

REQUEST FOR DECISION

TITLE:	Drumheller Downtown Area Revitalization Plan
DATE:	May 28, 2021
PRESENTED BY:	Darryl Drohomerski C.E.T, CAO
ATTACHMENT:	Bylaw 10.21 + Schedule A

SUMMARY:

The Downtown Area Revitalization Plan (DARP) project was initiated in December of 2019. An initial background assessment was conducted in the Spring of 2020 including a preliminary market analysis.

The Town convened a DARP Committee made up of members of the public, downtown business owners and Chamber of Commerce that met multiple times with O2 Design + Planning as well as Town Administration throughout 2020 and were instrumental in the planning and guidance of the project.

Online public engagement was run through August and September of 2020 and again in February of 2021 to establish implementation strategies for the DARP actions and the creation of the Town of Drumheller Area Revitalization Plan.

The Downtown Area Revitalization Plan is a long-term planning document. It promotes a vision for the area and puts in place policies and guidelines that work toward achieving that vision over time.

RECOMMENDATION:

It is the recommendation of Administration that Council give first reading to the Town of Drumheller Downtown Revitalization Plan Bylaw 10.21.

DISCUSSION:

The Town of Drumheller Downtown Area Revitalization Plan (DARP) is a statutory area redevelopment plan enabled in Part 17 of the Municipal Government Act. Area Redevelopment Plans are used to designate an area of land for the purpose of improving land, buildings, or other infrastructure in the area.

The DARP fits within a hierarchy of Town plans and policies and is directed by the Municipal Development Plan, which outlines a vision for Drumheller from a planning and development perspective and provides direction for how and where the town should grow.

The DARP is to be used in conjunction with the Land Use Bylaw, which establishes rules and regulations for land development as well as the process of making decisions for development permit applications within the Town. This Plan replaces the 1991 Downtown Area Plan.

FINANCIAL IMPACT:

There is no financial impact of the Bylaw 10.21. Outcomes from the action plan will require funding and will be dealt with through future capital budgets.

STRATEGIC POLICY ALIGNMENT:

In alignment with Council's Strategic priority of DARP and economic development priorities.

COMMUNICATION STRATEGY:

The DARP Bylaw will be posted on our website and links to it through our social media platforms. A public hearing will be scheduled 4 weeks from first reading.

MOTION: Councillor Garbutt M2021.118 2021May31 - Carried

That Council give first reading to Town of Drumheller Downtown Area Revitalization Plan Bylaw 10.21 and set a public hearing for June 28, 2021

SECONDED: Councillor De Mott

Prepared By:

Denise Lines

Denise Lines
Senior Administrative Assistant

Approved By:



Darryl Drohomerski, C.E.T
Chief Administrative Officer

**TOWN OF DRUMHELLER
BYLAW NUMBER 10.21**

Repealed Bylaw 6-91

BEING A BYLAW OF THE TOWN OF DRUMHELLER IN THE PROVINCE OF
ALBERTA TO ADOPT AN AREA REDEVELOPMENT PLAN

WHEREAS pursuant to the provision of Section 634 of the ***Municipal Government Act***, R.S.A. 2000, Chapter M-26, the Council of the Town of Drumheller may, by Bylaw, adopt an area redevelopment plan.

AND WHEREAS a Public Hearing was held on June 28, 2021, as required by Section 230 of the Municipal Government Act.

NOW THEREFORE THE COUNCIL OF THE TOWN OF DRUMHELLER IN THE PROVINCE OF ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. This Bylaw may be cited as "Town of Drumheller Downtown Area Revitalization Plan"
2. Council adopts the Town of Drumheller Downtown Area Revitalization Plan for those lands contained within the Plan Area, its text and accompanying schedules as set out in Schedule A, attached to and forming part of this bylaw
3. Upon third reading of Bylaw 10.21, Bylaw 6-91 and all amendments are hereby repealed.
4. This Bylaw takes effect on the date of the third and final reading.

READ A FIRST TIME THIS 31st DAY OF MAY, 2021.

READ A SECOND TIME THIS 26th DAY OF JULY, 2021.

READ A THIRD TIME AND PASSED THIS 26th DAY OF JULY, 2021.

MAYOR

CHIEF ADMINISTRATIVE OFFICER



DRUMHELLER

DOWNTOWN AREA REVITALIZATION PLAN

May 2021 | **DRAFT 1 - Schedule A**

Town of Drumheller
224 Centre Street
Drumheller AB T0J 04Y

Drumheller Downtown Area Revitalization Plan

2021-05-26_v1

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1 Introduction

Downtown Drumheller sits inside a small arc of the Red Deer River, nestled deep between the valley walls of Alberta's badlands. Over the last century, it has been shaped by rise and fall – the rise and fall of flood waters, of the coal industry, and of the settlement that followed.

Just as millions of years are documented on the cliff faces that loom above the town, so the history of the downtown is inscribed in its streets and buildings. There have been good times and bad times. Rail times and highway times. World-changing discoveries. Ideas that lasted, and ideas that did not.

Many Drumheller residents have called the valley home for decades. They remember a time when the downtown was the core of the community. Today, they mostly see potential. Potential for the downtown to reclaim its role as a civic heart, to be an amazing place to live, to be a thriving business hub, to reconnect to the badlands landscape, and to become an unmissable destination.

Downtowns are as important as ever – not just as great neighbourhoods, but also as signals of the social and economic health of the entire region. Fortunately, this plan is built upon significant momentum toward revitalizing downtown Drumheller. Successful new enterprises have arrived and joined the ranks of well-established local businesses.

Flood mitigation investment is reducing risk, increasing resiliency, and leveraging new opportunities for connectivity in downtown and across the valley. The nearby Royal Tyrrell Museum continues to carry its reputation as an international destination. Most importantly, the citizens and their local government have a driving passion to help their downtown live up to its unmistakable potential.

This revitalization plan offers policies and actions that work together to achieve coordinated change for the downtown area. It is a roadmap that will help the community navigate the next 15 years of evolution – and ensure the next chapter in the story of downtown Drumheller is one of growth and discovery.

The plan itself is only a small component of revitalization. Its vision needs to invite collaborators and stakeholders to gather around a core idea – ***that a vital and thriving downtown benefits the entire Drumheller Valley.***

1.1 Plan Structure

The Downtown Area Revitalization Plan aims to harness existing momentum and revitalization efforts into a coordinated strategy toward a thriving and self-sustaining place.

Chapter 1 outlines the plan's purpose and authority. It locates the plan both in space and in the decision-making hierarchy.

Chapter 2 sets out a new vision, focused through five key pillars of change and offers a concept that makes this vision tangible

Chapter 3, supports the vision and concept through policy in four categories: land use, mobility, open space, and built form.

Chapter 4, identifies and provides direction for key places within downtown.

Chapter 5 provides a library of strategic actions and initiatives, inspired and vetted by the community, that can be deployed to fulfill a range of opportunities

Chapter 6 closes the plan by providing more detailed direction for implementation.

1.2 Plan Authority

The Downtown Area Revitalization Plan (DARP) is a statutory area redevelopment plan enabled in Part 17 of the Municipal Government Act. This means that the policies of the DARP3 are legally enforceable under the Act. Area Redevelopment Plans are used to designate an area of land for the purpose of improving land, buildings, or other infrastructure in the area. Though the policies are enforceable, the plan does not bind the municipality to proposed investments. Any capital projects in the DARP must be passed through regular budgetary approvals process.

The DARP fits within a hierarchy of Town plans and policies and is directed by the Municipal Development Plan, which outlines a vision for Drumheller from a planning and development perspective and provides direction for how and where the town should grow. The DARP is to be used in conjunction with the Land Use Bylaw, which establishes rules and regulations for land development as well as the process of making decisions for development permit applications within the Town.

This Plan replaces the 1991 Downtown Area Plan.

1.2.1 Limitations of the Plan

The Downtown Area Revitalization Plan is a long-term planning document. As such, it promotes a vision for the area and puts in place policies and guidelines that work toward achieving that vision over time. The policies and guidelines in the plan are not to be interpreted as an approval for a use on a specific site as the policies do not address the specific situation or condition of each site within the plan area. Specific site conditions and constraint must be assessed on a case-by-case basis as part of an application for subdivision, land use, or development permit approval.

1.2.2 Policy Interpretation

The policies in this plan provide the framework and requirements for all new development and built improvements to downtown. These serve as the key statutory component of the Downtown Area Revitalization Plan.

The following key terms outline how the DARP's policies should be interpreted and implemented.

Shall/Will/Must - Where “shall”, “will”, or “must” is used in a policy, the policy is considered mandatory. Exceptions may be allowed when a policy includes quantities or numerical standards. The quantities or standards may be deviated from, as determined by Council, provided that the deviation is necessary to

address unique circumstances that will otherwise render compliance impractical or impossible, and the intent of the policy is still achieved.

Should - Where “should” is used in a policy, the policy is not mandatory, but still relates to a strongly preferred course of action.

May – Where ‘may’ is used in a policy, the policy is not mandatory and is up to the discretion of the Town.

1.3 Plan Area

The plan area for the Downtown Area Revitalization Plan is shown in Figure 1. It is bounded to the east by the properties that flank 5th Street E, to the north by the Red Deer River, and to the south by the former CN rail corridor. To the west, the plan area closes where the river bends down to meet the rail corridor.

Figure 1: Plan Area



Downtown Area Revitalization Plan

 Plan Area

1.4 Plan Development

The Downtown Area Revitalization Plan (DARP) project was initiated in December 2019. An initial background assessment was conducted in the Spring of 2020, including a preliminary market analysis (Appendix A). This background assessment provided a critical baseline of information and helped to identify preliminary opportunities. At this time, the Town convened a DARP Advisory Committee and solicited applications for membership from the public. The Advisory Committee was appointed in March 2020. The DARP Advisory Committee consists of:

- the Mayor
- members of Town Administration and the Resiliency and Flood Mitigation Office
- members of the Chamber of Commerce
- downtown business owners
- local residents

The Advisory Committee met virtually for the first time on July 11, 2020 and a total of seven times throughout the development of the plan. The Committee was instrumental in testing the plan concepts and providing ongoing inspiration and guidance for the project.

The next phase of the project involved the development of the five pillars of the plan and initial concepts for open space, land use, and mobility. These pillars and initial concepts were confirmed with the

Advisory Committee, and informed policies within Drumheller's Municipal Development Plan and Land Use Bylaw, which were developed in parallel. Due to social gathering restrictions caused by the COVID-19 pandemic, Phase 1 Public Engagement was run online through August and September of 2020. This engagement affirmed the five pillars with the public and provided a forum to capture what Drumhellerites want to see for the future of their downtown.

Following Phase 1 Public Engagement, the project team generated a library of actions for downtown revitalization. These were vetted by the Advisory Committee and provided to the public for assessment and input via the project website in February 2021. This Phase 2 Engagement saw broad uptake, with over 325 survey respondents. Throughout March, the team workshopped the actions with the Advisory Committee to further prioritize them and establish an implementation strategy for the DARP actions.

The first draft of the Plan was received by Council for first reading on May 31, 2021. The public hearing was held on June 28, 2021. Following revision, the Plan received second and third reading on XXX 2021. The DARP came into effect on XXX 2021. Full reports outlining the engagement strategy, engagements, and subsequent public inputs can be found in Appendix B.

1.5 The Case for Revitalization

Drumheller's magnetism is inextricably linked to its geology. The discovery of coal seams in the 1880s drew significant settlement that grew with the industry through the mid-twentieth century. As that wave of resource development slowly receded, it left behind a community that retained close ties to each other and to the badlands landscape. The area's world-class fossil beds, discovered alongside the coal, set Drumheller on a course to also become a global hotspot for palaeontology. Both coal and dinosaurs have become entrenched components of the Valley's identity, anchored by its museums and scattered throughout its names, art, and amenities. The valley's historical and prehistorical riches continue to draw hundreds of thousands of visitors every year.

Unfortunately, this magnetism has largely bypassed Drumheller's downtown. If revitalization has a single driver it is this: **downtown Drumheller has not capitalized consistently on the magnetism of the Valley.** Today, the downtown faces a range of challenges that build the case for revitalization. Some of these challenges, like perception of inactivity or seasonal business peaks, are self-perpetuating. Their feedback loops need to be carefully reoriented to

work in the downtown's favour. Other challenges are structural, like fragmentation or wayfinding, and need coordinated schemes that help reorganize space and people. Other issues may be addressed through the tactical application of investment and policy over time.

Fortunately, the DARP does not need to start from scratch. Though there are challenges ahead, several initiatives, such as the introduction of public patios, improvement grants, programming, and the commitments to the creation of new public spaces have already begun to establish momentum towards downtown revitalization. The time is right for downtown Drumheller to leverage its enviable position.



2 Vision

Many of Drumheller’s citizens have lived in the Valley for decades, and they remember a time when downtown was the place’s thriving social heart.

In their memories, downtown was a place to linger, to gather, to explore, and to play. It was the place to connect with friends and family, and to enjoy these connections in the company of food, art, and everyday life. There was always something happening.

While this reflection offers an attractive blueprint for downtown, revitalization cannot look only to the past for answers. **It must also be premised on new ideas, new opportunities, new modes of public life, new technologies, and new economies.**

A clear and inspiring vision is a core ingredient in revitalization because it provides a solid departure point – recognizing where downtown has emerged from while setting a course for what it can become. The vision sets the tone and provides base criteria to evaluate projects and initiatives.

In brief, this chapter answers the question, “What does it look like for downtown Drumheller to live up to its potential?”

2.1 A New Direction for Downtown

The vision in this plan sets out an aspirational future for downtown. It provides a central idea toward which all initiatives and improvements must be aligned. The vision for the Drumheller DARP draws on a range stakeholder conversations and public engagements. It imagines a downtown that is thriving, vibrant, clean, charming, and inviting for people of all ages. It imagines a downtown that is not closed, vacant, dated, and inactive.

DOWNTOWN TODAY

- Dying / ghost town / not prospering / struggling
- Nothing to do / lack of activity
- Closed / vacant
- Old / dated / uncared for
- Rustic / quaint
- Historic
- Expensive Rent
- Tourist-oriented / tacky
- Better than it was / becoming more vibrant
- Too many services

DOWNTOWN TOMORROW

- Booming / open for business / all-hours
- Vibrant / busy / foot traffic
- Clean / cared for / beautiful
- Unique eclectic / odd
- Historic / vintage charm
- Inviting for all ages / for tourists and locals
- Accessible / affordable
- Collaborative
- Fun
- Green
- Pre-historic theme
- Gainful Employment
- Where the adventure starts

Figure 2: Downtown Today vs Downtown Tomorrow, Phase 1 engagement results

Downtown Vision

Downtown Drumheller will capitalize on the magnetism of the Drumheller Valley.

- **affirming its role as the heart of public life;**
- **becoming an unmissable part of the visitor experience;**
- **hosting diverse and thriving businesses;**
- **supporting a growing community of residents**
- **and connecting people to the river and badlands landscape.**



2.2 Five Pillars

Five pillars emerge from the project vision to help focus the plan. These pillars, which were developed closely with the DARP Advisory Committee, are woven throughout the plan to ensure consistency and clarity in direction. They will function as a valuable touchpoint to ensure that the plan's policies are applied in service of its vision.

Taken together, the five pillars work toward a vibrant, beautiful, comfortable, inclusive, and welcoming downtown that enhances the quality of life for residents, supports economic development, and boosts visitor experience.



The Heart of Public Life

Downtown is the bustling heart of public life. It is a place for gathering and celebrating, where people can be connected to the greater Drumheller community through shared experience. Public spaces in downtown are high quality, setting the stage for seasonal events and everyday gatherings with friends, family, and strangers

Goals

1. Increase the activity level and number of people in downtown in all seasons.
2. Beautify Downtown's streets and public spaces.
3. Improve residents' perceptions of downtown and boost community pride.
4. Create spaces that enable festivals, events, and other large gatherings and celebrations.
5. Provide amenities (like washrooms, change rooms, and water fountains) that allow people to linger in the downtown area.



A Place to Discover

Downtown Drumheller becomes an unmissable destination for visitors to the Drumheller Valley. Improved wayfinding, careful coordination of new landmarks and trail systems, and diverse attractions animate the downtown, drawing visitors to the vibrant centre year-round. Downtown becomes a launching point for adventures throughout the valley.

Goals

1. Increase the number of visitors that stop in Downtown and the length of their stay during their visit to the Drumheller Valley.
2. Make it easy to walk downtown and navigate between destinations and surrounding neighbourhoods.
3. Improve vehicle wayfinding and access to parking throughout the downtown, in coordination with overall wayfinding for the Valley.
4. Make downtown the central stop in Drumheller's visitor experience, and the base for exploring all other natural and cultural attractions in the Valley.
5. Foster programs and events that draw visitors to the downtown throughout the year.



A Prosperous Centre of Business

Downtown is the commercial core of the valley and a showcase of local creativity and entrepreneurship. There is an innovative, collaborative, and coordinated business community that explores ways to leverage space, resources, and marketing.

Goals

1. Increase the year-round active frontage along Main Streets.
2. Develop a thriving mix of retail options that appeals to both residents and visitors.
3. Catalyze local business development and enterprise downtown.
4. Decrease the number of vacant or inactive properties in Downtown.
5. Locate downtown amenities and activities in ways that benefit downtown businesses.



A Growing Community

Downtown is a great place to live. A variety of housing types are available throughout downtown, supporting a diverse range of residents, including families and seniors. Shopping, services, childcare, parks, and other amenities are developed and enhanced in the downtown, bolstering the allure for residents and residential developers.

Goals

1. Increase the number of residents living and working downtown.
2. Increase choice in dwelling unit types, and support a mix of ownership and rental housing.
3. Improve the safety and accessibility of downtown spaces.
4. Create a downtown where residents can walk or bike to meet everyday needs.



A Landscape Connection

Downtown Drumheller is immersed in the Canadian Badlands and celebrates its connection to the Red Deer River. Views, connections, and access to the river and landscapes surrounding downtown are celebrated and enhanced, inviting these incredible natural features into the everyday life of the downtown.

