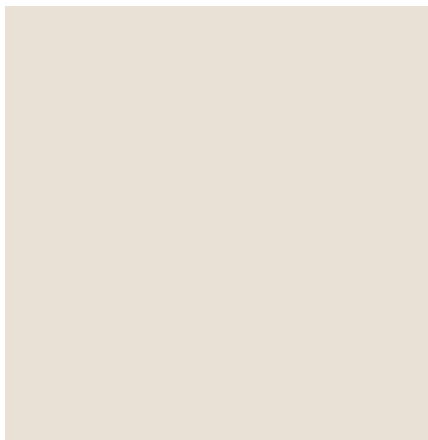
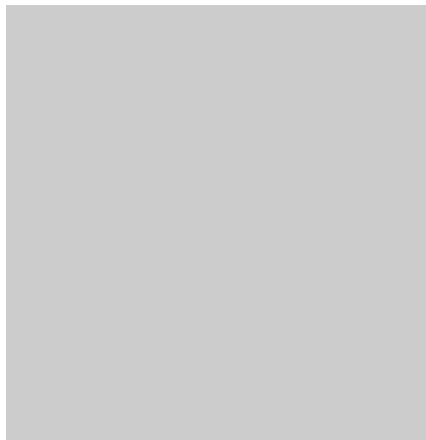
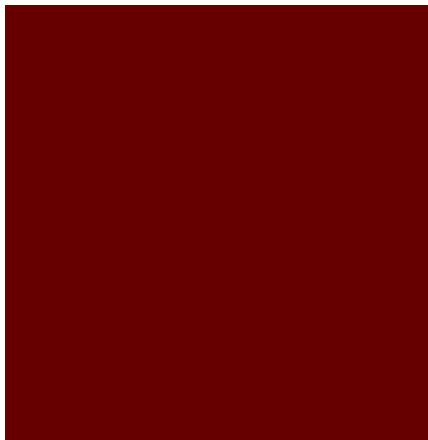


THE MAIN STREET PROGRAM: PAST AND PRESENT

Prepared by the Heritage Canada Foundation
for Saskatchewan Tourism, Parks, Culture and Sport
March 2009



"Main Street is the glory of Canada. If a community has no heart, it has no soul; and its heart should beat faster at the core. For here is the glory of the past, the symbol of stability, the structures that our fathers and their fathers erected, the visual reminder of another time that gives every small town a sense of continuity."
- Pierre Berton,
Reviving MainStreet



THE MAIN STREET PROGRAM: PAST & PRESENT

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Main Street: Past & Present

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Executive Summary

The Heritage Canada Foundation (HCF) and its Project Team are pleased to provide Saskatchewan Tourism, Parks, Culture and Sport (STPCS) with this review of the Main Street Approach and Coordinating Programs.

The Main Street Approach differs from typical community and economic development endeavours because it uses 'heritage' (in its broadest sense) as a tool for economic development. Main Street was one of the Heritage Canada Foundation's pioneering national programs to help citizens take responsibility for the future of their communities and their heritage. Recognizing that many heritage buildings are located in our traditional downtowns, the Heritage Canada Foundation started the Main Street Canada program in 1979 with the goal of revitalizing Canadian downtowns.

This report documents the history of the Main Street Approach in Canada, defines and illustrates the application of the 4-Point Approach, and reviews a range of Coordinating Programs in Canada, the United States and abroad.

It provides information about the results achieved through the Main Street Approach, including the Ratio of Reinvestment into the Community reported by a range of Coordinating Programs. .

For this project, the Heritage Canada Foundation assembled an international 'dream team' of past and current Main Street directors, program managers, and project coordinators. The team had access to extensive documents and data about past and current Main Street programs and projects across Canada and abroad.

This report is one component of project that culminated in options development for a Main Street-type approach to suit Saskatchewan's geography, population density, circumstances and goals, responding to the economic climate and the arts/cultural/heritage milieu.

1.0 INTRODUCTION

The Heritage Canada Foundation (HCF) and its Project Team are pleased to provide Saskatchewan Tourism, Parks, Culture and Sport (STPCS) with this review of the Main Street Approach – an economic revitalization strategy using heritage conservation as a tool and a catalyst. This report documents the history of the Main Street Approach in Canada, defines and illustrates the application of the 4-Point Approach, and reviews a range of Coordinating Programs in Canada, the United States and abroad.

Methodology

The Team completed an exhaustive literature review, and conducted research using surveys and interviews. See Appendix 1 for an Annotated Bibliography of Main Street References. See Appendix 2 for a sample survey form.

The Project Team

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Definition of Terms

Downtown Revitalization: The phrase *downtown revitalization* is typically used in the context of traditional downtown and village centers, most of which contain historic buildings and places that have physical and visual qualities that must be respected. 'Revitalization' implies that these centers must have vitality: they need to generate economic and cultural activity that justifies renewed interest and investment.¹ See Appendix 3 for a summary of the benefits of downtown revitalization, organized by stakeholder group.

The Main Street® Approach²: is a downtown revitalization methodology that differs from typical community and economic development endeavours because it uses 'heritage' (in its broadest sense) as a tool for economic development.³

4-Point Approach: Main Street programs systematically revitalize business areas through a combination of design, economic development, marketing and promotion, and organizational development – the famous 4-points.

Main Street Coordinating Program: typically a provincial/regional/statewide program that coordinates and provides support and services for *Main Street Local Projects* in communities.

Main Street Local Project: a local effort to revitalize a downtown commercial district, led by a coordinator in collaboration with multiple stakeholders as well as a board, committees and volunteers.

