land or a business within the study area, they will be asked more specific questions. Other stakeholders (those not within the study area) will answer different questions that pertain to the same themes.

Stakeholder Groups

Partners, Primary Stakeholders, Secondary Stakeholders, Community Organizations, and Internal Stakeholders.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	<ul style="list-style-type: none">- To provide content of the survey for review and approval- To provide QR codes and website links to access the survey- To collect, store and analyze data received from the survey
Black Diamond	<ul style="list-style-type: none">- To review and approve the survey- To direct people through advertisement channels to the survey

4.1.5 Workshop

Purpose

To bring stakeholders and the project team to share opportunities, challenges, and current state conditions of the Downtown and highway corridor.

Description

Participants will participate in an interactive, participatory event facilitated by Urban Systems. Potential activities/tactics employed as part of the Workshop may include revolving conversation, world café, and/or voting exercises, etc. Workshop activities will be selected to encourage relationship building between Workshop participants, City staff, and the Project Team. A brief presentation will be provided during the Workshop to share project context and set the stage for a successful engagement event. Primary stakeholders will be invited to the Workshop via Mailouts (described below). In addition, for those unable or not comfortable attending an in-person event, the presentation will be provided online via the Project Website (described below).

- **Workshop Mailouts.** Primary Stakeholders will be sent a Mailout to invite and encourage their participation at the upcoming Workshop. The Project Team will send out the Mailouts two weeks before the Workshop and will direct those who are not able to participate day-of, to share their input on the Project Website.
- **Project Website Responses.** For participants that are not able to attend the Workshop, they will be directed to participate online by viewing the presentation provided at the Workshop. A project email will be provided, and participants will be asked to share their feedback to Workshop questions via email.

Stakeholder Groups

Primary Stakeholders, Secondary Stakeholders, Community Organizations, and Internal Stakeholders.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	<ul style="list-style-type: none"> - To provide the event facilitation plan, visuals, and Mailout content for approval - To set up/take down, host, and facilitate Workshop - To provide content for the Project Website
Black Diamond	<ul style="list-style-type: none"> - To review and approve the facilitation plan, visuals, and Mailout content - To address and distribute Mailouts to Primary Stakeholders - To review, approve and update the Project Website with content from the Workshop

4.1.6 “What We Heard” Summary Report

Purpose

To share with stakeholders and the public how their input was captured and will inform the next phase of the Downtown ARP project.

Description

A “What We Heard” Report will be produced with written and visual components to share quantitative and qualitative results from Phase 1 Engagement activities. The “What We Heard” Report will be written in plain language and shared on the Project Website. Elements of the “What We Heard” Summary Report may include:

- Summary of tactics employed in Phase 1
- Key themes emerging from Phase 1 engagement activities
- Rough outline of how information collected during Phase 1 will inform the project.

Stakeholder Groups

Partners, Primary Stakeholders, Secondary Stakeholders, Community Organizations, and Internal Stakeholders.

Roles/Responsibilities

Organization	Responsibility
Urban Systems	- To prepare the report, ensuring it includes all engagement tactics and major themes
	- To provide the draft report for review, approval and to eventually post on the Project Website
Black Diamond	- To review, approve and post the final copy of the report on the Project Website.

4.2 PHASE 1 – BUILDING UNDERSTANDING [SCHEDULE]

Please refer to Figure 2.0 for detailed schedule of task timelines.

TASK DESCRIPTION			Milestone																		
			August	September					October				November				December				
Phase 1 -			30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	
1.1	Project Website	Urban Systems to deliver Project Website content for approval																			
		Black Diamond to upload Project Website content																			
		Black Diamond to update Project Website with the Survey																			
		Black Diamond to update Project Website with Workshop invitation																			
		Black Diamond to update the Project Website with content from the Workshop and provide comment opportunities																			
		Black Diamond to upload What We Heard Summary on Project Website																			
1.2	Advertising	Urban Systems to deliver content for all platforms for approval																			
		Advertisings posted on all channels for Survey																			
		Advertisings posted on all channels for Workshop																			
1.3	Survey	Urban Systems to deliver Survey content for approval																			
		Urban Systems hosts a two- prong Survey																			
1.4	Working Group Informal Discussion	Urban Systems to provide tool kit and facilitation plan for approval																			
		Urban Systems to deliver tool kit to Working Group																			
		Urban Systems to host training session for Working Group members																			
		Working Group to host the Informal Discussion																			
1.5	Workshop	Urban System to provide facilitation plan and prepared materials for approval																			
		Mail outs sent to printer																			
		Mail outs sent to primary stakeholders																			
		Urban Systems to host workshop																			
		Project Website Response oportunties are open																			
1.6	What We Heard Summary Report	Urban Systems to provide draft report for review																			
		Urban system to provide final report for upload on Project Website																			

HOLIDAY BREAK

5.0 ENGAGEMENT EVALUATION

5.1 OBJECTIVE 1

Engagement with stakeholders inside and outside the study area is inclusive and accurate.

Indicators of success:

- Stakeholders report that engagement tactics provided sufficient information to understand the project.
- Stakeholders contribute meaningfully to the conversations, and they understand how their input shaped the project through “What We Heard” Summary Reports.

Method of evaluation

- Include brief evaluation questions in each online survey.

5.2 OBJECTIVE 2

Stakeholders have timely opportunities to provide their feedback throughout the project process.

Indicators of Success:

- Stakeholders report a satisfactory number of opportunities to engage with the project team.

Method of evaluation:

- Number of stakeholders that participate in the engagement opportunities and visit project related websites.