Goals

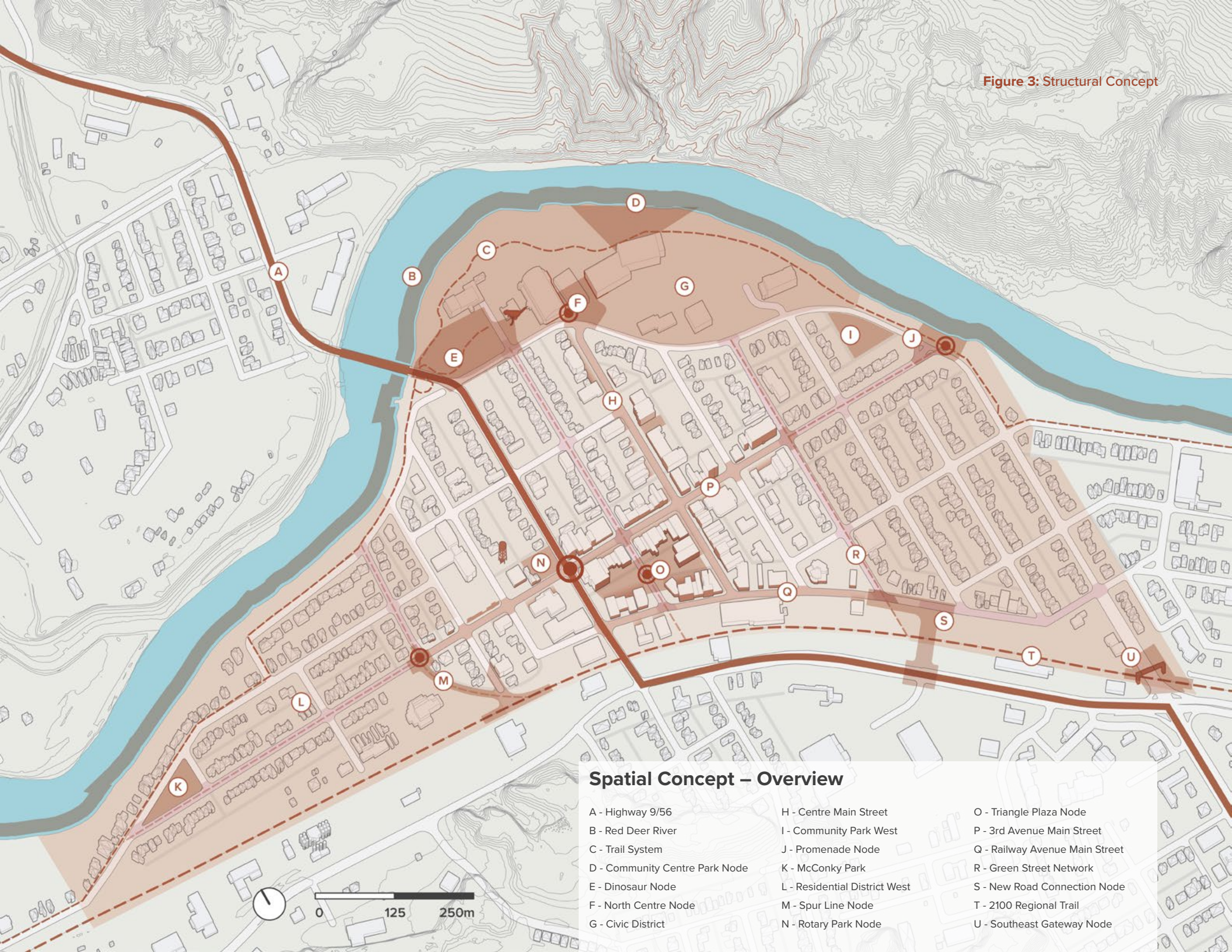
1. Increase access and visual links to the River within Downtown.
2. Foster a sense of immersion within the badlands by enhancing views of natural spaces from Downtown.
3. Support the downtown's role as a 'basecamp for the valley' by providing amenities that link to the valley-wide trail system.



2.3 Spatial Concept

The plan's spatial concept draws Downtown Drumheller's assets and opportunities together into a functional urban fabric (Figure 3). It weaves together key nodes and places, reconnecting fragmented areas, rerouting flows, and refocusing the downtown experience. This section provides a high-level overview of the structural concept. Chapter 3 introduces policies that reinforce the concept, and Chapter 4 provides greater detail about the specific place opportunities that emerge from the vision of Downtown Drumheller.

Figure 3: Structural Concept



Spatial Concept – Overview

- | | | |
|--------------------------------|-------------------------------|--------------------------------|
| A - Highway 9/56 | H - Centre Main Street | O - Triangle Plaza Node |
| B - Red Deer River | I - Community Park West | P - 3rd Avenue Main Street |
| C - Trail System | J - Promenade Node | Q - Railway Avenue Main Street |
| D - Community Centre Park Node | K - McConky Park | R - Green Street Network |
| E - Dinosaur Node | L - Residential District West | S - New Road Connection Node |
| F - North Centre Node | M - Spur Line Node | T - 2100 Regional Trail |
| G - Civic District | N - Rotary Park Node | U - Southeast Gateway Node |

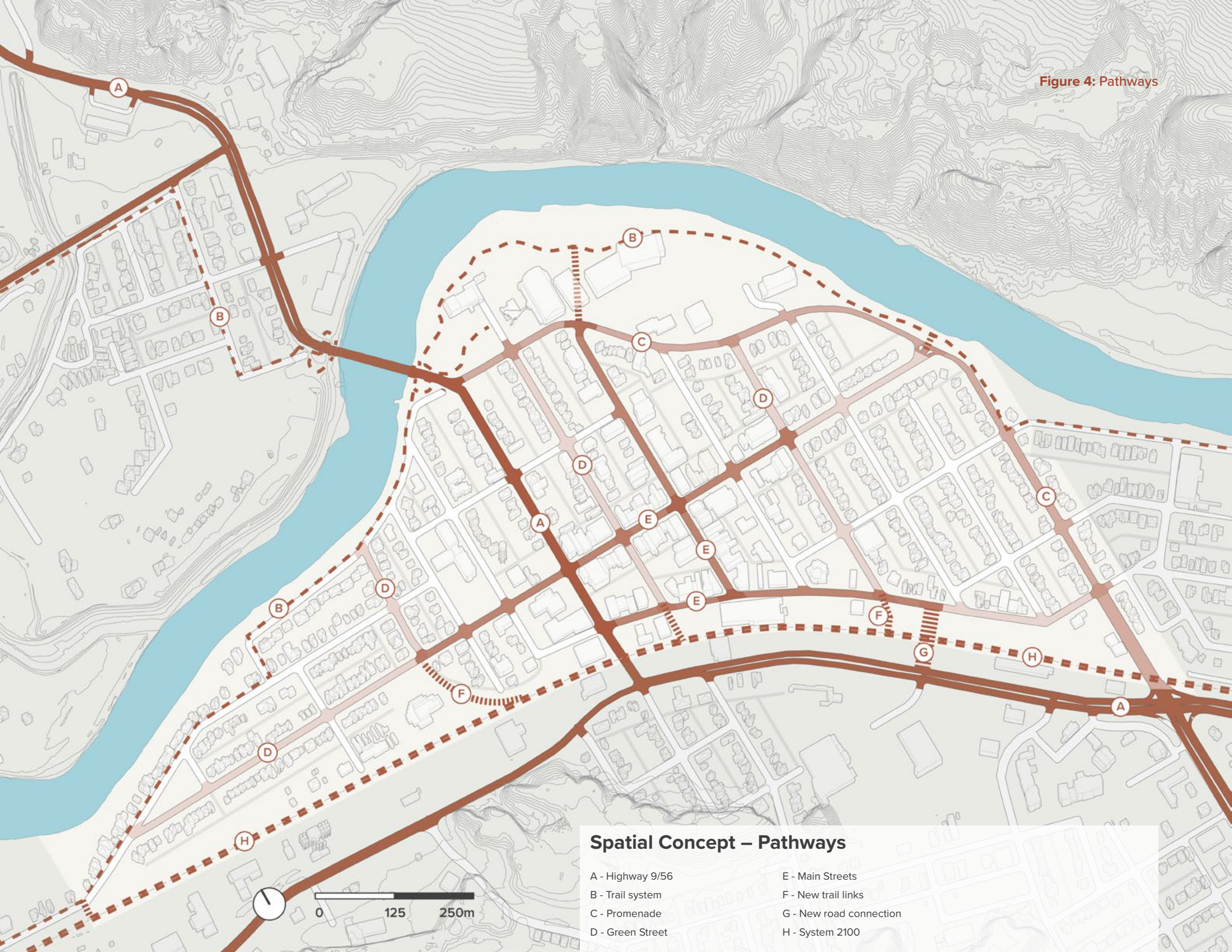


2.3.1 Pathways

Pathways, including both roads and trails, are the lifeblood of urban places. They define movement, hierarchy, connection, legibility, and experience. In their best forms, pathways enable both highly planned movement and unscripted exploration. Downtown Drumheller is home to a well-ordered street grid, framed by the riverside trail to the north and the planned System 2100 trail to the south (Figure 4).

The structural concept has four priorities within this system. First, it establishes a stronger hierarchy between street types within the regular grid, emphasizing the role of main streets and Riverside Avenue. Second, it 'strings the harp' by identifying a regular pattern of pedestrian-oriented green streets that link the two trail systems, on 2nd Street E, 1st Street W, and 5th Street West. Third, it seeks to relink the street grid to the trail systems throughout the perimeter of downtown. Finally, it identifies a new road connection from Railway Avenue south to Highway 9/56. Together, these gestures create a clearer and more connected system for all modes of transportation, providing additional choice and a better frame for future growth.

Figure 4: Pathways



Spatial Concept – Pathways

- A - Highway 9/56
- B - Trail system
- C - Promenade
- D - Green Street

- E - Main Streets
- F - New trail links
- G - New road connection
- H - System 2100

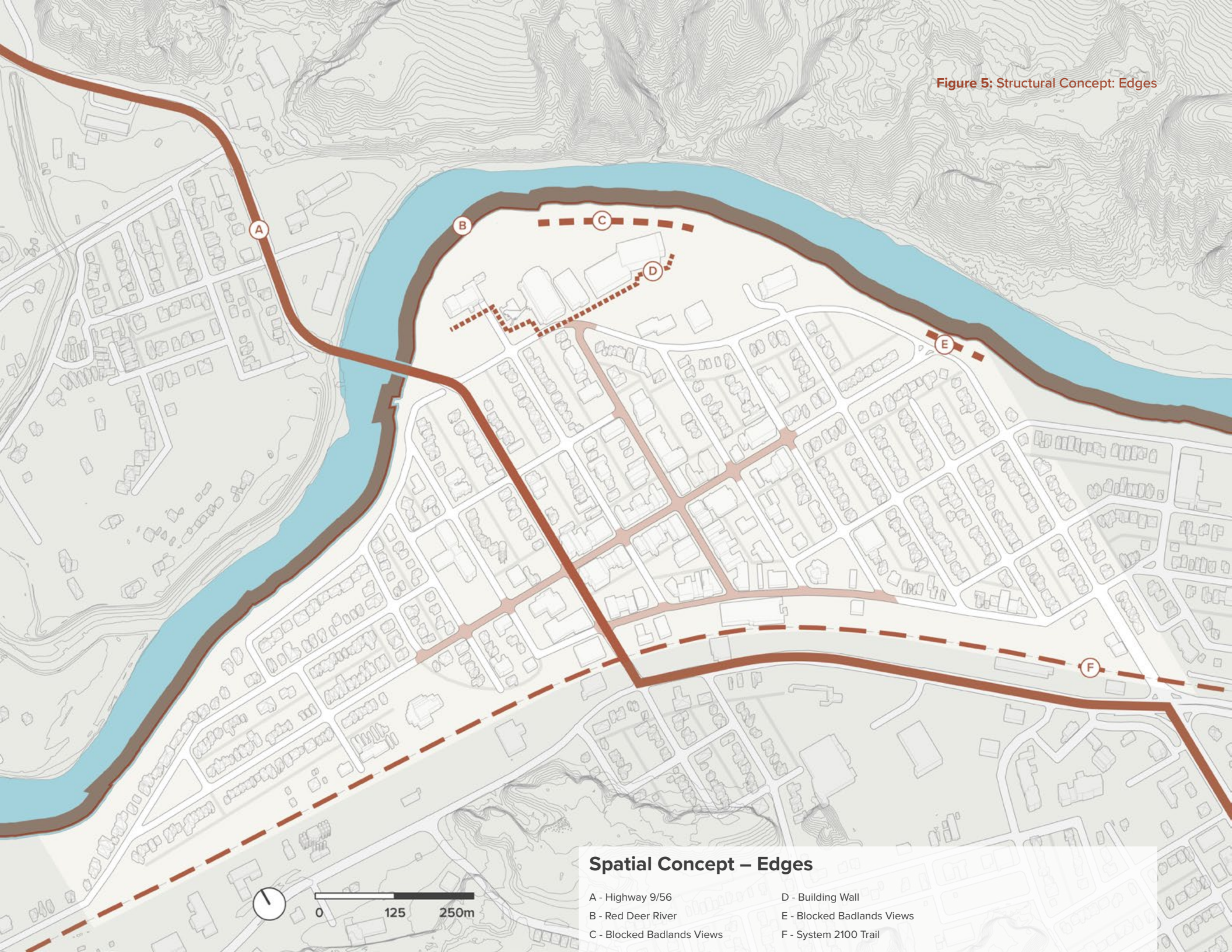


2.3.2 Edges

Spatial 'edges' can have many roles in urban structure. They define space, carry important flows, and sometimes act as unwanted barriers. At a broad scale, three key edges give shape to Downtown Drumheller: the Red Deer River, wrapping the north edge of Downtown; Highway 9/56, driving north-south alongside the core; and the planned System 2100 Trail, arcing along the downtown's south edge in the former CN right-of-way (Figure 5). Each of these edges acts as a conduit, carrying vital flows that will help fuel downtown's revitalization. The concept addresses each of these edges as a key source of value to the downtown.

Not all existing edges in the downtown have a positive impact. The community facilities north of Riverside Drive are arranged in a tight row, creating a physical and perceived barrier that hides the park space to the north. In a similar fashion, vegetation along the riverbank creates a visual barrier to the badlands landscapes to the north and east. In both cases, the concept seeks to open these barriers and provide better access and visual connection.

Figure 5: Structural Concept: Edges



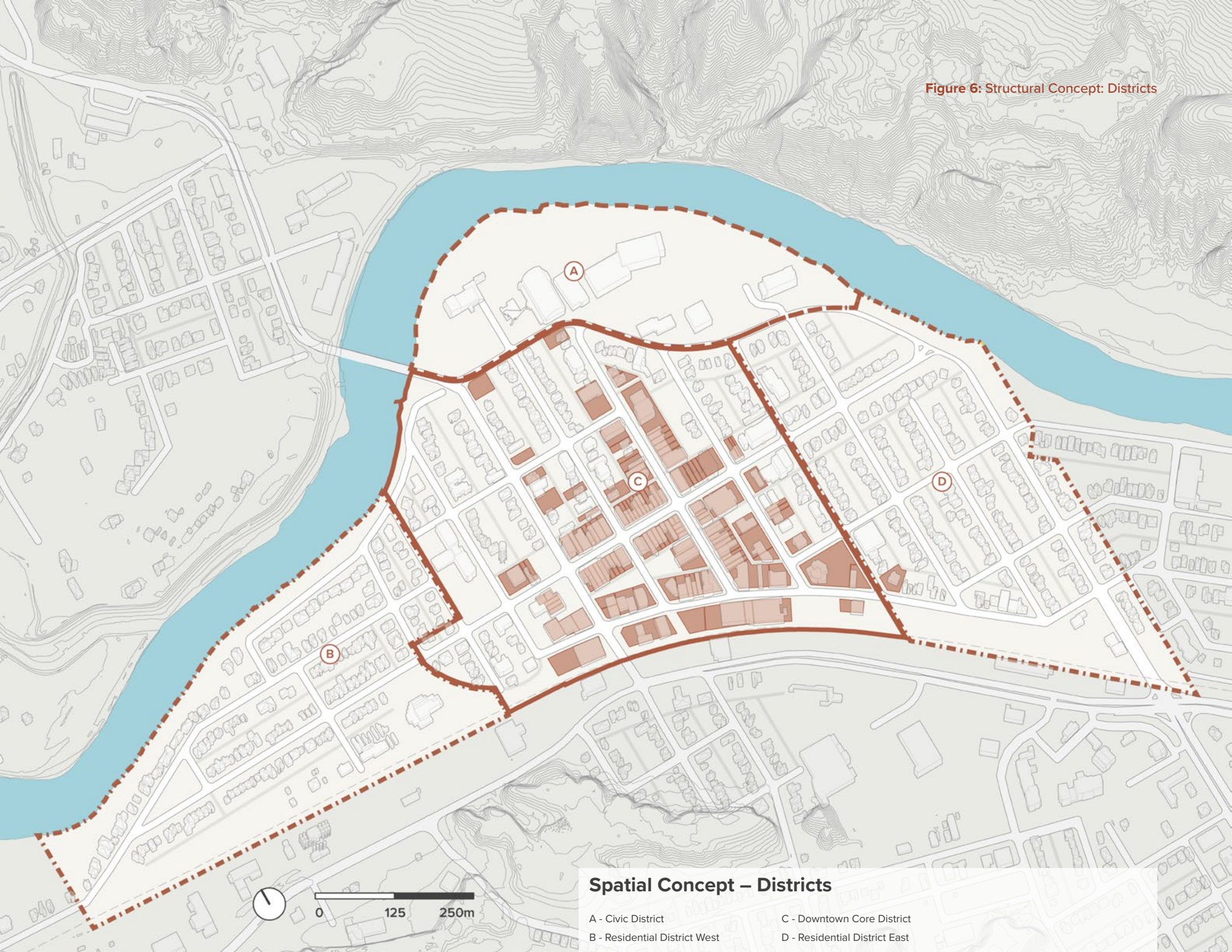


2.3.3 Districts

Districts are defined areas that share a consistent spatial character and function. Strong districts help create legible urban places, and diverse district types can work together to address a variety of different needs. Downtown Drumheller is read as having four districts: the Downtown Core District at the centre, which contains most of the commercial retail space and main street activity; the Civic District to the north, which contains visitor amenities, community recreation amenity and civic park space; and two residential areas, flanking the downtown core to the east and west (Figure 6).