Main Street National Center: a coordinating agency that may provide support, training, consulting and other services to multiple *Main Street Coordinating Programs* and/or local *Projects*.

¹ Adapted from Implementation Manual – *Downtown Revitalization Manual 2007*. Vermont Land Use Education and Training Collaborative.

² Note that the term "Main Street" to denote revitalization of traditional commercial districts is a trademarked term controlled in the US by the US National Trust for Historic preservation, and in Canada by the Heritage Canada Foundation

³ *Main Street Canada Business Profile*, Glen Loo, October 1986.

2.0 HISTORY OF MAIN STREET IN CANADA

The Main Street Approach was one of the Heritage Canada Foundation's pioneering national programs to help citizens take responsibility for the future of their communities and their heritage. By the 1960s Canada's downtowns were endangered. The growth of the suburbs and regional malls, the consolidation of retail commercial activity into the hands of a few chains, tax regimes that favoured greenfield development and new construction, and urban renewal projects that decimated traditional neighbourhoods were taking their toll. Recognizing that many heritage buildings are located in our traditional downtowns, the Heritage Canada Foundation started the Main Street Canada program in 1979 with the goal of revitalizing Canadian downtowns.⁴

The Main Street Approach is a downtown revitalization methodology that differs from typical community and economic development endeavours because it uses 'heritage' (in its broadest sense) as a tool for economic development.⁵ The Main Street Approach helps property owners, municipal governments and other stakeholders define, evaluate, interpret, conserve, enhance and market their local assets –their heritage. The impacts include job creation, private sector investment, increased heritage tourism potential, and increased pride and 'sense of place' for residents.

HCF started with a pilot project in Perth, Ontario, and in 1981 received \$1.18 million from the federal government to fund additional pilots. This allowed 'demonstration projects' in St. John's, Nfld, Bridgetown and Windsor, NS, Cambridge, ON, Moose Jaw, SK, Fort Macleod, AB, and Nelson, B.C. Each community enjoyed a remarkable environmental and economic turnaround. Based on their success, the Department of Industry, Science and Technology (then DRIE) in 1985 contributed \$5 million to help Main Street Canada expand to 70 communities. To handle the volume, HCF established a headquarters and regional offices to stay close to the grass roots, developed a comprehensive training program, and put in place a systematic approach to information gathering and dissemination.

Main Street was an exemplary public-private partnership. Heritage Canada Foundation was the catalyst, consulting service and training agency. The business sectors in each community were financial partners, and provided moral support and advice. Municipal councils typically supplied technical services and financial investment. Private corporations including Groupe Commerce and Weston made financial contributions, and provincial governments provided technical and financial assistance.



SUCCESS STORY: Carbonear, NL

In the mid-1980s, Carbonear (pop. 5,000) was in trouble. The picturesque out port on Newfoundland's Conception Bay had an unemployment rate that, thanks to the closing of a nearby fishery, nudged 40%. The downtown was devastated: almost half its buildings were vacant.

When Carbonear invited Heritage Canada Foundation's Main Street program to town, a Main Street office was soon after established on Water Street and a coordinator, Jerry Dick, was hired. A market survey identified new investment opportunities. A tax incentive encouraged new businesses to locate in the core. A community market and artisans' incubator were launched. Tourism was emphasized. Promotions such as the annual Stationers Festival were linked to local traditions. In just over two years there was a net increase of 9 new businesses. The vacancy rate was reduced by 17%. 30 jobs were created through business starts. About 4,000 people attended local festivals. Ten major building renovations were undertaken, representing a quarter million dollars of investment - a sum that matched the previous 10-year financial input.

⁴ LeBlanc, F.; *Reflections on Main Street; An interview with François LeBlanc*; Main Street Canada Newsletter, Vol.3, No.2, Mar.-Apr. 1987 and *How Main Street Grew*; Heritage Canada Main Street Program marketing publication; 1989

⁵ *Main Street Canada Business Profile*, Glen Loo, October 1986.

By 1988/89, Main Street Canada was booming:

- Heritage Canada co-sponsored the first national Downtown Revitalization Conference in Toronto, bringing the Main Street message to over 600 delegates. Partners were the Ontario Ministry of Municipal Affairs and the Ontario Business Improvement Area Association.
- Main Street Canada achieved international recognition, with New South Wales in Australia modeling its downtown revitalization program on Main Street and looking to Heritage Canada Foundation for training.
- The Civic Trust, a major UK amenity society, published a feature article on the success of Main Street Canada.
- 24 Main Street communities recorded building permit values in excess of their provincial averages. The total average value of commercial buildings permits for all Main Street communities across Canada exceeded the total of provincial averages by 227%.

The Main Street Canada program helped improve downtowns' attractiveness, quality of life, commercial viability, and sense of identity. Seen in its entirety, the program's first decade chalked up some astonishing statistics:

- 700 major building renovations
- 6,000 jobs and 1,500 new businesses created
- \$90 million invested in participating communities
- Each dollar invested by Main Street Canada generated \$30 of private investment in the community.

The federal government contributed a total of \$6 million over a 10-year period to implement the Main Street projects. By 1990, federal funds were sunseting and HCF began efforts to move into cost-recovery mode. In December of 1990, HCF received a 3 million dollar grant - of which 1 million was to be spent in Quebec - from the Ministry of Culture of Quebec. This permitted the continuation of Main Street services nationally from 1991 to 1994.