Each of these districts provides the Downtown area with unique benefits that are vital to the pillars of revitalization. The downtown core district houses the Main Street experiences that support great businesses and the heart of civic life. The civic district includes amenities and green spaces that enhance the liveability of the downtown area and create great opportunities to enrich the visitor experience. The residential districts act as the green lungs of downtown; providing quiet, walkable streets that are residentoriented and will grow with the downtown over time.

Figure 6: Structural Concept: Districts



Spatial Concept – Districts

A - Civic District

B - Residential District West

C - Downtown Core District

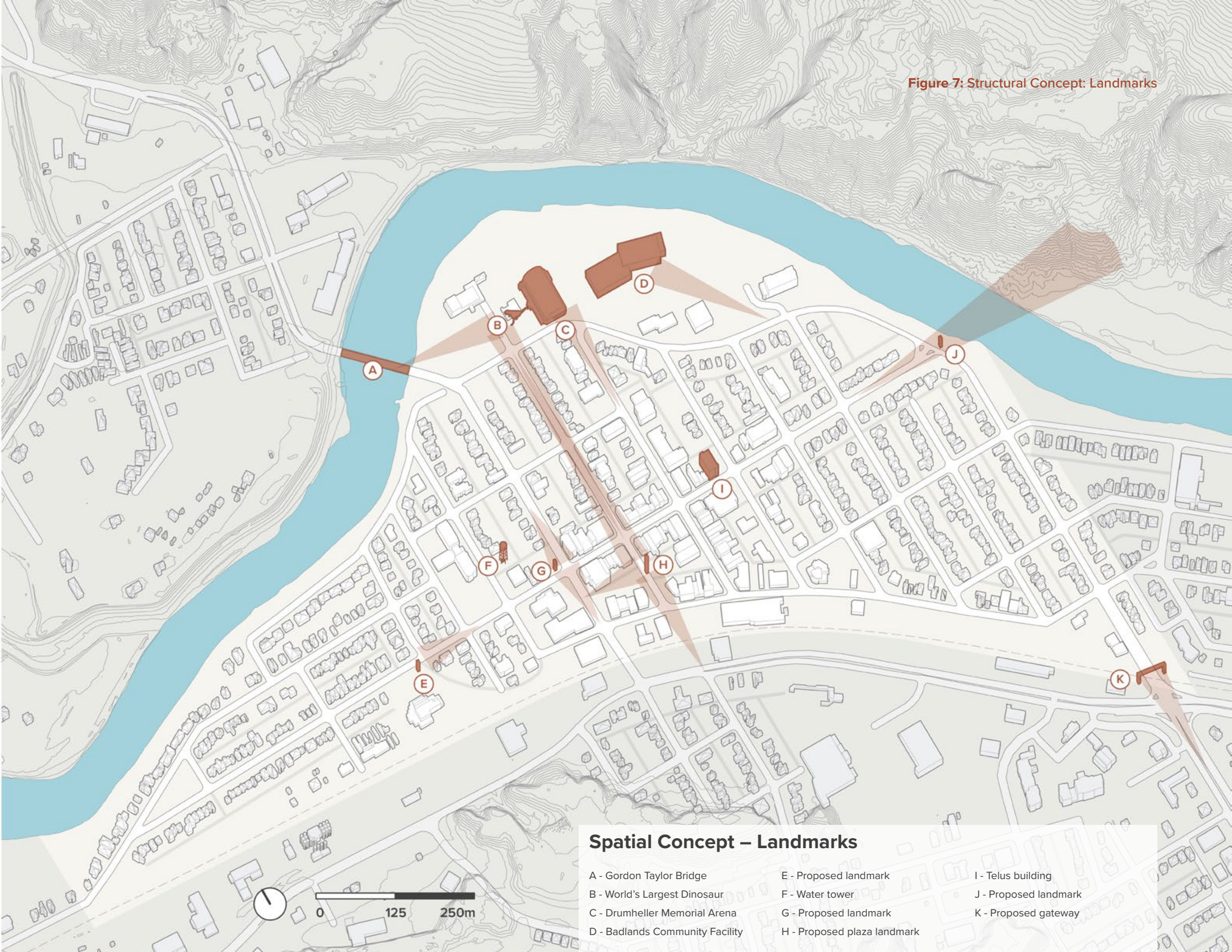
D - Residential District East



2.3.4 Landmarks

Landmarks are critical components urban structure, impacting both wayfinding and identity. Downtown Drumheller has a variety of strong landmarks (Figure 7), including the water tower and the World's Largest Dinosaur. These landmarks have great bearing on the downtown's identity, but they are not located in ways that produce intuitive wayfinding or allow main street businesses to capitalize on their magnetism. The concept identifies several points that would be well served by landmark elements that reinforce the downtown's spatial structure, invite visitors into the downtown, and help people find their way through its reconnected networks. Key among these proposed landmarks are three points: a signage element at the intersection of 3rd Avenue and Highway 9/56; a gateway element where 5th Street E meets the highway; and a visual 'magnet' on 1st Street W south of 3rd Avenue. These three locations provide notable opportunities to signal – both implicitly and explicitly – that downtown is a worthwhile destination.

Figure 7: Structural Concept: Landmarks



Spatial Concept – Landmarks

A - Gordon Taylor Bridge

B - World's Largest Dinosaur

C - Drumheller Memorial Arena

D - Badlands Community Facility

E - Proposed landmark

F - Water tower

G - Proposed landmark

H - Proposed plaza landmark

I - Telus building

J - Proposed landmark

K - Proposed gateway

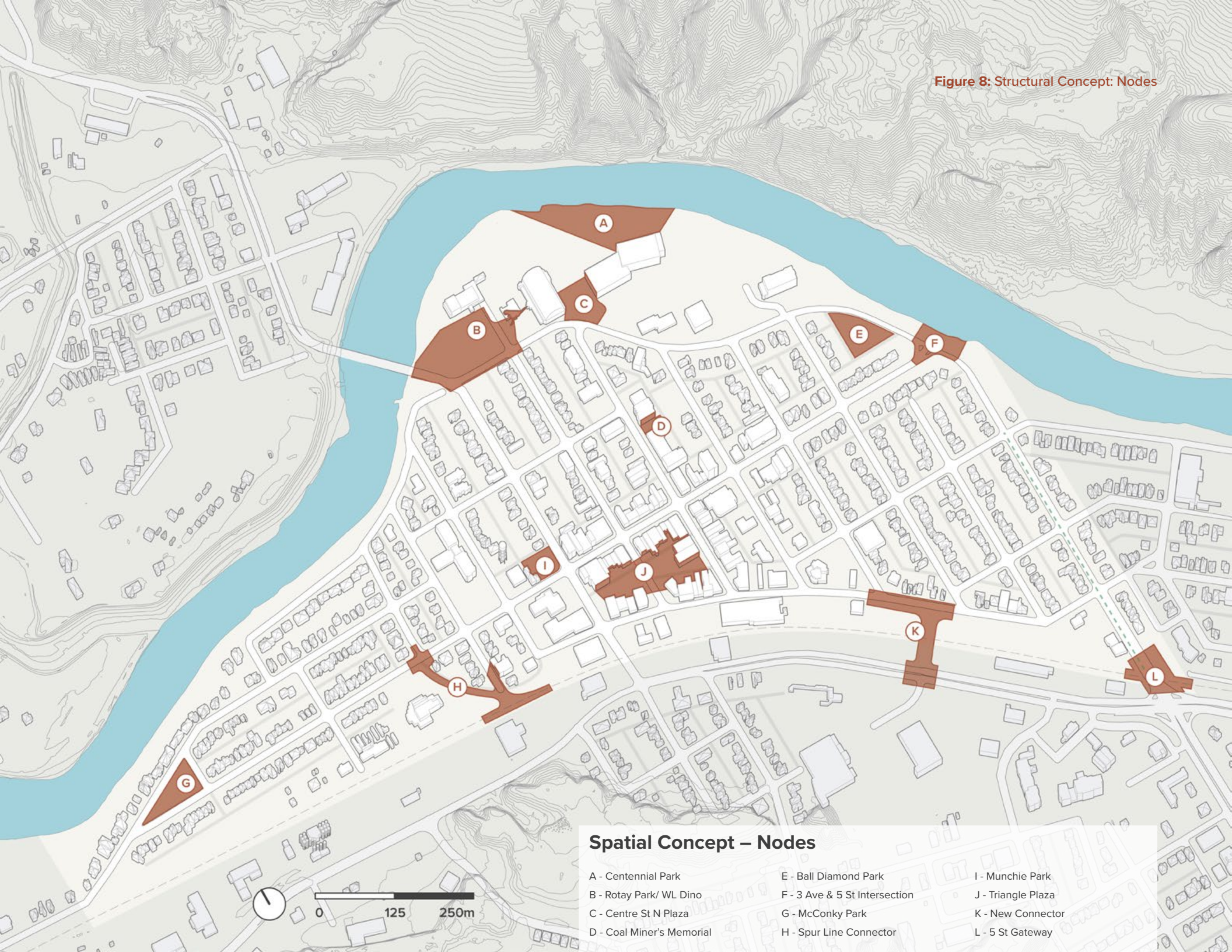


2.3.5 Nodes

Nodes are places that provide a strategic focus within the urban landscape. They can be intersections, gathering spaces, parks, plazas, or new connections. The structural concept identifies twelve key nodes throughout Downtown Drumheller (Figure 8).

These nodes vary in scale, but each one plays a special role in ensuring that the urban structure provides a diverse and connected experience, reinforcing the downtown structure and serving the five pillars of revitalization. In some cases, the nodes already exist and require slight renovations to point them in the right direction. In other cases, the nodes are entirely new places that can emerge over time as the plan takes root.

Figure 8: Structural Concept: Nodes



Spatial Concept – Nodes

A - Centennial Park
B - Rotay Park/ WL Dino
C - Centre St N Plaza
D - Coal Miner's Memorial

E - Ball Diamond Park
F - 3 Ave & 5 St Intersection
G - McConky Park
H - Spur Line Connector

I - Munchie Park
J - Triangle Plaza
K - New Connector
L - 5 St Gateway



3 Policies

Revitalization is driven by a consistent application of strategy over time.

This chapter provides the direction for that strategy in the form of policies, organized into four layers:

- Land Use Policies
- Mobility Policies
- Parks and Public Space Policies
- Built Form Guidelines

These policies work together with the Municipal Development Plan and Land Use Bylaw to inform and regulate development toward a revitalized downtown. As noted in Section 1.3.2, the policies of the Downtown Area Revitalization Plan are statutory and must be interpreted and implemented as such. The policy chapter includes with an overall structural concept for the Downtown. This concept combines the intent of all four policy layers to show how they work together to produce a coherent high-level framework for downtown.

3.1 Mobility Policies

The main mobility corridors through downtown are streets and trails. The overall intent of the mobility concept and policies is to improve connectivity and safety for all modes of transportation along these corridors. When looking at key modes of transportation downtown, this includes everything from active modes like walking, biking, and even paddling in addition to vehicular modes like driving a personal car or motorcycle. Planning for multiple modes requires an understanding that each mode has its own needs and user experience, requiring different approaches to ensure safety, accessibility, and wayfinding.

3.1.1 Mobility Concept

The mobility concept for downtown provides direction for streets and trails, the main corridors throughout downtown (Figure 9). The concept provides an overall hierarchy of these corridors, which includes:

- Highway 9/56
- Main Streets
- Riverside Drive Promenade
- Green Streets
- Trails

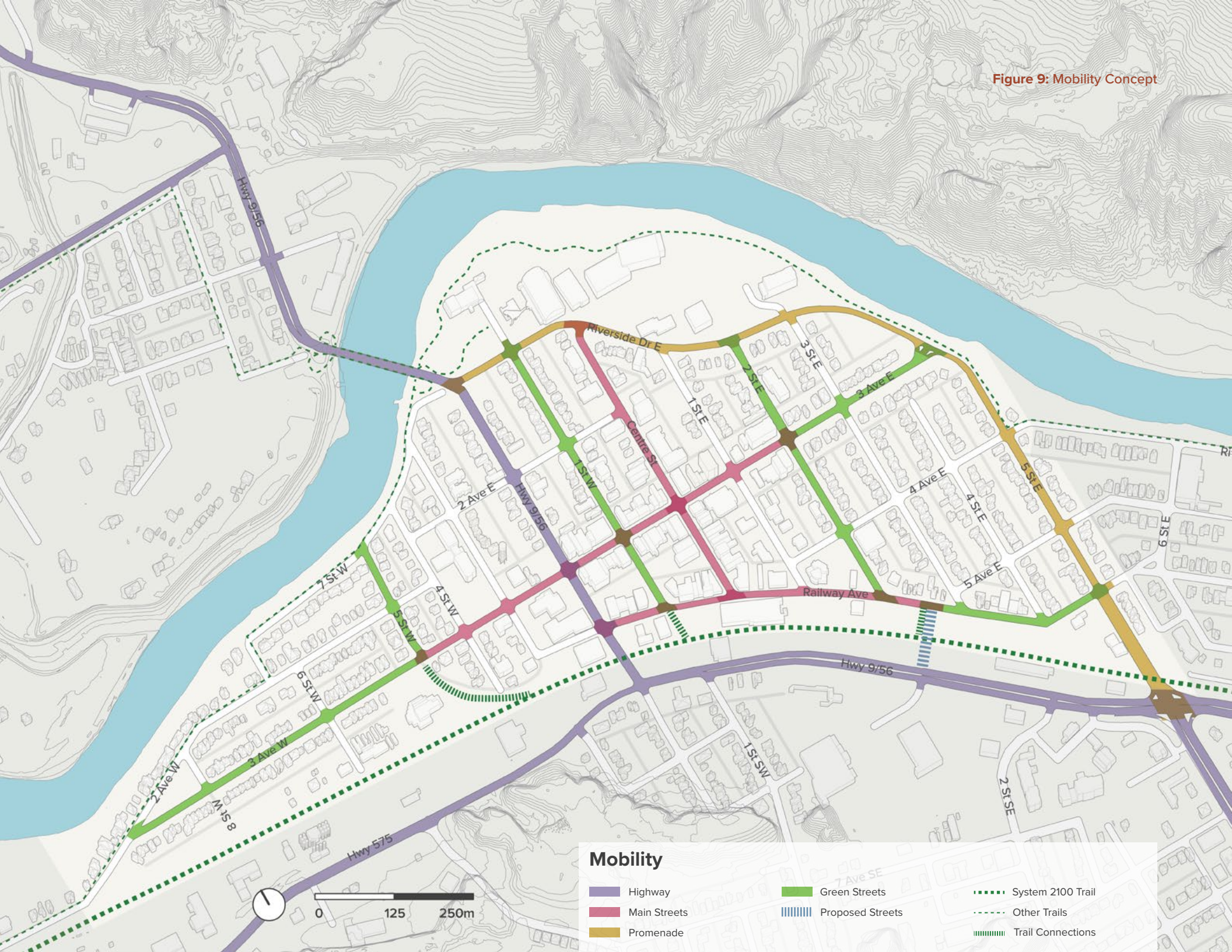
Connectivity for active modes is enhanced in the mobility concept by creating continuous loops and linkages that allow for both everyday movement and exploration. The riverside trails and System 2100 Trail provide framing arcs that bound the Downtown Core and provide connections to the river and badlands. Between these trails, key north-south Green Streets provide active modes linkages through downtown to the trails network. The three Main Streets form the central pedestrian frame of the downtown core, with Centre Street serving as the central north-south connection and 3rd Avenue and Railway Avenue linking east to west. These main streets will serve not only as connections, but as vibrant public spaces. Within this hierarchical network, key intersections will be enhanced to provide intuitive wayfinding and opportunities for programming. Protected crossings will also be enhanced to ensure greater permeability across the highway.

Highway 9/56, as the highest order corridor through downtown, brings most vehicular traffic. This key route connects downtown north-south to key destinations, including the Royal Tyrrell Museum. Visitors travelling along this corridor will be encouraged to visit

downtown with improved wayfinding into downtown and views of several key attractions and landmarks teased from the highway.

Riverside Drive Promenade will provide a different user experience into downtown. This street will provide a park-like promenade experience for drivers and pedestrians. Significant street tree canopy and landscaping will make the edge feel more like a park edge. The concept and accompanying policies will guide all future transportation improvements and upgrades, establishing the structure for the public realm and land use concepts. Intersections between each of the different corridors also have specific functions within the mobility concept and associated policies.

Figure 9: Mobility Concept



3.1.2 Complete Streets Design

All streets within downtown should be complete streets, meaning that they support all modes of transportation through their design. The complete streets design policies provide direction for sidewalks, vegetation, street furniture, and public parking. These policies apply to all public streets within downtown.

Sidewalks

- a) Provide an even, and clear sidewalk surface to ensure pathways remain safe, accessible, and easy to maintain/clear of snow and ice.
- b) Remove driveway curb cuts where they are no longer required in order to make sidewalks level and more accessible.
- c) Consolidate traffic and parking signage where possible to reduce the total number of freestanding signposts on sidewalks.
- d) Locate utility infrastructure, municipal signage, and lighting standards so that they do not impede pedestrian flow on sidewalks.

Trees and Vegetation

- e) Use hardy tree and plant species that are well adapted to Drumheller's climate and winter conditions. Where possible, use native vegetation in landscaping or xeriscaping to reduce watering requirements.

- f) Consider clustering trees and vegetation for easier maintenance and irrigation.
- g) Ensure street trees are provided with ample soil for root growth and protection from soil compaction.
- h) Where possible, integrate trees and vegetation as part of green stormwater management infrastructure, such as bioswales or rain gardens.
- i) Ensure vegetation does not impede driver and pedestrian sightlines at intersections.
- j) Locate street trees so that they do not block business signage, where possible.

Street Furniture

- k) Where possible, provide waste/recycling receptacles near street corners for ease of use and maintenance.
- l) Use public art strategically to:
 - i) break up impermeable building façades;
 - ii) activate leftover spaces;
 - iii) screen vacant lots;
 - iv) signal important intersections; and
 - v) mitigate setbacks from the street.

- m) When providing lighting on a street, consider the use of light fixtures that can be used for interchangeable displays such as festive signage/displays/banners.

Public Parking and Drop-offs

- n) Provide off-street surface public parking that is easily to access, clearly signed, and located to minimize impact on the pedestrian experience of downtown.
- o) Provide Recreational Vehicle parking on the periphery of the Downtown Core where it has minimal impact on the pedestrian experience of downtown.
- p) Demarcate street parking areas with curb bumpouts, where possible.
- q) Integrate bus drop off and pickup into the design of public streets near activity centres.



3.1.3 Highway 9/56

The Highway is the primary vehicular corridor through Downtown, connecting it to the Royal Tyrell Museum and beyond. Vehicular traffic travelling along this corridor is a source of great value to the downtown. Traffic should be slowed as it moves through the Downtown Core to enable enticing views into downtown and better connectivity between the east and west segments of downtown.

Efforts should be made to increase pedestrian safety along this corridor. All modes should see better wayfinding that is suited to the scale of the place.

- a) Encourage more visitors travelling along Highway 9/56 to stop and visit downtown by:
 - i) Considering additional traffic calming measures or reduced speeds on Highway 9/56 through downtown; and

- ii) Enhancing wayfinding, gateways, and views of key downtown landmarks from Highway 9/56.
 - iii) Change the sign currently directing southbound traffic left onto 2nd Ave for visitor information. This sign should direct traffic to turn left on the 3rd Avenue Main Street.
- b) Enhance the safety and experience of Highway 9/56 for activemodes by:
 - i) Widening sidewalks where feasible; and
 - ii) Enhancing active mode crossings at key intersections to increase east-west permeability.

3.1.4 Main Streets

Main Streets are the central pedestrian frame within the Downtown Core. Main Streets include Centre Street running north-south and both 3rd Avenue and Railway Avenue running east-west within the Downtown Core. In addition to be corridors for movement and exploration, these streets will also serve as destinations, inviting people to gather and spend time. Main Streets will be reinforced by active uses along their edges. Sidewalks displays, parklets, patios, public art, and other street furnishings and activities should be supported to make these streets feel vibrant and alive. Here, sidewalks will be wider with narrow drive lanes to calm traffic. On street parking will provide valuable parking spaces in front of businesses while also providing a buffer between pedestrians and vehicular traffic. Seating, public art, and other furniture and amenities will be provided to encourage people to linger and enjoy Main Streets as public space.

- a) Re-establish Main Streets as the highest order pedestrian and commercial streets in the downtown by:
 - i) Minimizing the width of vehicle travel lanes, where possible;
 - ii) Maximizing the width of sidewalks;
 - iii) Maintaining street parking on both sides of the street, as angled parking where possible;
- b) Make Main Streets safe and accessible for all users and modes by:
 - i) Providing adequate pedestrian scaled lighting;
 - ii) Placing accessible seating at approximately 30 metre intervals or closer along main streets;
 - iii) Providing designated accessible street parking on every block;
 - iv) Providing bike racks at regular intervals along main streets;
 - v) Designing sidewalks and streets to account for snow and ice removal; and
 - vi) Prioritizing snow clearance of main streets and main street sidewalks in the winter.
- c) Conduct an accessibility review of downtown Main Streets to inform accessibility improvements.
- d) Retain existing trees on Main Streets, where possible.
- e) Providing a consistent program of pedestrian amenities and street furnishings; and
- f) Enabling active frontages to populate the sidewalk with seating, signage, and product display, while maintaining a minimum clear space of 1.5 metres.



3.1.5 Green Streets

Green Streets offer a secondary network of pedestrian routes that connect downtown to the Badlands River Parks and Trails system and the System 2100 Trail. The intent of these streets is to provide a quieter and more shaded walking/riding experience than the concentrated activities along Main Streets. In addition to prioritizing pedestrians, these streets are also intended as the north-south bicycle routes within downtown.

- a) Establish Green Streets as the main cycling and pedestrian connections to the Badlands River Parks and Trails System through downtown by:
 - i) Maintaining a minimum sidewalk width of 2 metres on Green Streets;
 - ii) Maintaining parallel parking on both sides of Green Streets to serve as a buffer between pedestrians and vehicles;
 - iii) Retaining the green boulevard between the sidewalk and the road on Green Streets where it already exists;
 - iv) Preserving and enhancing the existing tree canopy on Green Streets to provide shade for pedestrians in the summer; and
 - v) Providing cycling infrastructure and amenities.

- b) Conduct a cycling mobility study of the downtown to inform new cycling routes and infrastructure on Green Streets.
- c) Place accessible seating at least every 30-metres along the street along 1st Street W.

3.1.6 Riverside Drive Promenade

Meandering from Railway Avenue at the southeast corner of downtown along the river to the south edge of the Civic and Recreation Precinct, Riverside Drive provides unique opportunities within the downtown. The intent of this street is to create a district identity for the Civic and Recreation Precinct to the north, provide a park-like experience for vehicles and pedestrians, and engage with downtown's northern amenities and destinations, including the World's Largest Dinosaur and community recreation facilities. As it meets the river to the east, this street will also play a role in providing access to the flood mitigation measures in emergencies.

- a) Create a park-like multi-modal experience into downtown along the Riverside Drive Promenade by:
 - i) Maintaining a minimum sidewalk width of 2 metres;
 - ii) Widening the sidewalk to 3 or more metres on the north side of the street within the Civic and Recreational Precinct to establish a promenade, where possible;

- iii) Creating a green setback from the street to any surface parking in the Civic and Recreation Precinct; and
 - iv) Establishing tree cover along the street to help provide shade and screen existing surface parking.
- b) Consider making Riverside Drive one-way travelling east between Highway 9/56 and Centre Street to route vehicular traffic leaving the Civic and Recreational Precinct through the Downtown Core and its Main Streets.

3.1.7 Trails

Trails provide safe, enjoyable routes for bicycles and pedestrians through the Downtown Core. They also connect the downtown to the System 2100 Trail and other local trails, establishing the Downtown as a key node within the valley wide Badlands River Parks and Trails System. Improvements to trails will focus on connectivity, safety, and linking key amenities, while also creating a sense of immersion within the natural badlands landscapes.

- a) Reinforce downtown's role as the primary node within the Badlands River Parks and Trails System by:
 - i) Extending existing valley-wide wayfinding systems to ensure trails are adequately signed with distances and destinations.
 - ii) Connecting trail fragments to produce a continuous system, wherever possible;
 - iii) Creating well-signed pathway routes on Green Streets to connect existing and planned trail networks; and
 - iv) Providing new amenities for trail users, including shade, seating, viewpoints, and drinking water refill stations.
- b) Reinforce a trail connection along the former rail spur from 3rd Avenue W to 4th Street SW by paving the lane and providing wayfinding.

- c) Enhance views of the badlands along the riverside trails in the north-east within Centennial Park by clearing or reducing the density of vegetation along sections of the trail.

3.1.8 Key Intersections, Landmarks, and Wayfinding

Intersections between streets and trails must be considered to enable safe crossings and determine which corridors are given priority within the hierarchy. Planning for landmarks and views of them helps with the overall legibility of downtown and navigating the destinations within it. The mobility concept identifies key landmarks in downtown and directs the creation of major gateway features to announce arrival in downtown at key intersections. The following policies provide direction for these key intersections and landmarks.

Gateway Features and Wayfinding

- a) Develop a signature gateway feature at the intersection of Highway 9/56 and 3rd Avenue W to signal the arrival at Main Street and encourage traffic along the highway to turn off and explore the Downtown Core. Consider coordinating this entrance feature with upgrades to Munchie Park.
- b) Provide a significant downtown gateway feature at the CN rail ROW crossing over 5th Street E at Highway 9/56.



- c) Retain views of the World's Largest Dinosaur from the Gordon Taylor Bridge and the intersection of Highway 9/56 and Riverside Drive.
- d) Move the visitor information sign on southbound Highway 9/56 off 2nd Avenue and instead direct traffic along 3rd Avenue to Centre Street

Intersections Types

- e) Where trails meet streets, ensure that trail entrances are well marked so that pedestrians, bicycles, and vehicles are alerted to the possibility of oncoming traffic. In heavier traffic areas, consider crossing signals.
- f) Provide high-quality pedestrian focused treatment at all intersections with Main Streets, including:
 - i) curb extensions;
 - ii) directional curb cuts;
 - iii) street braille;
 - iv) high-visibility crosswalk markings on the roadway; and
 - v) pedestrian-scale lighting.
- g) Where green streets meet main streets, provide pedestrian oriented signage/wayfinding.
- h) Develop a new multi-modal connection into downtown across the CN Right of Way that links Highway 9/56 to Railway Avenue between 2nd and 3rd Street E.
- i) Investigate the addition of traffic signals at the intersection of Highway 9/56 and Railway Avenue to enable east-west travel across the highway.
- j) Enhance the under-bridge pedestrian crossing at the Gordon Taylor Bridge or provide an alternate connection.
- k) Where Riverside Drive Promenade and 3rd Avenue E intersect:
 - l) Establish emergency vehicle access to the flood mitigation system that will also serve as a pedestrian ramp onto the trail; and
 - m) Narrow the vehicular right of way at the intersection and create a clearly marked crossing for pedestrians and cyclists.

3.2 Public Space Policies

Public spaces are the stage for activities in downtown, and are key to inviting more civic life and vitality. These spaces should serve as the outdoor living room of downtown, facilitating informal gathering and providing amenities for residents. Some of these spaces should also enable hosting of larger civic events and festivities, inviting visitors to experience the downtown and its culture. Vibrant public spaces will signal activity in downtown, encouraging people travelling by to stop and participate in what Downtown has to offer.

3.2.1 Public Spaces Concept

Public spaces should serve as activity nodes along the streets and trails network and provide amenities for both residents and visitors. In this way, the Public Spaces Concept is highly tied to the Mobility Concept. In downtown the primary public spaces, in addition to streets, are parks and plazas. There are different types of parks and plazas that each have their own roles within the overall public places concept for downtown (Figure 10, Public Spaces Concept).

Parks are public lands dedicated for leisure and recreation. They primarily provide open spaces where people can rest, play, connect with nature, and participate in a variety of outdoor pursuits and sports. Parks tend to have a significant amount of green open space.

The Parks in downtown are divided into four types:

- Civic Parks
- Neighbourhood Parks
- Linear Parks
- Pocket Parks

Civic Parks include Centennial Park and Rotary Park. These are the major riverfront open spaces within downtown, providing large scale amenities for residents and visitors. Serving as major activity nodes, these spaces have the greatest connection to the river and badlands. The Public Spaces Concept for downtown sees enhancements to the Civic Parks along the riverfront which will entrench them as the central launching point for those exploring the Badlands River Parks and Trails network.

Neighbourhood Parks include McConkey Park and the Riverside Drive Ball Diamond. The primary role of neighbourhood parks is to provide leisure and recreational amenities for the growing community of downtown residents.

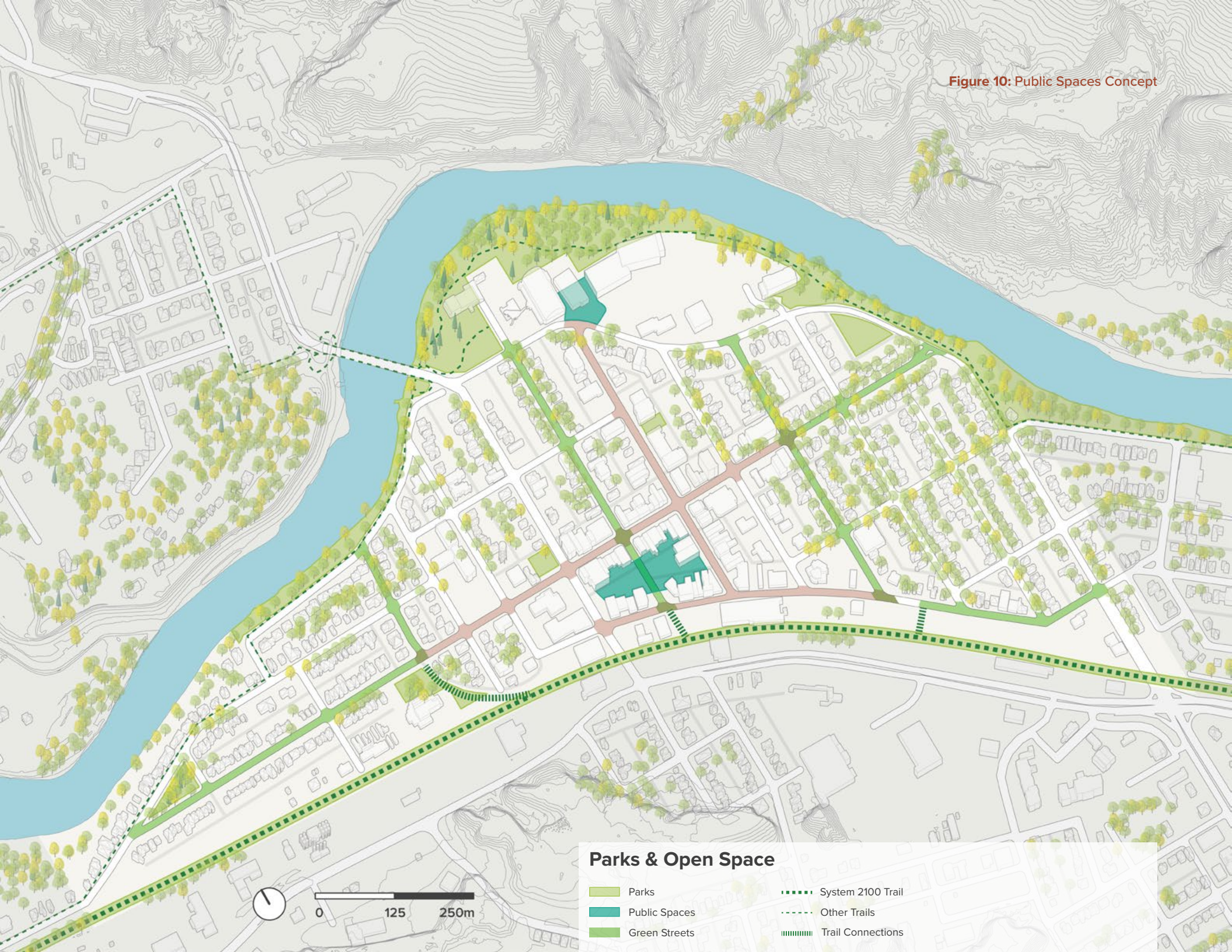
Linear Park refers to the proposed park along the former railway corridor. This park will contain the System 2100 Trail, which will connect downtown to the rest of the Valley. The primary purpose of the linear park is to provide trail connectivity and some amenities or points of interest along the way.

Pocket Parks include Miner's Memorial Park beside Town Hall and Munchie Park at the intersection of Highway 9/56 and 3rd Avenue. These parks serve as mini green respites within the Downtown Core. They provide amenities for both visitors and residents, and offer spaces for people to sit and linger.

Plazas main functions are as central gathering spaces. Downtown plazas include the temporary Plaza at Centre Street and the planned Triangle Plaza between 3rd Avenue and Railway Avenue. The new plaza will be able to support large celebrations and gatherings, while also providing amenities and programming for non-event days. The plaza will be more urban than park spaces, with increased hardscaping to enable a greater capacity of people. The plaza will benefit greatly from active frontage its edges, and adjacencies to busy public streets.

There are also **privately owned public spaces** in downtown, which can function similarly to public parks or plazas, but are maintained by a private landowner.

Figure 10: Public Spaces Concept



3.2.2 General

The following public space policies apply to all public spaces, including parks and plazas.

Safety and Inclusivity

- a) Engage with First Nations, residents, community organizations, business owners, visitors, and other relevant stakeholders in the design or upgrading of public spaces.
- b) Ensure that parks invite and support a wide range of activities for diverse users.
- c) Design public spaces to be welcoming and accessible to all users by:
 - i) Avoiding the use of defensive architecture intended to exclude certain groups or activities;
 - ii) Designing spaces to be universally accessible for people of all ages and abilities; and
 - iii) Providing positive signage that speaks to what types of activities are encouraged in public spaces, rather than signage on what activities are prohibited.
- d) Implement Crime Prevention Through Environmental Design (CPTED) principles in the design of public spaces, including:
 - i) Ensuring all public spaces are well lit;

- ii) Creating or incentivizing active frontage or street edges along public spaces to enable passive surveillance; and
- iii) Maintaining clear pedestrian sightlines throughout public spaces.

- e) Use directional lighting to mitigate light impacts on the surrounding residential and natural areas.
- f) Consider access to public washrooms (temporary or permanent) in the design of public spaces.
- g) Provide clusters of accessible seating in all public spaces with accessible paths leading to them.

Four Season Design

- h) Design pathways and hardscaped spaces to accommodate snow removal and storage.
- i) Provide a mix of spaces with shade and shelter from the elements as well as sunny open spaces.
- j) Provide a mix of vegetated and hardscaped areas to increase water infiltration and reduce urban heat island impacts.
- k) Consider providing temporary and/or movable seating in highly trafficked public spaces or to support events.
- l) Ensure infrastructure is provided for electrical and or water hookups to support activities like food trucks, events, and seasonal lighting/and or music.

- m) Integrate stormwater management into the design of public places, and investigate opportunity for water capture, storage, and recycling for irrigation.

Wayfinding

- n) Ensure all public space has visible/defined entrances on public streets with pedestrian-scaled signage.
- o) Use public art and other landmark features to assist in wayfinding.
- p) Coordinate wayfinding in public spaces with wayfinding on streets.
- q) Work with online mapping platforms or search engines to update/provide the most accurate wayfinding information and park names.

Amenities and Furnishings

- r) Where possible, use similar street furnishings or elements as public streets for continuity of the public realm, such as benches, bicycle racks, and waste receptacles.
- s) Collaborate with local artists and fabricators in the design of park amenities, public art, and furnishings.
- t) Ensure frequent waste and recycling receptacles are provided and are located where they can be easily collected/maintained.