By the end of the national Main Street Canada program, over 70 communities across the country had implemented the Main Street Approach:

Pre 1985 Projects

1. Bridgetown, Nova Scotia
2. Windsor, Nova Scotia
3. Cambridge, Ontario
4. Perth, Ontario
5. Moose Jaw, Saskatchewan
6. Fort McLeod, Alberta
7. Nelson, British Columbia



SUCCESS STORY: Ladysmith, BC

This Vancouver Island community (pop. 4,400) was also in trouble in the mid-1980s. Its main source of employment was a lumber company that closed thanks to the early '80s recession. To make matters worse, half of the town's retail dollars were being attracted away by shopping malls in nearby Nanaimo. In the mid-'80s, Ladysmith jumped on the Main Street bandwagon. In addition, the town tapped private and public funding sources including the provincial Ministry of Municipal Affairs' Downtown Revitalization Program and the Heritage Area Revitalization Program of the Ministry of Tourism, Recreation and Culture. An office was opened and Elizabeth Low was named coordinator. As elsewhere, the Main Street approach here emphasized the development of local heritage resources, the collaborative management of the downtown, and aggressive marketing. The Downtown Merchants Association was established in 1986 to promote and market downtown. Emphasis was placed on regaining local retail dollars and on attracting tourists. The most visible change in Ladysmith was the face-lift on First Avenue: a new civic square was created; a streetscape plan was implemented; and renovations by owners were carried out on a large percentage of downtown buildings. The physical renaissance reflected a business rebirth. During the course of revitalization, vacancies were gradually reduced to nil, 21 shops opened, and most owners of established stores reported an upswing in business – some as much as 20% in one year.

Projects Started in 1985

8. Carbonear, Newfoundland
9. St. John's, Newfoundland
10. Yarmouth, Nova Scotia
11. Shediac, New Brunswick
12. Ste-Marie de Beauce, Quebec
13. St-Jean-sur-Richelieu, Quebec
14. Owen Sound, Ontario
15. Sarnia, Ontario
16. Brandon, Manitoba
17. Dauphin, Manitoba
18. Grande Prairie, Alberta
19. Peace River, Alberta
20. Ladysmith, British Columbia
21. Whitehorse, Yukon.

Projects Started in 1986

22. Aurora, Ontario
23. Orangeville, Ontario
24. Seaforth, Ontario
25. Whitby, Ontario
26. Medicine Hat, Alberta
27. Prince Rupert, British Columbia

Projects Started in 1987

28. Corner Brook., Newfoundland
29. Dalhousie, New Brunswick
30. Sackville, New Brunswick
31. Baie St-Paul, Quebec
32. Bonnaventure, Quebec
33. Degéris, Quebec
34. Granby, Quebec
35. La ville de la Baie, Quebec
36. La Pocatière, Quebec
37. Mascouche, Quebec
38. Matane, Quebec
39. Montmagny, Quebec
40. Plessisville, Quebec
41. Rimouski, Quebec
42. Rivière-du-Loup, Quebec
43. St-Georges, Quebec
44. St-Hyacinthe, Quebec
45. St-Joseph, Quebec
46. Thetford Mines, Quebec
47. Hamilton (Ottawa St.), Ontario
48. Sudbury, Ontario
49. Cardston, Alberta
50. Claresholm, Alberta
51. Crowsnest Pass, Alberta
52. Drumheller, Alberta
53. Lacombe, Alberta

Projects Started in 1988

54. Charlottetown, Prince Edward Island
55. Bridgewater, Nova Scotia



Main Street Canada in Saskatchewan

Moose Jaw was one of the pre-1985 group of projects. Moose Jaw was in transition when the project began under Gordon Fulton. It was physically transformed as a result of significant investments founded in a strong emphasis on authenticity and good design, and to this day retains significant historic fabric and an enduring character as a traditional historic town. Stuart Lazear stepped in when Gordon Fulton was called to Ottawa to work on the national program; Stuart brought different skills, forging productive partnerships.

Gravelbourg and Saskatoon were in the second group of projects. Gravelbourg (pop. 1109), was one of the smallest communities in the country to have participated in the Main Street Canada program. Saskatchewan was in very tough times. Cecile Allard, volunteer Economic and Tourism Development coordinator for the Town Council came to Ottawa in person to lobby for Gravelbourg's inclusion in Main Street Canada. Ultimately the project was successful because it broadened its focus to include the town and the outlying area. In April and October 1989, a Heritage Canada Foundation Resource Team visited Gravelbourg for a total of three days to work with the community to identify and assess key issues facing the town, to set out a strategy for addressing these issues and to set the stage for completion of action plans to guide the activities of a local Main Street Association (MSA). As a francophone community, there were special federal funding opportunities available to the community and they were creatively tapped into – a strategy that characterized many of the projects. The HCF assisted strategic plan for the main street extended over a 10 year Main Street revitalization program to which the municipality contributed financially. The project culminated in a physical restoration initiative that included sidewalks, storefront and changing the streetlamps. The theme of the community became "A taste of France", businesses named "Le Bistro", "Le Fleur de Lys" and "Le Petit Marché" sprang up and contributed to the francophone character of the town.

Saskatoon's Main Street project was characterized by solid business leadership – the 'Downtown Partnership.' Jim Mountain and Gordon Fulton worked to launch the project. Cecile Allard, HCF regional director relocated to Saskatoon from Gravelbourg in 1991 and became involved in the city's project. The local coordinator worked at attracting festivals and events, including international festivals as well as stimulating local businesses in becoming involved in the major events and in the preservation of major downtown heritage sites.

56. Chatham, New Brunswick
57. Newcastle, New Brunswick
58. Verdun, Quebec
59. Brockville, Ontario
60. Cambellford Ontario
61. Chatham, Ontario
62. Lindsay, Ontario
63. Newmarket, Ontario
64. Port Colborne, Ontario
65. Vanier, Ontario
66. Gravelbourg, Saskatchewan
67. Saskatoon, Saskatchewan
68. Victoria, British Columbia
69. Yellowknife, Northwest Territories

Many more communities received varying levels of support and assistance. An evaluation completed shortly after Main Street Canada was dismantled found that Main Street Canada's three-year program had a high rating in terms of promoting an awareness of the history and heritage of the downtown and/or the community overall; and also had a high rating for encouraging appropriate refurbishment and new development in the community. While 'Main Street Amnesia' afflicts some past Main Street communities that do not recall their involvement in the program, the Heritage Canada Foundation's 1998 evaluation also indicated enduring results.⁶

The success of Main Street Canada is written on the landscape. Main Street communities typically boast a greater degree of built heritage integrity and authenticity thanks to Main Street Canada (see *Success Story* sidebars). In communities like Fort Macleod, Alberta, the program's legacy is even more tangible: it continues to this day with an economic development officer still working in the old Main Street office to revitalize the downtown and promote it as an attractive place to live and work, as well as an attractive backdrop for feature films.

But the story does not end here: as federal funds for Main Street Canada were drawing to a close, each regional office (Saskatoon, Quebec, Halifax and Cambridge) sought ways to generate funds and move into cost recovery mode. Three of the four offices ultimately closed. However, HCF's Quebec office was able to continue through the creation of an endowment fund consisting of contributions from three sources. **Main Street Quebec (La Fondation Rues Principales)** still operates out of HCF's regional office in Quebec City. Since 1985, more than 250 municipalities have called on the expertise of *La Fondation Rues Principales* to lead them through a revitalization strategy that stimulates the socio-economic recovery and planned development of their area. *For more information, see section 5.0.*



There were hundreds of endorsements of Main Street Canada:

"There is no question about the value of Main Street. Support in our community is unanimous."

Mayor Pierre Maurice Vachon, of Ste-Marie de Beauce, Que.

"Some kind of fire has been lit under the owners of businesses on Water Street."

Columnist Ken Maher of Carbonear's "The Compass."

"Revitalization by preservation has been implemented with remarkable success."

Mayor J. Roy McIssac of Bridgetown, N.S.

⁶ From Evaluation of Main Street, Unterman McPhail Cuming Associates & TCI Convergence Limited, January 1998: The number of communities that can demonstrate properties that have been preserved or enhanced, attributable in part to the Main Street program: 72% of respondents; The number of communities indicating that appropriate storefront design changes had taken place, attributable in part to the Main Street program: 64% of respondents (from those communities able to provide data, an average of 15 such changes per community was calculated); The number of communities indicating that they still had some sort of Main Street Committee still in place, indicating a continuation of at least part of the spirit and philosophy of the Main Street program: 50% of respondents; The number of communities having a heritage inventory in place attributable in part to the Main Street program: 56% of respondents.

The **Alberta Main Street Program** was created in 1987 through a three-way partnership between the Alberta Historical Resources Foundation, Alberta Culture and Multiculturalism (now Alberta Culture and Community Spirit) and the Heritage Canada Foundation.⁷ After Heritage Canada Foundation's withdrawal from Main Street Canada in 1994, the Alberta Main Street Program continued to expand with financial support from lotteries funds through the Alberta Historical Resources Foundation and administration through Alberta Culture and Community Spirit. The program has expanded into a vigorous, cost-effective and successful network and a source of downtown revitalization and historic conservation expertise in western Canada. Since its inception the program has undertaken work in 23 Main Street project communities. The program is undergoing review and a number of changes to delivery are being implemented. *For more information, see section 5.0.*

Main Street Middlesex began in 2005. A pilot that is testing a modified delivery model across a county, the program is housed within the Community Futures Development Corporation (CFDC) of Middlesex County. The CFDC – part of a pan-Canadian network of such corporations – is a community-based, non-profit organization overseen by a local board of volunteers and staffed by business professionals who encourage entrepreneurship and the pursuit of economic opportunities. Federal funding support for the operation of the CFDC is realized through a partnership with Industry Canada/FedNor. Main Street Middlesex is one of many programs administered by the CFDC. As of March 2009, funding to continue the Middlesex county Main Street program is uncertain. *For more information, see section 5.0.*

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) has been piloting a Downtown Revitalization Pilot Program since 2005, and is at the point of launching a Main Street Program. OMAFRA's program repackages existing services within the Ministry, and taps into the Ministry's substantial Rural Economic Development funding program (RED). The new program builds on lessons learned during 13 pilot projects carried out in communities across Southern Ontario. Quebec Main Street (*La Fondation Rues principales*) provided assistance to the Ministry, including expertise in coordinator training, project start-up practices and pilot phase development. *For more information, see section 5.0.*



Ontario's Mainstreet Revitalization Initiative Representatives

Source: www.omafra.gov.on.ca

⁷ Alberta Main Street Annual Report 2007/2008

3.0 HOW DOES MAIN STREET WORK?

The downtown commercial district is the most visible indicator of a community's economic and social health. Often the first place that people think of or want to see in a community, the downtown can either be an asset or a liability in efforts to recruit new residents, tourists, new investment, businesses and industries to a community.

Communities in Canada and internationally have experienced the long term effects of population and service decline. Downtown revitalization methodologies recognize the need to generate economic and cultural activity that justifies renewed interest and investment. The challenge of revitalization in traditional downtowns is to stimulate new development and activity while retaining the historical integrity and physical qualities that define a downtown's or village center's traditional character and identity.⁸



"The four-point approach works because it gives every person a chance to be listened to, giving each a platform to do what they think is vital and important for the downtown."