- u) Consider the multifunctionality of amenities, such as planters that also serve as seating.
- v) Incorporate innovative features and technologies into furnishings, such as tables with phone-charging capabilities or QR Codes that provide links to park information and maps.
- w) Design any surface parking for parks to be easily adapted as programmable event space.

3.2.3 Parks

The parks policies only apply to the parks identified in the Public Spaces Concept. Parks provide critical respite within downtown, providing spaces to connect with nature and participate in leisure pursuits. Different scales of parks exist throughout downtown, each serving their own functions. Large Civic Parks serve as gathering spaces for both residents and visitors, while smaller neighbourhood and pocket parks provide more amenities for residents living in downtown.

- a) All parks must have a clear linkage to streets and pathways, and associated amenities for those travelling along these corridors.
- b) Civic Parks, including Centennial Park and Rotary Park will continue to host significant amenities for both tourists and residents, serving as a major activity node within the Civic and Recreation Precinct.

- c) Neighbourhood Parks will provide a range of amenities to support the growing community of residents in downtown, such as playgrounds, sports facilities, and leisure spaces.
- d) Pocket Parks will provide green space within the Downtown Core for rest and leisure, appealing to downtown employees, residents, and visitors.

3.2.4 Plazas

The plaza policies apply to the triangle plaza and the temporary plaza on Centre Street. Plazas serve as central gathering spaces within downtown, providing opportunities for events and every day programming. These spaces will often contain more permanent amenities and hardscape to enable them to support a larger capacity of people in a concentrated space. Plazas should be a hub of downtown activity.

- a) Work closely with adjacent landowners in the design of the triangle plaza.
- b) The Triangle Plaza will support larger events in addition to providing seating and amenities for everyday use and social gathering.
- c) Once the triangle plaza is completed, consider decommissioning the temporary plaza on Centre Street.

3.2.5 Privately-Owned Public Spaces

The Privately-Owned Public Space policies apply to spaces located on private property that are not operated by the Town.

- a) Privately-owned public spaces should follow the general parks and public space policies in Section 1.1.1.
- b) Operators of privately-owned public spaces are encouraged to coordinate programming with Town events and other downtown revitalization initiatives.

3.3 Land Use Policies

The Land Use Policies provide direction for the types of uses that are supported in downtown and how those uses should be developed. To fulfill the vision for a vibrant and active downtown, uses need to support a high level of pedestrian activity and provide a mix of services and functions for residents and visitors. The form of buildings and their setback, height, and building design also influence a building's relationship to public streets and spaces.

The plan provides general land use policies that apply to all three of these land use area types as well as specific direction for each of the areas. The Land Use Policies of the DARP will be implemented through the Land Use Bylaw districts and overlays.

3.3.1 Land Use Concept

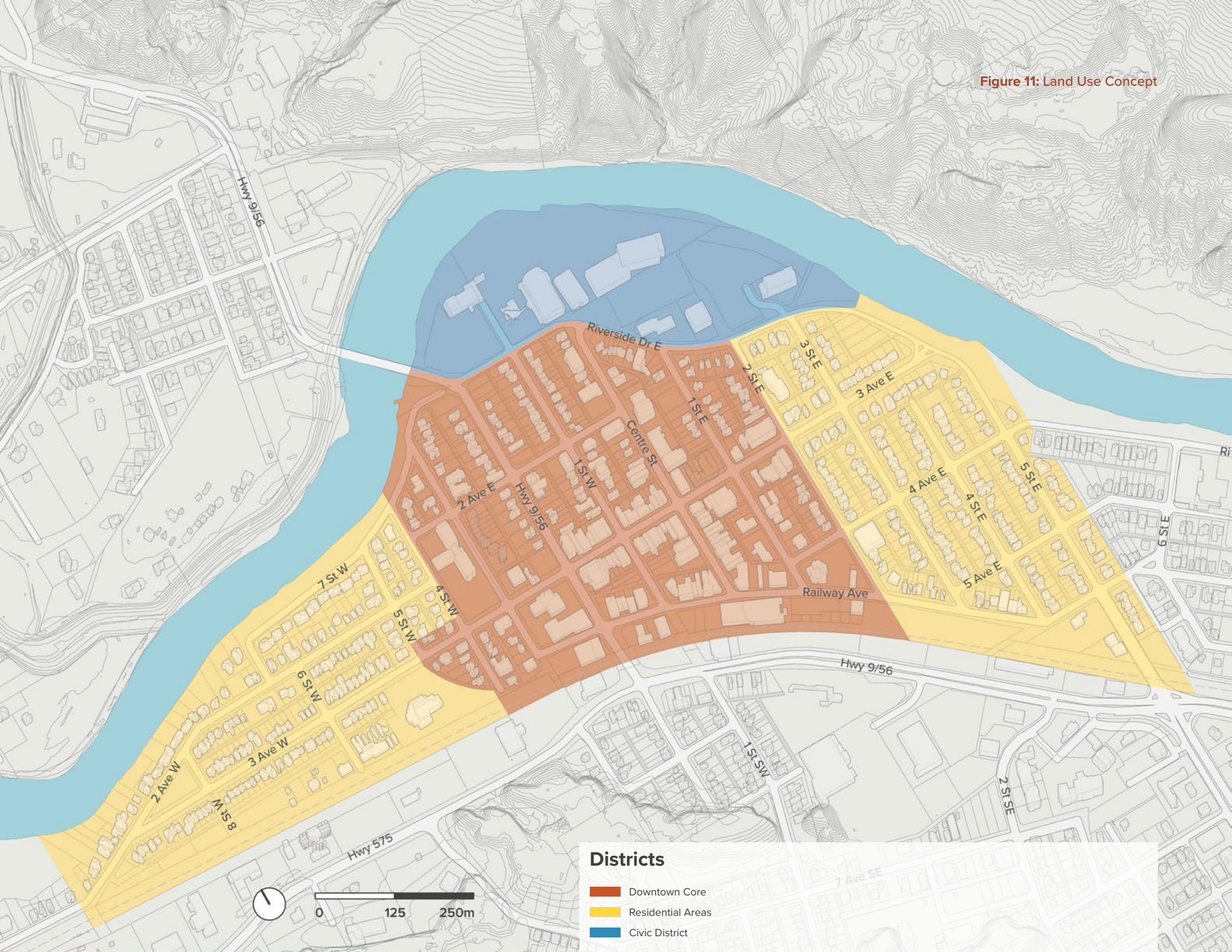
To address the different intensities of uses and their locations within the plan area, the DARP establishes a land use concept with three main land use areas (Figure 11):

- Downtown Core
- Civic and Recreation Precinct
- Downtown Neighbourhoods

The Land Use Concept concentrates activity within the Downtown Core by ensuring new development along Main Streets provides active ground floor uses and by guiding how existing properties can further support a vibrant pedestrian experience in downtown. To the north, the Civic and Recreation Precinct continues to facilitate major recreation and tourism destination functions, while ensuring that future development or renovations fosters a more cohesive relationship with the river, new trails, and the surrounding badlands landscapes. To the east and west of the Downtown Core, Downtown Neighbourhoods continue to support residential uses, with increased opportunities for infill, live-work, and home-based businesses as well as focused commercial development at the east and west transition of Main Streets.



Figure 11: Land Use Concept



3.3.2 General Land Use

The general policies apply to all of the Land Use Areas within downtown. The general policies provide direction on overall conformance, flood resilient development requirements, heritage, and specific policies for residential dwellings and commercial development throughout the Plan Area.

Conformance

- a) All existing development shall be considered conforming to this Plan.
- b) Future development must conform to the policies of the relevant Land Use Area.
- c) Future land use re-designation must conform to the policies of the relevant Land Use Area.

Flood Resilient Development

- d) All development must comply with the relevant flood overlay regulations in the Land Use Bylaw.

Heritage

- e) The heritage value and character of existing properties should be retained and enhanced through adaptive re-use and retrofit where feasible.

- f) The Town will support the municipal designation of heritage properties where there is interest from the landholder.
- g) Development next to an identified heritage property should be developed in a manner that is contextually sensitive to the heritage property.
- h) Development should avoid 'fake' or 'mock' heritage.
- i) Retain historic or 'ghost' signs, where possible.

Residential Dwellings

- j) Dwelling units in new mixed-use buildings should be located above or behind commercial uses.
- k) Entrances to dwelling units within mixed-use buildings should be accessed via a separate lobby on the street, with a potential secondary access from a lane.
- l) Where dwelling units are located on the main floor in a multi-family residential development along a public street, the dwelling units should have separate dedicated entrances on the street. Patios and porches are encouraged.

- m) Residential and mixed-use development should provide a range of dwelling types to accommodate different income levels, age groups, households, tenures, and lifestyles, including larger family units, seniors' units, rental units, and accessible units.
- n) New multi-family residential and mixed-use developments are encouraged to provide rooftop amenity areas and balconies that capitalize on the incredible views of the river and badlands.
- o) New multi-family residential and mixed-use developments are encouraged to provide modern amenities and services for residents.

Commercial Uses

- p) Commercial buildings with frontages exceeding 15 metres wide should provide multiple entrances on the street.
- q) Restaurants, drinking establishments, and entertainment establishments are encouraged to provide outdoor patio extensions onto streets and public spaces.
- r) When patios are located along a street, a minimum 1.5 metre unobstructed pedestrian pathway must be maintained per the Town's Seasonal Patios on Public Lands Bylaw.

- s) Clear glass windows and doors should be provided on the ground floor to maximize transparency of frontage on public streets and break up longer building facades. Mirrored glass should be avoided.
- t) New blank walls should be avoided. Murals should be used to activate existing blank walls.
- u) Roll shutters are highly discouraged. If provided, they must be located on the inside of windows.



3.3.3 Downtown Core

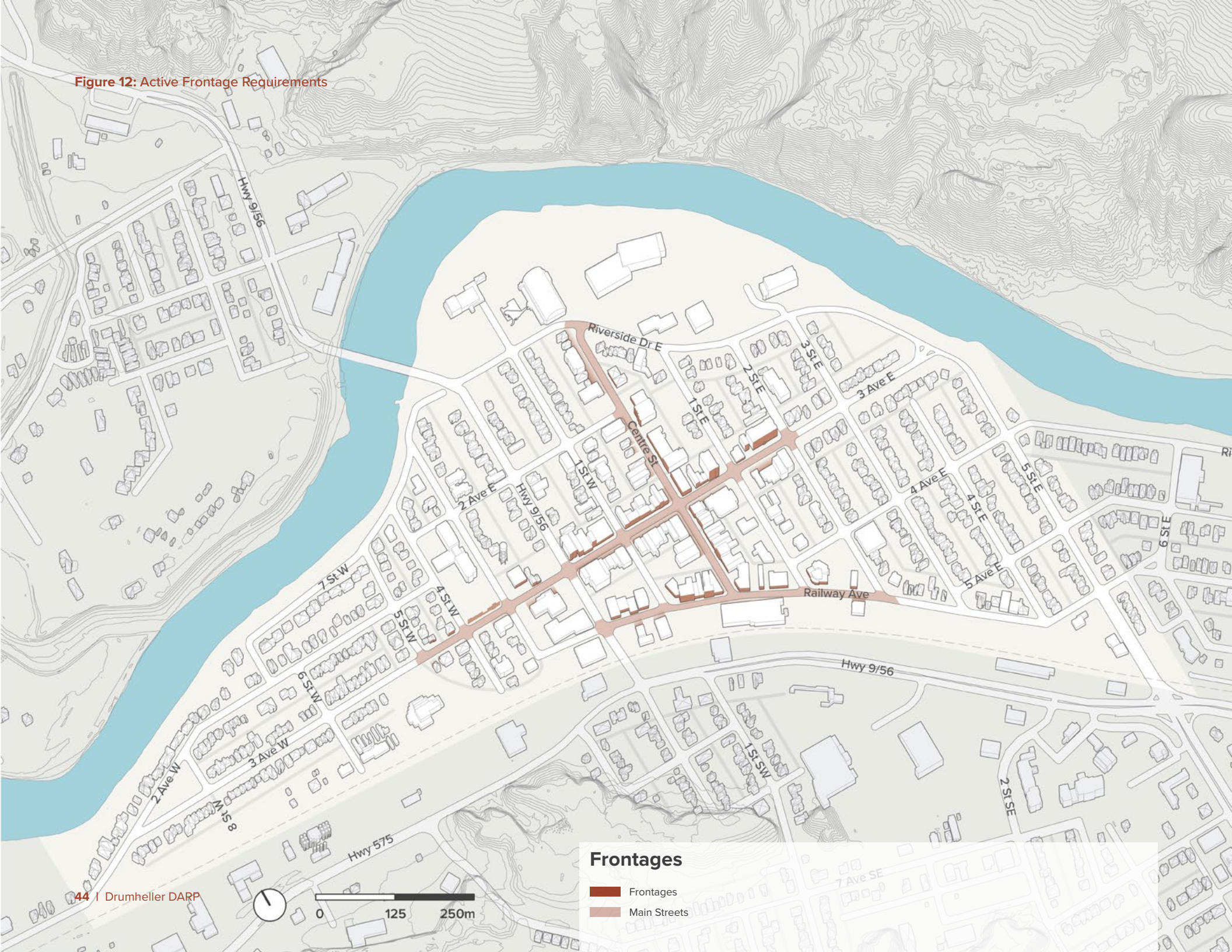
The Downtown Core is the commercial heart of downtown, which includes the Centre Street, 3rd Avenue, and Railway Avenue main streets. This will be where the highest concentration of commercial and mixed-use development is, and the highest percentage of active frontage along public streets. Active frontage means first level shopfronts and businesses that can be seen walking along the street. These spaces should have frequent entrances onto the street and generate a lot of foot traffic in and out. Ideally, uses from these frontages will spill out onto the street in the form of patios or sidewalk displays, adding to the interest and overall vibrancy of the area. New vacant or less active spaces, such as surface parking lots, will be avoided, and existing ones programmed or screened to create consistent activity and vibrancy along main streets.

In addition to active uses on the ground floor of buildings, professional services and residential uses will be encouraged throughout the core to increase the number of people living and working here. New development will capitalize on the strengths of the existing main streets, including adaptive re-use of heritage buildings where possible.

Land Use

- a) Encourage mixed use buildings in the Downtown Core to increase active frontage and the number of residential dwelling units in downtown.
- b) Encourage active uses, that are generally open on evenings and weekends throughout the year, in the Downtown Core to create a sense of destination, such as restaurants, microbreweries, gyms/studios, and artist galleries/collectives.
- c) Allow for new single-use commercial buildings in the Downtown Core if they contribute to a high-quality public realm and meet any applicable active frontage requirements of Main Streets Identified in Figure 13.
- d) Allow for single-use residential buildings in the Downtown Core in areas not subject to active frontage requirements of Main Streets identified in Figure 13.
- e) Do not allow new single-unit detached dwellings in the Downtown Core.
- f) Do not allow new, large format commercial uses or auto-oriented uses, that are disruptive to the pedestrian experience of downtown, in the Downtown Core.

Figure 12: Active Frontage Requirements



Active Frontage

- g)** g) Increase the active frontage and uses along the Main Streets identified in Figure 12 by:
 - i)** Requiring a minimum of 60% visible active commercial frontage, such as retail, consumer/tourist service, artist gallery, or restaurant on the ground floor of new buildings;
 - ii)** Locating less active uses, such as office, residential, and institutional uses behind or above active frontage uses in new mixed use buildings, unless they are occupying the additional 40% of ground floor frontage not dedicated to active uses;
 - iii)** Encouraging existing development to provide permanent or temporary active frontage uses, such as a small retail/food vendor, interactive game, artist display, outdoor seating area, photo opportunity, etc.; and
 - iv)** Screening vacant lots and buildings from the street or activating them through temporary programming, such as park space, pop ups, public art, etc.
- h)** To support the programming of vacant spaces, the Town may negotiate agreements with landowners to address legal liability.
- i)** Encourage rooftop and ground floor patios along the Triangle Plaza.

- j)** Development facing the Triangle Plaza should provide plaza access, coordinated with loading and servicing requirements.

Height and Setbacks

- k)** Ensure new development in the Downtown Core is a minimum of two storeys (6 metres) in height above grade. Exception may be granted if the one storey development will contribute significantly to the pedestrian realm and/or if it involves the revitalization of a building deemed to have heritage value.
- l)** New development shall be set back 0-3 metres from the street to allow for expansion of the pedestrian realm while maintaining an active interface for pedestrians. The front yard setback applies to both street-facing lot lines on corner lots.

Parking and Servicing

- m)** Provide new on-site parking at the rear of properties, accessible from the lane. Where there is no lane, driveways providing site access should be as narrow as possible and consolidated to minimize impacts on street parking and the pedestrian environment.
- n)** Discourage the provision of new on-site surface parking lots along public streets, except for along the south side of Railway Avenue.

- o)** Encourage existing development with on-site surface parking lots adjacent to the street to provide a landscaped edge or other pedestrian amenities along the sidewalk.
- p)** Locate servicing and loading access where it is least disruptive to the pedestrian environment, such as at the rear of buildings with access from a lane, where feasible.
- q)** Locate utilities, vents, and other utilitarian elements away from the lower levels of building facades adjacent to the public realm. Where they are already located on the lower levels, they should be screened.

Façade Design Guidelines

- r)** Front entrances should face the street and be easily identifiable through:
 - i)** Material changes and/or colour accents;
 - ii)** Accent paving in front of entrances; and
 - iii)** Lighting.
- s)** Corner properties should provide entrances on both public streets or a feature corner entrance.
- t)** High-quality materials, such as wood, masonry, metal, and textured concrete should be used in façade design.
- u)** Architectural features of a building façades, including the base, middle, and cap, should be highlighted with material changes.

- v) The number of materials and colours used in one façade should be limited.
- w) The façades of multi-tenant buildings should provide a consistent and robust repetition of the materials, details, styles, and shapes that provide visual interest to the streetscape.
- x) Storefronts and upper storeys of buildings should be illuminated at night for pedestrian safety and to provide visual interest.