*Julie Irish, Program Manager,
Peabody Main Street, Kansas*

The Main Street® Approach is a downtown revitalization methodology that differs from typical community and economic development endeavours because it uses 'heritage' (in its broadest sense) as a tool for economic development.⁹ For Main Street, 'heritage' includes built heritage, cultural landscapes, historical associations, local traditions, traditional crafts, enterprises and industries, and other tangible and intangible historic and cultural assets that contribute to a sense of place. Focusing on historic centres and using a comprehensive approach, Main Street stimulates strategic actions that are mutually supportive, though they may often be unrelated as tasks or activities.

Each downtown or main street is unique. If it has deteriorated it has typically done so slowly. The revitalization process is accomplished slowly and incrementally, without sudden change forced on the community – typically developed locally over a 3 to 5 year period.

The Main Street Approach has eight guiding principles that set it apart from other redevelopment strategies:¹⁰

- Comprehensive. Downtown revitalization is a complex process and cannot be accomplished through a single project. For successful long-term revitalization, a comprehensive approach must be utilized.

⁸ Adapted from Implementation Manual – *Downtown Revitalization Manual 2007*. Vermont Land Use Education and Training Collaborative. The following Fundamental Values of the Main Street approach were developed by Quebec Main Street (*La Fondation Rues Principales*): 1) A Community's heritage – everything that has and will continue to form its typical identity whether it is physical, human, social and/or economic – is at the centre of any future development vision. 2) Changes must meet the highest standards of quality and depth. They must rely on the sensibility and engagement of citizens. 3) Every place possesses development potential and solutions must come from within the place. 4) Any development must be planned to be in connection with a place's historical continuity and evolution. Community capacity building – by supporting the dissemination and circulation of skills and knowledge – is a key aspect of a place's development in the present and future. 5) A successful concerted development process depends on a climate of trust and collaboration between the stakeholders of a place. 6) Actions and concrete results favor and maintain the mobilization and engagement of citizens and partners. 7) All the components of development act are complementary and need to be taken into account simultaneously. Annual action plans must reflect a holistic approach by integrating every aspect of development. 8) Appropriate legislation, policies, incentives and sufficient resources must be put in place to adequately support any development process.

⁹ *Main Street Canada Business Profile*, Glen Loo, October 1986.

¹⁰ From Main Street West Virginia, <http://www.wvdo.org/community/mainstreet.html>, 2009.

- Incremental. Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects can be undertaken.
- Self-help. Nobody else will save Main Street. Local leaders must have the desire and will to make the project successful. Continued and long-term success depends upon the involvement and commitment of the community.
- Public-private partnership. The public and private sectors have a vital interest in the economic health and physical viability of the downtown. Each sector has a role to play and each must understand the other's strengths and limitations to forge an effective partnership.
- Identifying and capitalizing on existing assets. History is on our side. Business districts must capitalize on the assets that make them unique. Every district has unique qualities – such as the distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- Quality. Build to last. Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.
- Change. Sceptics turn into believers. Almost no one believes Main Street can really turn around, at first. Changes in attitude and practice are slow and definite but necessary to improve current economic conditions. Public support for change will build as the program grows.
- Implementation-oriented. Make a difference today. Activity creates confidence in the program and even greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.



The 4-Point Approach

Main Street programs systematically revitalize business areas through a combination of design, economic development, marketing and promotion, and organizational development – the famous 4-points. Activities and projects initiated by the Main Street project must consider simultaneously all four components.

Some programs have added additional points: New South Wales, Australia added a 5th point, heritage conservation, to highlight its importance in their program; the Maryland Main Street Program added Clean, Safe, and Green as a 5th point; other Main Street Programs have added a 5th point relating to social development. Regardless of whether these are officially added to the Main Street approach, these elements should in fact inform all other points.

Organization

The key to the Main Street approach is community involvement and self-help. A fulltime project coordinator, hired by the community, opens an office on the main street and works closely with a Volunteer Main Street Committee consisting of local leaders, merchants and business people, and representatives from the arts, culture and heritage sectors. The coordinator works as a catalyst in bringing together downtown businesses, municipal government, building owners, service clubs, local organizations and the media to form an action plan for downtown. This structure builds consensus and cooperation among the various stakeholders.¹¹ Involving various stakeholders allows the coordinator and the Committee to diagnose more effectively a local community through its strengths and opportunities and develop a sustainable and common vision. The coordinator acts as a facilitator in the revitalization process by offering free assistance on design, advertising, marketing and merchandising, but leaves the ultimate direction to the merchants, property owners and members of the community.

The Main Street local committee and the coordinator are typically supported by a province-wide or state-wide Main Street Coordinating Program that provides coaching, training, and specialist expertise in economic development, tourism, merchandising, heritage conservation, infill design, etc.

In turn, the Coordinating Program (and the local committee and coordinator) may have a relationship with a National Main Street Centre or Institute that provides support, training, consulting and other services to multiple Main Street Coordinating Programs and/or local projects, as well as building a national network for exchange, best practices and capacity building.

Ideally, a tri-partite agreement is signed between the Main Street Coordinating Program, the municipality and the local business improvement association. To ensure the sustainability of the project and local buy-in, the community should be an equal financial and administrative partner in the process. Municipalities are encouraged to invest in their own revitalization initiative and take pride in results.

The Main Street Approach is an ongoing process and requires continuous investment.



“Main Street Canada communities know what to emphasize. When Heritage Canada Foundation started we thought in terms of things: bricks and mortar, saving this building or that street. But by 1979, when the Main Street program was launched, we had shifted our thinking: what needed to be emphasized were not things, but people.”