Signage and Weather Protection

- y) Snow, wind, and rain protection should be provided such as canopies, awnings, recessed entrances. Weather protection should:
 - i) be provided at a consistent height;
 - ii) be designed to compliment the building design, material, and colour; and
 - iii) may encroach over the sidewalk if it does not obstruct pedestrian movement.
- z) Signage should:
 - i) be limited in number;
 - ii) compliment the architectural style of the building;
 - iii) be visible from the sidewalk;
 - iv) not impede pedestrian movement; and
 - v) not obstruct the view into the building from the sidewalk.

3.3.4 Civic and Recreation Precinct

The Civic and Recreation Precinct is located to the north of the Downtown Core, along the Red Deer River. The area will continue to support a range of civic and recreation uses and attractions for residents and visitors, serving as a major activity node. In contrast to the gridded development in the Downtown and Downtown Neighbourhoods, the Civic and Recreation Precinct is more of a campus-like area, with buildings surrounded by amenities and pathways in a park-like setting. All future development and retrofits within the area will emphasize downtown's connection to the river and the surrounding badlands, encouraging frontage that activates river pathways and contributes to a more inviting pedestrian experience. Care will need to be taken to ensure that existing and future development are resilient to flooding, given the area's location within the floodplain.

- a) Existing and new public recreation, cultural, tourism, and institutional uses are supported in the Civic and Recreation Precinct.
- b) Small-scale private recreation uses are encouraged in the Civic and Recreation Precinct, such as watercraft rentals and e-bike rentals, to increase mobility options and usage of the river and trails systems.



-
- c) Commercial uses and services may be allowed in the Civic and Recreation Precinct if they meet the overall intent of activating the area and providing amenities for visitors and residents.
 - d) All development in the Civic and Recreation Precinct must consider building orientation and design that engages the river, river trail system, and views of the badlands.
 - e) Development along Riverside Drive must provide a landscaped edge along Riverside Drive.
 - f) The Town will review opportunities to establish a pedestrian connection north-south through the Civic and Recreation Precinct to connect the river and Riverside Drive at Centre Street.

3.3.5 Downtown Neighbourhoods

Downtown Neighbourhoods are the primarily residential areas located on the east and west sides of the Downtown Core. These areas are anticipated to remain primarily residential, with contextual infill development gradually providing additional density over time. Live-work opportunities and home-based businesses will be encouraged throughout, with focused local commercial at the transition of Main Streets from the Downtown Core. Development in Downtown Neighbourhoods will take advantage of the area's walkable grid of public streets, residential lanes,

and lush existing tree canopy, and will benefit from enhanced connections along green streets to the Badlands River Parks and Trails System.

Residential

- a) Existing small lot and scale single-family residential is supported throughout Downtown Neighbourhoods, including the preservation of heritage residences.
- b) Ground-oriented infill residential development is encouraged throughout Downtown Neighbourhoods, such as duplexes, four-plexes, and townhouses.
- c) Front yard gardens and landscaping is encouraged.

Commercial

- d) Local commercial uses are encouraged at the transition of Main Streets from the Downtown Core into Downtown Neighbourhoods.
- e) Live-work uses and home occupations (minor and urban) are encouraged throughout Downtown Neighbourhoods.



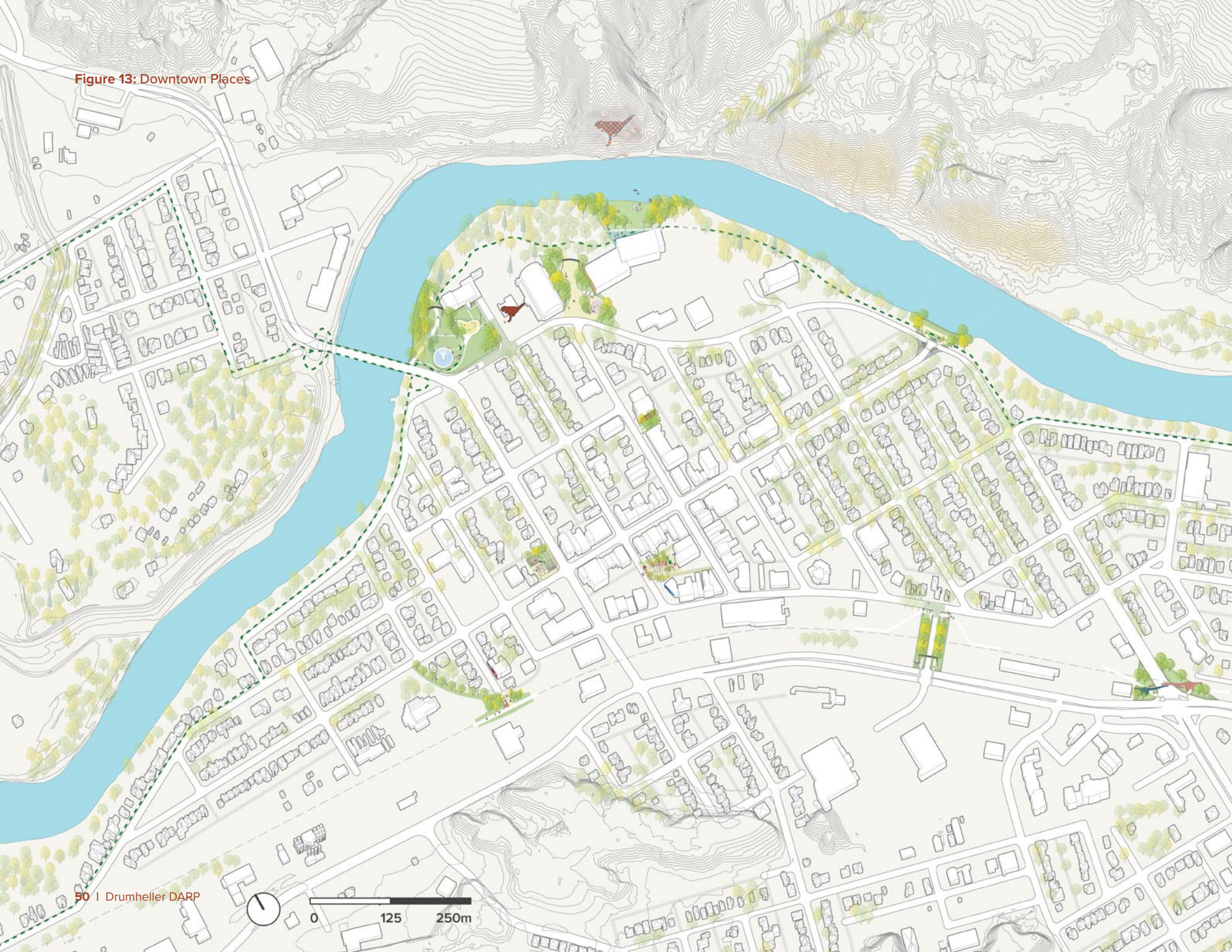
4 Places

Revitalization relies on specific places – pressure points with small footprints that can have big impacts. These places are focal points that catalyze change, and they play special roles that supplement the broader downtown strategies.

The previous chapter outlined policies that are applied broadly through the downtown, along streets, in open spaces, and across districts. It presented critical directives that will guide long-term development in the Downtown, creating the base conditions for renewal. But revitalization also relies on specific places. This plan has identified 12 key places that present opportunities – big and small – to enable the plan and allow it to live up to its aspirations.

The following chapter outlines opportunities observed for each place, including a series of design guidelines that support the place's potential. These guidelines should be interpreted as departure points; more specific design direction for each site will emerge through more detailed analysis, constraint mapping, and community input.

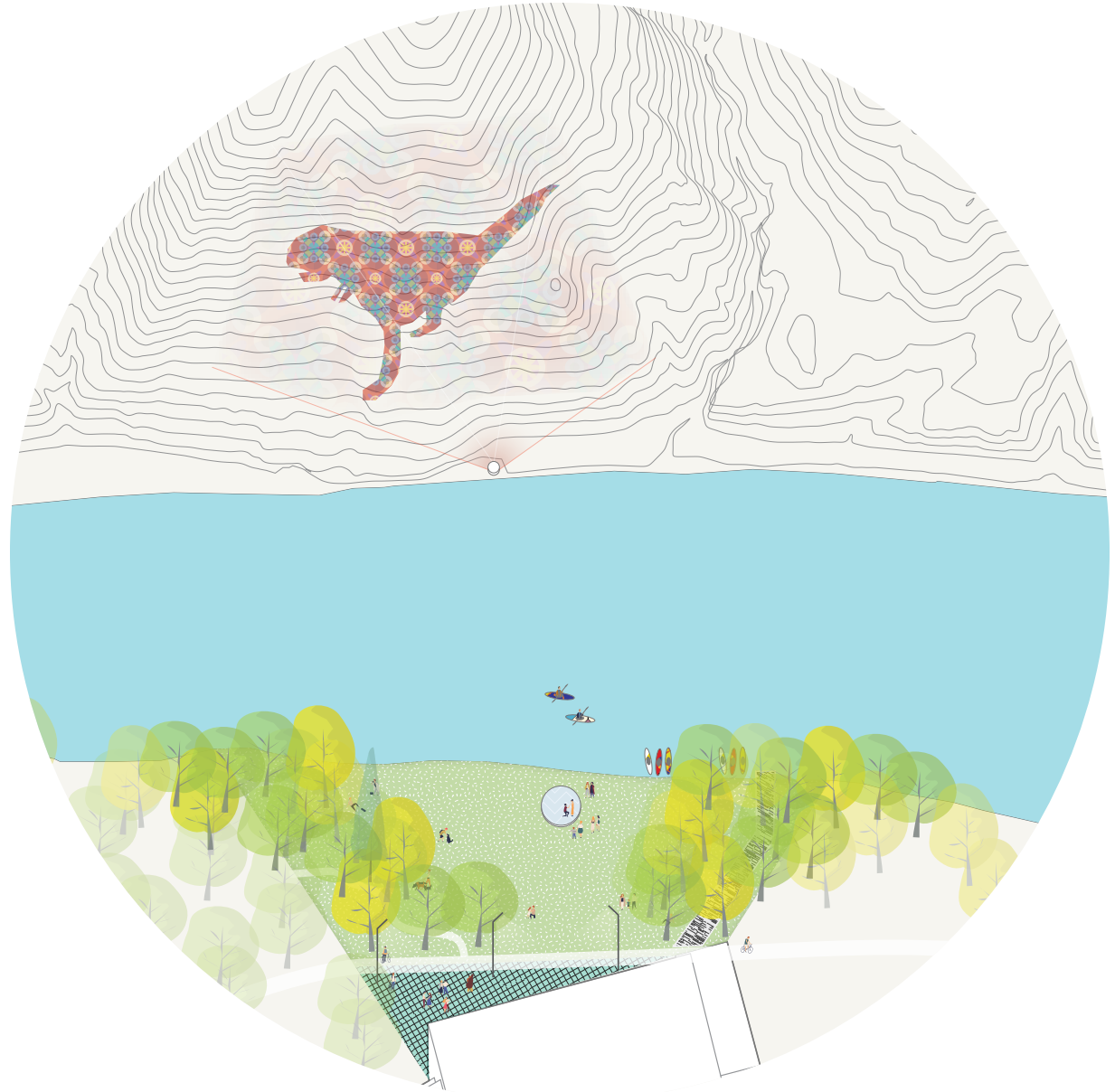
Figure 13: Downtown Places



4.1 Centennial Park

Centennial Park is the Drumheller Valley's premiere riverfront park space. Adjacent to several community and recreation facilities in the civic district, the park is an important space for social gathering and community events. Its location presents a key opportunity to reconnect downtown to the dramatic badlands cliffs to the north and east. Planned flood mitigation improvements through the park space present an unparalleled chance to re-emphasize the park's connection to the Badlands Community Facility, provide access to the river, and to open the park to the badlands cliffs to the north.

- a) Clear vegetation in strategic areas along the riverbank to establish viewpoints to the badlands cliffs.
- b) Explore Son et Lumiere projections or more basic uplighting on the cliffs in the evening to make them a stronger landmark, provide a rich experience for people on the river and river trails, and entice visitors to stay later into the evening, particularly in the shoulder seasons.
- c) Provide regular seating at viewpoints and along pathways.
- d) Establish a river access point for watercraft to get on and off the River.
- e) Provide picnicking facilities, including tables and/or barbeques.
- f) Consider additional opportunities for winter programming, such as toboggan hills, fire pits, light displays, warming huts, etc.



4.2 Rotary Park

The Rotary Park is a highly visible space east of Highway 9/56 just south of the Gordon Taylor Bridge. It includes several public amenities, including a water feature, an outdoor spray park, and the World's Largest Dinosaur. The space provides excellent amenities for both residents and visitors, and the World's Largest Dinosaur is a strong and well-rated attraction. It forms the western gateway to the civic district and the western extent of the promenade street. Efforts should be made to ensure that this space is well-kept, as it is a key signal of downtown for southbound traffic across the bridge.

- a) Repair and reactivate the fountain near the highway.
- b) Consider all-season presence of the fountain space through lighting, public art, and pedestrian amenities.
- c) Leverage flood mitigation work to bring attention to the new trail system that leads into Centennial Park.
- d) Explore designating Riverside Drive as a one-way eastbound road so that visitor traffic is routed south along Centre Street into the commercial core before returning to the highway.
- e) Explore alternative intersections configurations at Riverside Drive and Highway 9/56 that improve pedestrian safety and reduce vehicle speed in the area.





4.3 Centre Street North Plaza

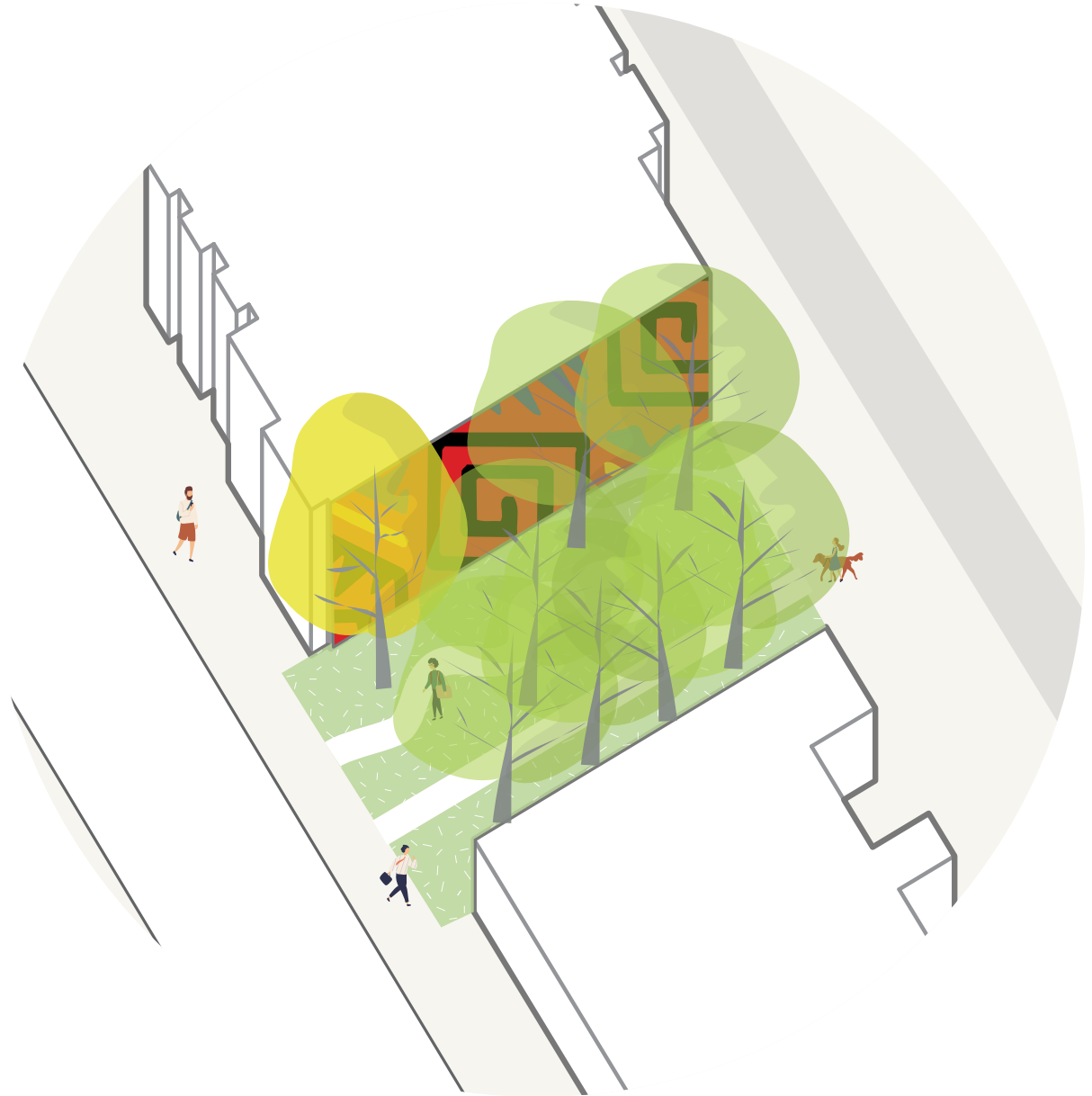
Centre Street currently terminates to the north at Riverside Drive. A small plaza sits at this node, but the existing recreation facilities form a barrier that separates Centennial Park from the rest of the downtown. This space is a key intersection between a main street (Centre Street) and promenade street (Riverside Drive) and should become an open and intuitive gateway to Centennial Park.

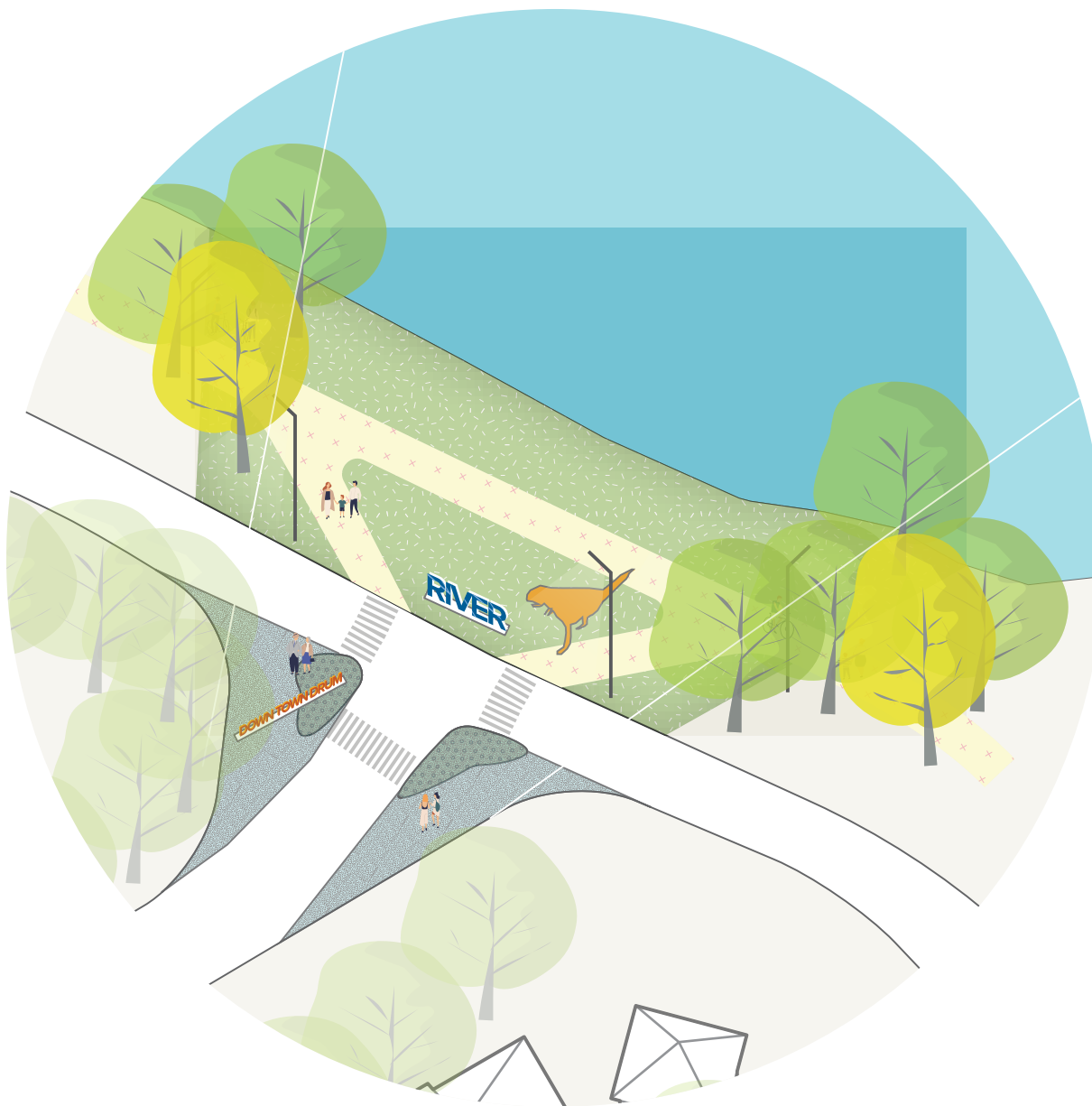
- a)** When the curling rink building reaches the end of its lifespan, consider demolishing the structure and replacing it with a public connector that effectively extends Centre Street for pedestrians up into the park and to the river.
- b)** Use strategic plantings to hide the back-of-house facades on the ice rink and Community Facility.
- c)** If the site is redeveloped with a new building, site the building so that there is clear, outdoor pedestrian access through this corridor.
- d)** Explore gateway elements that invite people into Centennial Park to the north.
- e)** Ensure the space is well lit, safe, and inviting.
- f)** Leverage the nearby community facilities and parking to activate this space with a range of programming, including small markets or other events.

4.4 Coal Miner's Memorial Park

Miner's Memorial Park is a pocket green space adjacent to Town Hall on Centre Street. It contains seating, trees, a paved walkway, and interpretive information about the history of coal mining in the Valley. It serves to anchor the Town Hall with a public space and provides a small green respite between the commercial streets and Centennial Park to the north.

- a) Continue to maintain this park as a key component of the open space system downtown.
- b) Future improvements to the roads or sidewalks of this block of Centre Street should find ways to enhance Miner's Memorial Park and draw its greenery out onto the street.
- c) Consider adding seating with tables.
- d) Consider a mural feature on the side of the Town Hall adjacent to the park to brighten the space.
- e) Ensure the space is well-lit at night.





4.5 Third Avenue & Promenade Intersection

The 3rd Avenue main street terminates at Riverside Drive/5th Street on the east. This T-intersection presents an opportunity to achieve a range of outcomes for the downtown. The intersection is a key node within the street network and should signal to Riverside Drive traffic that 3rd Avenue is a main street and leads to the core. For the active mobility system, it is a bridging point between the riverside trail system and the street grid, which can be configured to double as emergency access to the berm top in a flood. For both vehicles and pedestrians looking eastbound along 3rd Avenue, the intersection is an opportunity to frame a view of the badlands.

- a) Fill in the turn lanes in the intersection's concrete 'pork chops' to create a safer crossing condition for pedestrians.
- b) Establish wayfinding and other landmark elements that signal the importance of this intersection for both vehicles and active modes.
- c) Create an access route from the riverside trail that connects smoothly to the intersection crossings. Explore the opportunity for this route to double as emergency vehicle access to the trail/berm top.
- d) Clear vegetation from the riverside at this node to open views east to the badlands.

4.6 Spur Line Trail Connection

The Spur Line Trail Connection describes a future node that draws together the System 2100 and the residential street grid west of Highway 9/56. It reimagines the laneway that arcs east of the Provincial Courthouse, connecting the 2100 north to the terminus of the main street at 3rd Avenue and onward to the riverside trail system. It draws into this node the small piece of commercial development on 4th Street, which is a unique moment in the otherwise mostly residential district.

- a) Widen, pave, and mark the laneway that arcs between 4th and 5th Streets W, and connect this route to the System 2100 trail.
- b) At the trail intersection, create a small landing space and consider adding signage with trail system mapping and interpretive information.
- c) Create a well-marked pedestrian crossing at the intersection of 3rd Avenue and 5th Street W.
- d) Explore a small landmark element that signals the importance of the intersection at 3rd Avenue and 5th Street W.

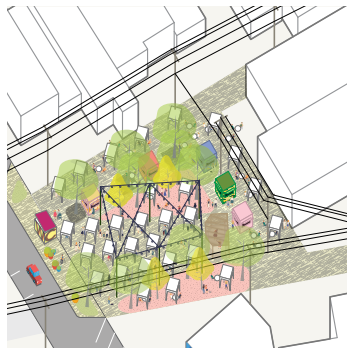
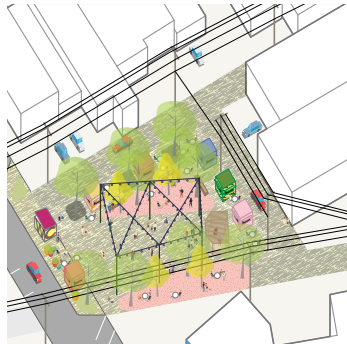
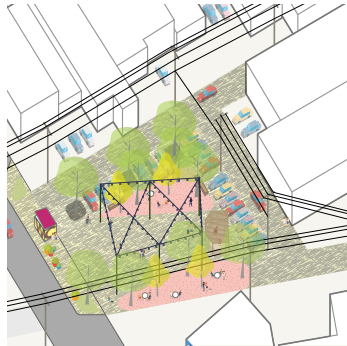




4.7 Highway at 3rd Avenue (Munchie Park)

Munchie Park sits on the northwest corner of the entrance to downtown at Highway 9/56 and 3rd Avenue W. It is the primary public open space on the west side of the highway in the Downtown Core. The space is leased in perpetuity to the Town. Munchie Park will invite continued use as a green gathering space, with improvements that facilitate flexible programming. As a highly visible component of downtown, Munchie Park should be well-kept through all seasons. It presents a strong opportunity to provide wayfinding and landmark elements that signal the intersection of 3rd Avenue W from both directions of the highway.

- a) Establish a strong landmark that signals the intersection of Highway 9/56 and 3rd Avenue and provides some identity for Downtown Drumheller. Consider a structure that extends the main street form westward from the east side of the highway.
- b) Continue to support outdoor patio activity along the west side of the park and consider hardscaping this edge.
- c) Create a more inviting and permeable interface between the park and the adjacent sidewalks.
- d) Explore integrating the rear lane into the design of the space.
- e) Provide inviting lighting in the park, and on the entry sign.



4.8 Triangle Plaza

The Triangle Plaza is a Town-owned space framed by main streets in the downtown core. It is comprised of two parcels that flank 1st Street W, between Centre Street and Railway Avenue. There is a strong opportunity to develop a plaza here that will become a new civic anchor in the south of downtown, creating a focal point for events and other daily use. Highly visual elements within the Plaza will also signal to travellers on Highway 9/56 that downtown is a hub of activity, drawing them in along the main streets. Over time, development on the plaza's laneway perimeter can leverage the opportunities the plaza presents for frontage and use.

- a) Ensure plaza design accounts for the servicing and access needs of surrounding properties, universal design and accessibility, safety and inclusivity, and event planning.
- b) Consider providing public washrooms at this location as an additional magnet and an amenity that enables longer downtown visits and events.
- c) Explore multi-use configurations that allow for a mix of event scales, everyday use, and parking.
- d) Review 1st Street W to identify opportunities to expand the plaza space and create more effective parking configurations.
- e) Work with adjacent property owners to coordinate and screen servicing and garbage disposal.
- f) Provide a significant landmark feature or that can be seen from Highway 56.
- g) Provide infrastructure to support programming and events, such as electrical outlets, water outlets, and lighting.
- h) Consider designs that enable food trucks and/or market stalls.

4.9 New Road Connection

Currently, the CN right-of-way that runs along the south edge of downtown acts as a visual and physical barrier between the highway and the downtown. Nearby areas, including the commercial and hotel clusters to the south, have limited options to connect to the downtown grid. For pedestrians in these areas, there are few highway crossings and limited infrastructure to bring them north to Railway Avenue and into downtown. The addition of the System 2100 Trail along this right-of-way invites new consideration of the corridor and potential crossing points. There is a strong opportunity to draw a new road connection across at the intersection of Highway 9/56 and 6th Avenue E (near the Freson Brothers & Canadian Tire). The intersection is already signalled and provides a range of landing points on Railway Avenue to the north.

- a) Explore connecting 6th Avenue to the northeast across the former CN right-of-way to Railway Avenue.
- b) Alter the route of the 2100 to create a safe crossing point for the pathway at an intersection.
- c) Plant trees that provide shade and provide a transition to the downtown street grid.
- d) Explore wayfinding and signage options that activate this space.





4.10 Fifth Street Gateway

Traffic near Downtown Drumheller is largely directed along the highway corridors, with limited invitations to exit these main routes between key destinations in the Valley. One underutilized opportunity exists at the intersection of Highway 9/56 and 5th Street E. To invite traffic arriving from the south (a main access point from Calgary) into downtown. From here, vehicles can choose to access parking along Railway Avenue, drive along the Mainstreet, or carry northwest along the promenade route on Riverside Drive to Centennial Park and the World's Largest Dinosaur. With the System 2100 trail crossing 5th Street E here, there is a chance to create a safe crossing, establish a large gateway landmark that invites visitors into the downtown, and create an attractive destination along the trail system.

- a) Create an attractive visual gateway element that draws vehicles north on 5th Street into the downtown.
- b) Create a safe east-west crossing for the 2100 Trail at this intersection.
- c) Leverage the opportunity to create a photo-opportunity and additional wayfinding node through the creation of the gateway elements.



5 Actions

This chapter identifies a suite of tools that can help achieve the goals of the DARP.

These tools are the projects and initiatives that enable investment and will work together to kickstart momentum in the Downtown. Actions include:

- **build** upgrades, like street improvements and the creation of public places,
- **incentives**, which encourage specific forms of private investment,
- **activities**, which bring life and vitality to public spaces, and
- **supports**, which provide the administrative resources and communications to maintain coordination across all of the work.

The actions in this chapter arose from best practice research, ideas generated by the community in Phase 1 of the project's engagement, and feedback from the project Advisory Committee. The action list was refined by the project team and then tested and prioritized through public and stakeholder engagement in the project's Phase 2 engagement.

The list of actions is not exhaustive. Many additional ideas and initiatives are likely to arise throughout the 15 year life of the DARP as new information and opportunities present themselves. The intent of this chapter is to provide the basis for a growing library of revitalization actions and tools, which can be used to attract funding and generate momentum towards revitalization.

5.1 The Action Library

The Action Library is a curated collection of implementation projects and tools for realizing the goals of the Drumheller DARP. Actions in the library are classified into four overall types based on their function. These types are: Upgrades, Incentives, Activities, and Supports.

5.1.1 Types of Actions

Upgrades

Upgrades are physical built improvements to public realm, infrastructure, and building. They are usually enabled by the Town and are often done in partnership with organizations or levels of government. Many of these improvements are related to the Places identified in Chapter 4.

Incentives

Incentives are mechanisms or grants that change the conditions of investment toward a particular goal. Generally, incentives are provided by the Town to enable the private sector to do something considered desirable for downtown, such as encouraging a certain type of development, or to promote active uses.

Activities

Activities are programs or events that are intended to bring life to downtown and its public spaces. Activities can be small informal daily programs like sidewalk games, or they can be larger organized activities like civic events and parades.

Supports

Supports enable facilitation and coordination of all other actions. These include hiring of specific Town staff or changes to policies and other regulations that will enable and support implementation of other actions.

5.1.2 Ranking and Support

Each of the actions are provided with their description, level of resident support from Phase 2 Engagement, and overall priority within the revitalization of downtown. Throughout the life of the DARP, additional actions should be added to the library, informed by new ideas, innovations, lessons learned, and opportunities. Preliminary phasing of actions is provide in Chapter 6.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

5.2 Upgrades

Upgrades provide the vital infrastructure and public realm improvements to support downtown revitalization. They enable activities to take place throughout downtown and contribute to a more vibrant pedestrian experience. The following upgrades are intended to be conducted throughout downtown. In some cases, targeted locations are provided to help inform where these actions should be focused first.



S

Recycling Bins

Provide recycling bins to keep the downtown clean and provide a much-needed pedestrian amenity. Could be themed/branded.

Targeted Locations: Main Streets, Parks and Plazas



S★

Public Washrooms

Provide access to public washrooms in the downtown.

Targeted Locations: Triangle Plaza ★



S

Street Beautification

Upgrade intersection sidewalks, landscaping, benches, and other amenities.

Targeted Locations: Main Streets, Green Streets



M

Mural Project

Establish program to add murals to blank walls downtown and support artists.

Targeted Locations: Downtown Core





M★

Urban Tree Canopy

Plant trees along the downtown streets to provide visual interest, shade, and stormwater management.

Targeted Locations: Downtown Core



M★

Cycling Infrastructure

Conduct a cycling study of downtown. Design and sign routes and install bicycle racks.

Targeted Locations: Downtown-wide (★ street upgrades)



M

Parklet Program

Develop a program to turn small, unused spaces into public spaces for people to spend time in.



S★

Universal Accessibility Upgrades

Conduct an accessibility study of downtown and improve universal accessibility throughout the downtown public realm.



L★

Pedestrian-Cyclist Bridge

Build a pedestrian and cyclist dedicated crossing/bridge to improve the connection across the Red Deer River.



M★

Seating

Increase the amount of seating (benches, movable chairs, shared tables, etc.) throughout the downtown.



**M**

Shared Street

Establish a shared street that can be closed to cars at designated times or designated days.

Targeted Locations: 2nd Street between 3rd Avenue and Railway Avenue

**L**

Off-Leash Dog Park

Provide enclosed space where dogs can socialize and exercise, for locals and visitors.

Targeted Locations: Centennial Park

**M**

Cross-Country Ski Trails

Establish cross-country ski trails and connections.

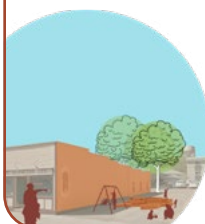
Targeted Locations: Centennial Park, System 2100 Trail

**M**

Downtown Playground

Create a top-notch playground to make the downtown more family- and kid-friendly.

Targeted Locations: Centennial Park



Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

**M**

Temporary Placemaking

Add temporary low-cost interventions to enliven public spaces.

**M**

Trailer/RV Parking

Create an area in the downtown with long parking stalls for camper vans and trailers.

Targeted Locations: South of Railway Avenue

**M**

Tourist Info Centre Relocation/Satellite

Relocate the tourist information centre to Centre Street, or create a small kiosk downtown, to draw visitors into downtown.



5.3 Incentives

The incentives aim to encourage additional private investment and participation in downtown revitalization. The incentives may either be downtown-wide or may be piloted or targeted in specific areas and priority places.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



S★

Designated Food Truck Zones

Relax the Mobile Vendor Bylaw to encourage mobile vendors with a permit/food license in the downtown area.



S

Seasonal Patios Incentives

Share information about the Town's Seasonal Patios Bylaw and provide incentives for providing patios throughout the year.

Targeted Locations: Main Streets



M

Co-working Spaces

Build co-working spaces in older buildings to support small start-up businesses.

Targeted Locations: Main Streets



M

Bike/Scooter Share Program

Incentivize shared bikes or scooters to enhance movement along the valley trail system.



**M**

Pop-up Business Program

Work with property owners to accommodate "pop-up" businesses to occupy empty commercial spaces or vacant lots temporarily.

**O**

Storefront Enhancement Grant

Continue to provide support for downtown property owners/tenants to improve the exterior aesthetic appearance of downtown in accordance with DARP policies.

**L**

Downtown Campus

Partner with post-secondary institutions to establish additional satellite campuses downtown to bring a larger student population to live and work in the area.

**M**

Waive Fees for New Businesses in Vacant Buildings

Waive development fees for new businesses in non-residential buildings that have been vacant for 3 months.

**O**

Vacant Building Tax Incentive

Renew and promote program to incentivize businesses to use non-residential buildings that have been vacant for more than a year. Provide a tax exemption for one year of business operations.

**O**

Downtown Event Grant

Develop a program to administer grants for downtown events run by community organizations and businesses.