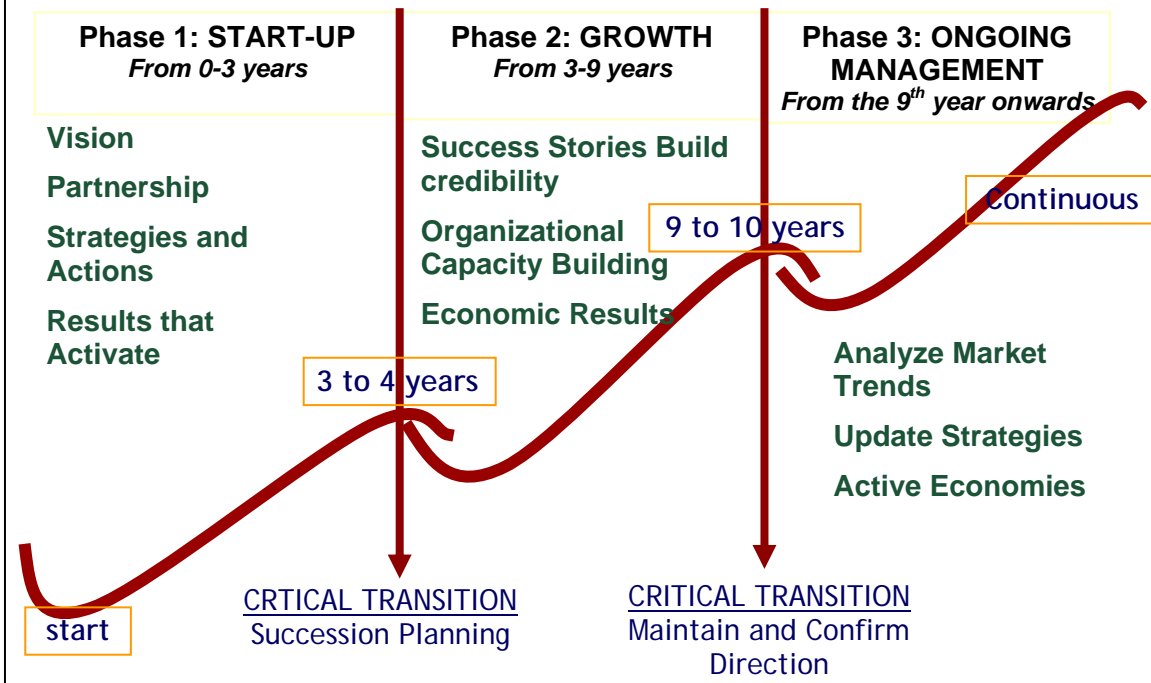
Francois LeBlanc, former Director of Main Street Canada.

¹¹ From the US National Trust Main Street Centre website:
<http://www.mainstreet.org/content.aspx?page=47§ion=2>

Main Street Approach : Building Partnerships



Main Street : An Ongoing Process



Marketing and Promotion

Highlighting the positive image of the downtown as a lively and pleasant place to live, shop, eat, work, visit and play, marketing and promotion strategies are developed by the coordinator, municipal staff and local volunteers. Drawing on the strengths and traditions of the community, collaborative advertising, retail promotional activity, special events, and marketing campaigns are used to attract tourists and residents alike. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment.

Design

Frequently, communities lack the capacity to hire professional municipal staff skilled in architecture, urban planning and landscaping. Through the competencies of the coordinator and the ongoing programme training and workshops, the Main Street Approach offers communities a way to facilitate good design practices. Design activities include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, stimulating the adoption of an incentive programme, and long-term planning. Professional advice is given to the community and to individual merchants in façade improvement, signs, window display, parking areas, street furniture, sidewalks, street lights, general maintenance, merchandising techniques, public improvements and new infill design. To ensure authenticity and integrity, design interventions are grounded in archival research, heritage value statements and historical facts. The coordinator encourages design submissions that enhance and reflect the area's identity by choosing local materials and traditional motifs.



Main Street Marketing and Promotion Strategies Include:

- Socio-Cultural Activities
- Communications Planning and developing tools (Newsletters, tourism guide, walking tours, etc)
- Collective Promotions
- Marketing Campaigns
- Merchandising
- Tourism and Hospitality



Before and after images



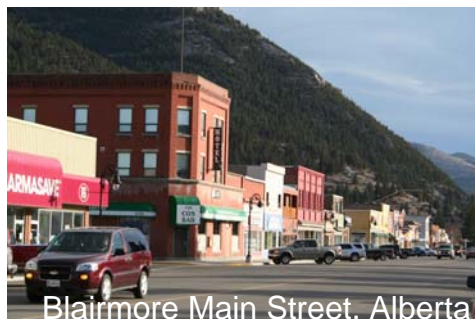
Commercial and Economic development

Economic revitalization is fostered through techniques in competitive management, business recruitment, real-estate principles, tourism development, and through the appropriate use of planning, legislation, funding and incentive programs. The Main Street Approach helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

It is important to note that Main Street does not promote major shifts in a downtown's basic commercial mix and identity so that it can become a 'tourist' town – quite the contrary.

Example:

- **Black Diamond, Alberta** which has a rich artistic community and a number of craft stores is a fine example of a Main Street town that has increased economic activity without 'selling out'.