Resident Support Score

♥♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

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M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



L

Business Incubator

Develop a business incubation program to subsidize lease rates in vacant storefronts for start-up businesses, to remove/lower the occupancy expenses.



O

Non-residential Development Program

Renew and promote programs to incentivize permanent business improvements or expansion that creates significant return on investment for the Town.



M

Residential Development Grant

Provide funding to build new housing of a certain size in target areas.

Targeted Locations: All Districts



S

Coordinated Store Hours

Coordinate open hours amongst all businesses in the downtown.

Targeted Locations: Main Streets



**M**

Interior Business Improvement Grant

Provide support for downtown property owners/tenants to restore, rehabilitate, enhance or beautify the interior appearance of downtown buildings.

Targeted Locations: Main Streets

**M**

Mixed-Use Development Grant

Provide funding to build housing units of a certain size in target areas, including redeveloping existing properties for mixed-use or converting floors above commercial storefronts into residential units.

Targeted Locations:
Residential Districts

**—****L**

Inter-municipal Bus Service or Shuttle

Investigate incentives for a bus service from Downtown Drumheller to Calgary and/or a shuttle between locations within the Valley.

**L**

Downtown Grocery Store

Incentivize a downtown grocery store to help support a growing residential community in the downtown.



5.4 Activities

Activities are the ‘what’s happening’ of downtown. These include events and programming, including large annual events as well as smaller everyday opportunities for play and gathering. Activities are integral to downtown becoming the heart of public life and a place to discover.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



S

Festival of Lights

Explore opportunities for feature lighting to draw visitors to the downtown in the evening hours year-round. Host a winter festival with beautiful lights and winter activities.



S

Outdoor Concerts & Busking

Host free outdoor concerts in public places and/or shared streets. Could be supported by food trucks and/or an outdoor market. Designate busking stations throughout downtown.



S

Year-round Farmers' Market

Establish a year round farmers' and artisan market space downtown.

Targeted Locations: Triangle Plaza



M

Dino Fest

Host a dinosaur themed outdoor event in the downtown.



**S**

Outdoor Movie

Host free outdoor movie showing in public places in collaboration with the local theatre. Could be supported by food trucks and/or a night market.

**S**

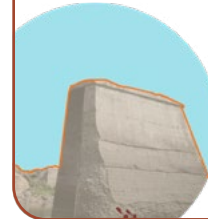
Santa Claus Parade

Host a holiday parade with activities hosted by local businesses.

**M**

Watersport Rentals

Partner with local business to provide additional kayaking, canoeing rentals and tour opportunities.

**M**

Outdoor Skating

Support outdoor skating area by combining a rink with skate rentals, a warm up hut, and potential food truck support.

**M**

Downtown Stories Project

Collect stories (historic or present day) about downtown in an interactive community map

**L**

Library Pop-ups

Host outdoor, pop-up reading events or reading room to support the local downtown public library.





M

Community River Float

Host a community float down the Red Deer River to/from downtown.



L

Playable Installations

Increase opportunities for spontaneous play, such as outdoor ping pong tables or chess.



S

Outdoor Games

Increase opportunities for spontaneous play, such as outdoor ping pong tables or chess.



L

Alley Activation

Transform alleys to become mobility connections and destinations.



Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.

5.5 Supports

Supports are the behind-the-scenes actions that enable downtown revitalization. These include communications about downtown initiatives and additional studies and strategies to advance other actions in the plan.

Resident Support Score

♥♥♥ 67-100% of survey participants

♥♥ 34-66% of survey participants

♥ 1-33 % of survey participants

-- not included in engagement

Priority

S Short term (1-5 years)

M Medium term (6-10 years)

L Long term (11-15 years)

★ **Leverage opportunity:** this project should be prioritized if another project emerges that reduces its cost or complication.



S

Downtown Initiatives Website

Provide an online hub of information about downtown events, funding availability, engagement opportunities, and spotlight all initiatives by the Town and other organizations.



M

Downtown District Branding

Establish new downtown branding to encourage people to check out the heart of their community and turn around perceptions of the area.





Downtown Coordinator

Hire a municipal employee to collaborate with municipal staff, Council, the public, local community groups, and local businesses and manage downtown programming.



Wayfinding Strategy

Develop new signage and wayfinding strategy.



Heritage Inventory

Maintain and publish a heritage inventory of downtown that identifies buildings that have historic value.





6 Plan Implementation

The Downtown Area Revitalization Plan offers a coordinated approach to downtown revitalization, bringing together existing revitalization efforts with future inspiration and direction.

Sustained effort and investment throughout the course of implementation will be key to the plan's overall success. The following chapter outlines the key implementation actions required upon adoption of the plan, general phasing, and measures of success that will need to be monitored over the life of the plan.

6.1 Priority Places

Some of the most important interventions in the downtown are the places introduced in Chapter 4. These places are nodes that produce unique experiences and enable additional upgrades and activities. Specific upgrades and direction for each of the Priority Places are described in Chapter 4. Improvements to these places should be prioritized according to leveraging opportunity – they should be built on coordinated work wherever possible. An anticipated timeframe (short, medium, and long-term) is provided for the places, based on current information, but is subject to change. The following table indicates at a high level what leveraging opportunities should trigger consideration of all or some of the improvements to the places listed in the plan.

PLACE	LEVERAGING OPPORTUNITY	EXPECTED PHASE
Centennial Park Upgrades	Flood mitigation and trails infrastructure	S-M
Rotary Park Upgrades	Flood mitigation and Rotary Partnership	S-M
Centre Street North Plaza	End of life curling rink	M-L
Coal Miner's Memorial Park	Centre Street upgrades	L
3rd Avenue and Promenade Intersection	Flood mitigation and trails infrastructure	M
Spur Line Trail Connection	System 2100 Trail	M-L
Munchie Park	Flexible	S-M
Triangle Plaza	Provincial Grant Funding	S
New Road Connection	System 2100 Trail, other provincial grants	S-M
5th Street Gateway	System 2100 Trail	M-L

6.2 Action Prioritization

Downtown Revitalization will require sustained and strategic action. The recommended implementation strategy consists of three phases:

Short Term (0-5 years): Make it visible.

Test new ideas on the ground and showcase change

Medium Term (5-10 years): Keep it going

Sustain momentum and solidify success

Long Term (10-15 years): Go big

Reinforce investment through large scale projects and partnerships

Each phase is explained in further detail in the following subsections, with an initial list of places projects and actions to be conducted during the phases.

6.2.1 Short Term (0-5 Years)

Test new ideas on the ground and showcase change.

Within the first five years of DARP implementation, actions should generally focus on upgrades and activities. Engagement with the project Advisory Committee, the public, and Town Staff identified that the initial focus of revitalization efforts should generally be on the refurbishment of public places in Downtown and amenities that will make Downtown more welcoming. The intent is to attract more visitors and residents to Downtown and provide reasons for them to linger longer. Upgrades should be piloted and tested in visible locations and well communicated through Town channels and a Downtown website. Where possible, upgrades should start small and be low cost to begin with and can then be scaled or re-tooled depending on their level of success.

Upgrades to select priority places will help to demonstrate visible change in downtown and catalyze other activity and investment. This will also unlock the ability to implement additional activity actions, such as events, in new and retrofit public places.

SHORT TERM RECOMMENDATIONS

UPGRADES

Public Washrooms

Universal Accessibility Upgrades

Temporary Placemaking

Street Beautification

Recycling Bins

ACTIVITIES

Coordinated Store Hours

Festival of Lights

Outdoor Concerts and Busking

Outdoor Movies

Year-round Farmers' Market

Santa Claus Parade

Outdoor Games

INCENTIVES

Seasonal Patios Incentives

Designated Food Truck Zones

SUPPORTS

Downtown Initiatives Website

Tourist Info Centre Relocation/ Satellite

6.2.2 Medium Term (5-10 Years)

Sustain momentum and solidify success.

With exciting and visible revitalization projects and activities from the first phase continuing, medium term implementation should focus on sustaining momentum for downtown revitalization and encouraging private sector participation through targeted incentives. Additional upgrades should be trialed, and successful pilots from the short term phase should be expanded or made permanent.

With more activity and a greater sense of place, it is also recommended that this medium term phase includes the creation of Downtown branding and wayfinding systems. The new branding and wayfinding should be integrated into completed an in-progress revitalization projects and coordinated with overall branding and wayfinding strategy for the Drumheller Valley.

Actions from this list that find a particularly sound leveraging opportunity could also be considered in the short term.

MEDIUM TERM RECOMMENDATIONS

UPGRADES

Mural Project

Urban Tree Canopy

Cycling Infrastructure

Parklet Program

Additional Seating

Cross-country Ski Trails

Downtown Playground

Trailer/RV Parking

Playable Installations

Alley Activation

INCENTIVES

Coworking Spaces

Popup Business Program

Bike/Scooter Share Program

Mixed-Use Development Grant

Residential Development Grant

Waive Fees for New Businesses in Vacant Buildings

Interior Business Improvement Grant

SUPPORTS

Downtown District Branding

Wayfinding Strategy



6.2.3 Long Term (10-15 Years)

Reinforce investment through large scale projects and partnerships.

Demonstrated success and relationship building from the first ten years of revitalization will provide the capacity and buy-in for the completion of significant capital initiatives in the final long term phase. These actions include significant infrastructure upgrades and connections, incentives for new institutional and commercial uses, and additional upgrades to the public realm. Given that new information will be available by this time, these actions will need to be reviewed to ensure their continued relevance.

LONG TERM RECOMMENDATIONS

UPGRADES

Shared Street

New Pedestrian-Cyclist Bridge

Off-leash Dog Park

ACTIVITIES

Library Pop-ups

INCENTIVES

Post-secondary Downtown Campus

Business Incubator

Downtown Grocery Store

Inter-municipal Bus Service or Shuttle

6.2.4 Ongoing

As of the publication of this plan, the following actions have already been deployed in Drumheller. They should be continued, further tailored to Downtown, or expanded with public support.

ONGOING

UPGRADES

Triangle Plaza

INCENTIVES

Storefront Enhancement Grant

Vacant Building Tax Incentive

Downtown Event Grant

Non-residential Development Program

SUPPORTS

Downtown Coordinator

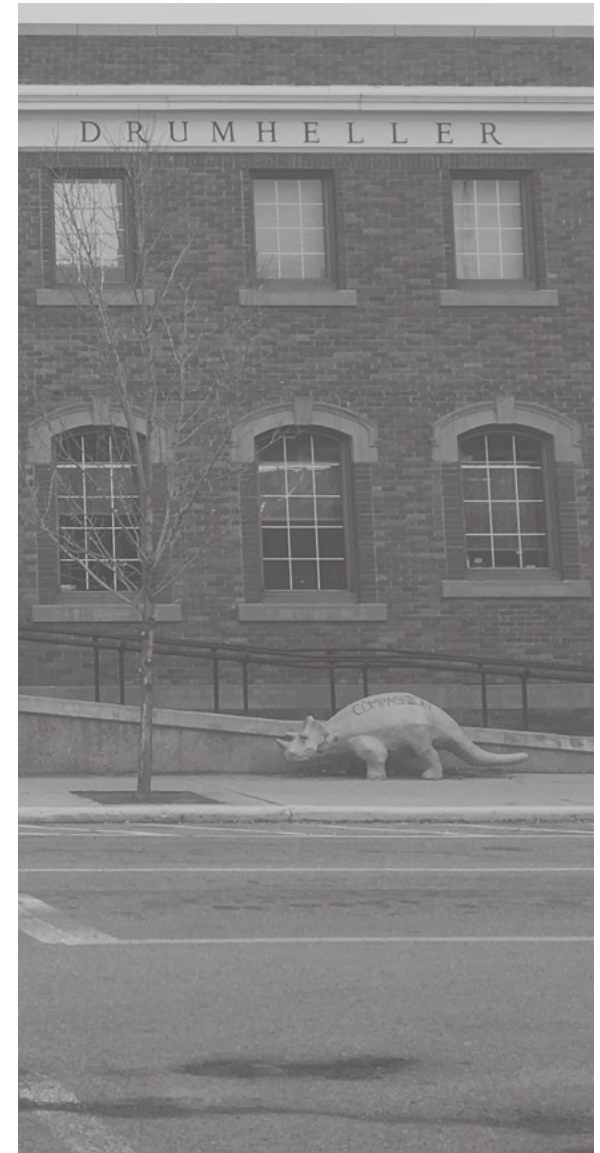
6.2.5 Leveraging & Clustering

In many cases, revitalization activities and upgrades can become more feasible by clustering them with larger projects and infrastructure upgrades. In the case of some elements, like curb bump-outs, the cost of the new elements can be reduced by 50% or more when housed within general streetscape upgrades. For this reason, the plan recommends that all actions and places (short, medium, and long-term) should be assessed for opportunities as infrastructure, maintenance, and ongoing upgrades change the shape of the downtown.

6.3 Assessing Future Opportunities

The actions and places outlined in this plan provide a strong overview of today's opportunities. There will undoubtedly be new strategic moves, places, and actions that emerge through the life of the plan. How should these new opportunities be evaluated?

The goals outlined under the five pillars outlined in Chapter 2 provide a strong basis for evaluation of future projects. They are organized here as a scorecard. In addition to these criteria, project priorities should be influenced by resident support as well as opportunities to leverage other public or private investments.



Future Project Scoresheet

 <h3>HEART OF PUBLIC LIFE</h3> <p>Does the project...</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase the activity level and number of people in downtown in all seasons? <input type="checkbox"/> Beautify Downtown's streets and public spaces? <input type="checkbox"/> Improve residents' perceptions of downtown and boost community pride? <input type="checkbox"/> Create spaces that enable festivals, events, and other large gatherings and celebrations? <input type="checkbox"/> Provide amenities (like washrooms, change rooms, and water fountains) that allow people to linger in the downtown area? 	 <h3>A PLACE TO DISCOVER</h3> <p>Does the project...</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase the number of visitors that stop in Downtown and the length of their stay during their visit to the Drumheller Valley? <input type="checkbox"/> Make it easy to walk downtown and navigate between destinations and surrounding neighbourhoods? <input type="checkbox"/> Improve vehicle wayfinding and access to parking throughout the downtown, in coordination with overall wayfinding for the Valley? <input type="checkbox"/> Make downtown the central stop in Drumheller's visitor experience, and the base for exploring all other natural and cultural attractions in the Valley? <input type="checkbox"/> Foster programs and events that draw visitors to the downtown throughout the year? 	 <h3>A PROSPEROUS CENTRE OF BUSINESS</h3> <p>Does the project...</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase the year-round active frontage along Main Streets? <input type="checkbox"/> Develop a thriving mix of retail options that appeals to both residents and visitors? <input type="checkbox"/> Catalyze local business development and enterprise downtown? <input type="checkbox"/> Decrease the number of vacant or inactive properties in Downtown? <input type="checkbox"/> Locate downtown amenities and activities in ways that benefit downtown businesses? 	 <h3>A GROWING COMMUNITY</h3> <p>Does the project...</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase the number of residents living and working downtown? <input type="checkbox"/> Increase choice in dwelling unit types, and support a mix of ownership and rental housing? <input type="checkbox"/> Improve the safety and accessibility of downtown spaces? <input type="checkbox"/> Create a downtown where residents can walk or bike to meet everyday needs? 	 <h3>A LANDSCAPE CONNECTION</h3> <p>Does the project...</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase access and visual links to the River within Downtown? <input type="checkbox"/> Foster a sense of immersion within the badlands by enhancing views of natural spaces from Downtown? <input type="checkbox"/> Support the downtown's role as a 'basecamp for the valley' by providing amenities that link to the valley-wide trail system?
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6.4 Plan Amendment

There will always be new concepts and ideas that arise that may be constrained by or contradictory to certain policies that are not anticipated by this plan. Where such new concepts and ideas respond to and meet the intent of the Vision and Pillars, or offer a creative solution to a particular problem, efforts shall be made to find ways to allow for their implementation, including, where necessary, amendments to the plan.

To make any change to the text or maps within the plan, an amendment to the plan that includes a Public Hearing of Council shall be required in accordance with the Municipal Government Act. Where an amendment to the plan is requested, the applicant shall submit the supporting information necessary to evaluate and justify the potential amendment and ensure its consistency with the Municipal Development Plan and other relevant policy documents.

6.5 Additional Administrative Actions

In addition to the actions presented in the Action Plan, Town administration will need to ensure that necessary updates are made to existing Plans, Bylaws, and other policies to ensure alignment with the Downtown Area Revitalization Plan. The following updates will be required as part of plan implementation.






- Updates to the Land Use Bylaw
- Updates to the Tourism Master Plan
- Updates to the Community Standards Bylaw



6.6 Plan Monitoring

Consistent monitoring of the Downtown Area Revitalization Plan is key to ensuring its success in the long term. The plan should be reviewed, and a report provided to Council, every five years. Amendments should be made at this time if necessary, to ensure the plan responds to new information and opportunities.

In addition to a comprehensive review every five years, there should be consistent reporting on the plan and its goals. The following measures of success are suggested as a framework for this reporting. Additional measures may be determined throughout the implementation of this plan. Early information gathering for these metrics will provide a useful baseline to evaluate progress.

PILLAR	POTENTIAL METRICS
All	<ul style="list-style-type: none"> › DARP projects completed/piloted › Overall public perception of downtown (survey)
A Landscape Connection 	<ul style="list-style-type: none"> › New trees/landscaping › Formalized viewpoints (river/badlands)
A Place to Discover 	<ul style="list-style-type: none"> › Number of visitors at the tourist information centre › Number of visitors to the triangle plaza › Change in visitor experience (survey) › Number of vehicles turning into Downtown from the highway
The Heart of the Public Life 	<ul style="list-style-type: none"> › Number of events hosted in downtown per year and per season › Number of event attendees › Change in perception of activity downtown (survey)
A Growing Community 	<ul style="list-style-type: none"> › Growth in the number of residential units downtown › Total population growth in downtown › Uptake of municipal incentives › Affordability of living downtown
A Prosperous Centre of Business 	<ul style="list-style-type: none"> › Number of new local businesses/startups located downtown › Business retainment downtown › Composition of businesses (service vs active) › Uptake of municipal incentives › Vacancy rates