Non-Built Heritage Resources and the Main Street Approach

Main Street programs typically leverage and promote traditions, local goods, local economies, local knowledge and savoir-faire as an integral part of creating a vibrant and attractive downtown. Demonstrations of traditional craftsmanship can become the focus of local events; traditional soap box races, Santa Claus Parades and other former authentic attractions that have fallen by the wayside can be reinstated with great success. The encouragement to 'shop local' and celebrate locally produced goods is ideally suited to rural and agricultural regions with their range of special products and services. Examples:

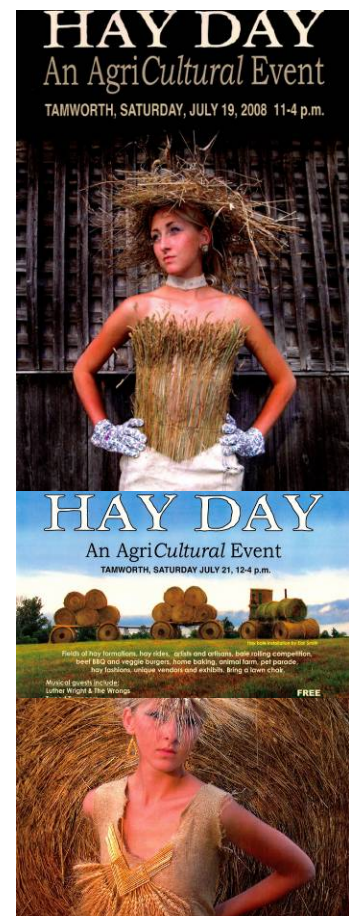
- The Main Street project in **Fort Macleod, Alberta** organized the first outdoor farmers market in Alberta, featuring local produce and artisanal products.
- '**Saskmade**' in Saskatchewan and '**Deltamade**' in the Arkansas Delta Rural Heritage Development Initiative are both branding and marketing programs that are creating new economic opportunities for previously obscure local goods.
- The Main Street project in **Saint-Raymond, Quebec** (pop. 9,107) helped support a public farmers market featuring local products and flowers organized on the town's heritage bridge. The annual event permitted over 3,000 visitors to experience local riches and appreciate the backdrop of a local heritage attraction.

The Main Street Approach in the Rural Context

According to Statistics Canada 2001 Census, 20% of Canadians live in rural areas (6,098,883).¹² Low population density is one measure of how rural an area is. Another measure is the distance or remoteness of one population centre from another. Many rural areas have experienced long-standing out-migration. However, a strong sense of community belonging is reported by rural residents in greater proportions than by their urban counterparts.¹³ It is this sense of community belonging that can help leverage the success of the Main Street Approach.

In rural areas, a Main Street program can successfully engage and benefit the larger agricultural and rural context, while still focussing on the commercial/business core area. Because Main Street is designed to retain existing residents and attract new ones, it can be effective in counteracting rural de-population. Examples:

- **Iowa Rural Main Street Program** leads the US with 24 rural communities under 5,000 in population.
- **Fort Macleod Alberta:** the Main Street office expanded its monthly newsletter to all rural business, and organized annual farm and ranch appreciation events to foster collaboration between the rural and town communities.
- **Tamworth, Ontario**, a rural town (population 750) that was one of OMAFRA's pilot projects, is creatively exploring



¹² The rural population refers to persons living outside centres with a population of 1,000 AND outside areas with 400 persons per square kilometre.

¹³ From the Canadian Population Health Initiative, "How Healthy Are Rural Canadians? An Assessment of Their Health Determinants", September 2006.

survival options to preserve the rural aspect of the region, the honesty of the downtown and the quality of the lifestyle. This organized community is working in a successful and high-spirited way on the premise that every place is unique, is marketable and has revival possibility. According to former Main Street Canada coordinator and resident Hans Honegger, "Tamworth is slowly but calculatedly becoming known as a vibrant self-confident rural community." Some of Tamworth's effective initiatives to date:

- **4H Public Demonstrations** downtown educate the public by illustrating what judges look for in an animal. Creates a bridge between farming community and consumer.
- **Hay Day** is an annual party organized by the community for the community, which celebrates the region and its people. The unlikely and different solitudes of artists and farmers are paired up to create hay bale 'art' installations in the landscape; local musicians perform and regional products are featured.
- **A Seminar Series on Sustainable Living** is positioning Tamworth as a "centre of expertise" and practice. To date subjects have included; Biomass Fuel Cultivation, Living off the Grid, Rain Water Management, Wetland Rehabilitation, Living with Wolves and Coyotes and Micro Electrical Generation.
- **Biomass Growing Experiment.** The marginal soil of the region is being studied for the viability of the growing of switch grass.
- **Benign Light Industry.** As a companion piece and desired spin off to the switchgrass growing experiment, several eco-energy products are being developed for local manufacture. These include switchgrass specific pellet stoves, pellet hoppers, solar powered pumps and augers; and

Arts & Culture and the Main Street Approach

Arts and culture promotion is a key component and a naturally-occurring outcome and benefit of Main Street programs: local projects might include sculptural works and other art forms erected in public spaces; and local events might include art fairs, exhibitions, events and festivals. Examples:

- **Tamworth, Ontario's Keep It Simple Fiddle Camp** - an annual three day workshop for local musicians hosted by legendary instructors which celebrates roots and culminates in a grand civic concert. "Tamworth's increasing confidence becomes expressed in art, music, literature, crafts architecture and products."¹⁴
- Towns and villages in the '**Villes et villages d'art et de patrimoine**' (VVAP) Network in Quebec have developed local projects by promoting traditional cultural expressions (music, dance and art) and locally-based goods.
- **Louisiana Main to Main: A Cultural Road Show** is an annual State-wide initiative that fosters economic development and stimulates cultural tourism. Throughout the month of November, residents and visitors are encouraged to take road trips from one Main Street community to the next to experience the culture of Louisiana. Culture, recreation, and tourism events include food and music festivals, antiques fairs, art and crafts shows, performances and exhibits, holiday parades, agriculture and waterways, museum and house tours.
- The **Cote-de-Beaupré Heritage Region**, one of the oldest rural regions in Canada, stretches along the north shore of the St. Lawrence River between Quebec City and

¹⁴ From Interview with Hans Honegger, January 2009

Mont Sainte-Anne. Beginning in the summer of 1993, nine municipalities of the area joined together to promote 'Arts et Reflets' – a two-week showcase for local arts, crafts and heritage attractions. It includes exhibits in public places and private homes; tours; visits to artist studios; and musical and theatrical performances. A key aim of the annual event is to attract tourists visiting Quebec City, 15 km away, to make side trips to the Beaupré coast.

- In **Fort Macleod, Alberta**, the visual arts and music community was active, but fragmented before the arrival of the Main Street Canada Program. The coordinator concentrated on strengthening the arts community by involving them in activities in the historic core area. An allied arts council focused local efforts, the historic **Empress Theatre** was restored and purchased by the Town for its main cultural venue, a **Folk Music Festival** was started and is now a destination event, and the first pow-wow in the community in over 50 years was organized.
- **Camrose, Alberta's** rehabilitation plans for the historic **Bailey Theatre**, owned by the Bailey Theatre Society, will provide a place for the performing arts and a community hall.¹⁵
- **Cultural District Initiatives in the US**¹⁶: At least eleven states have created cultural economic development strategies designed to stimulate the creative economy, and these can be combined with Main Street Programs. Rhode Island has designated 9 tax-free arts districts since establishing its program in 1998, which originally started with just one district in Providence. Maryland was the first state in the country to designate Arts and Entertainment Districts on a state-wide basis, with 12 designated since 2001. The Michigan Cultural Redevelopment District Act, under consideration, sets up special authority made up of arts and culture advocates and economic development experts to designate Cultural Redevelopment Districts throughout the state. Local governments, non-profit organizations, and other entities can create an arts and culture-centered economic redevelopment plan for a specific area with the support of the local municipality. The economic redevelopment plans will show how arts and cultural activities can be leveraged to create long-term economic revitalization through the rehabilitation of some vacant buildings into housing for artists or new gallery space, or collaboration with a non-profit arts organization to relocate and expand their activities in the district.



¹⁵ Larry Pearson interview, March 2009.

¹⁶ From the Louisiana Department of Culture, Recreation & Tourism
<http://www.crt.state.la.us/culturaldistricts/Documents/NationalTrends.pdf>

4.0: MAIN STREET PROGRAM RESULTS

Indicators and Measures

Monitoring and evaluation are considered essential to Main Street projects and programs. The following indicators are widely tracked:¹⁷

- Net new jobs created
- Net new businesses created.
- Rehabilitation \$'s invested in physical improvements to buildings (usually assessed by the value of building permits)
- Investment in public infrastructure (e.g. sidewalks, signage, lighting)
- Merchant participation – expressed as a %
- Number of Events and promotions
- Value of volunteer hours invested (usually monetized using a standard multiplier)
- Media coverage

Results in Communities

Some typical results:

- Asbestos (Quebec Main Street): 24 new business starts over 3 years
- Camrose (Alberta Main Street): 41 new jobs in 2007/2008; 196 new jobs since 1999
- Caraquet (Quebec Main Street): 60% increase in merchant engagement over 1 year
- Perth (Main Street Canada): \$14 generated for every \$1 spent
- Moose Jaw (Main Street Canada): vacancy rate for downtown commercial storefront space reduced by 50%
- Bridgetown (Main Street Canada): 20 buildings renovated over 2 years
- Nelson BC (Main Street Canada): construction generated 180 person-years of employment
- Havelock (Ontario OMAFRA Pilot 2006/2007):
 - Local Project Expenditures: \$95K
 - Volunteer Hours: 620
 - Façade Improvement Projects: 7
 - Public Improvement Projects: 10
 - Public Improvement Investment: \$72K
 - New Construction Investment: \$993K
 - Net Business Gain: 2
 - Net Jobs Gain: 32
 - Reinvestment Ratio: \$11.42 to \$1

Typical Return on Investment

The Ratio of Reinvestment into the Community indicates the market value of return for every \$1 spent on operation of the revitalization program.

¹⁷ At the time HCF was developing Main Street Canada, Statistics Canada suggested that the most statistically valid indicator would be changes in gross sales/revenue of retail merchants who have preserved/enhanced their buildings; this measures the degree to which Main Street was helping to stem the “bleed” of retail trade to regional shopping centers and to larger communities nearby. From the Analysis of Main Street Monitoring and Evaluation Process, February 1993.

- The US Main Street Center reports **\$30.72** generated in each community for every dollar used to operate the local Main Street program.
- Main Street Quebec (*La Fondation Rues Principales*) reports **\$9.00** generated in each community for every dollar invested in the program.
- Alberta Main Street cumulative results achieved: for every dollar invested, the program leverages **\$3.58** from other sources
- Based on their pilot projects, OMAFRA reports Total Downtown Reinvestment per local dollar spent is **\$3.09** already achieved at this very early stage.

It should be noted that the methodologies for making these calculations may not align – for example, the US National Main Street Center does not include the monetized value of volunteer hours in its calculations of return on investment, while other programs do. Similarly, it is not clear on which side of the balance sheet the cost of incentivizing matching grants are being recorded.

OMAFRA calculates Return on Investment by dividing the amount of downtown reinvestment by the local program expenditures. Total downtown reinvestment includes the sum of the monetized value of volunteer hours, building rehabilitation investment, new construction investment, public improvement investment, grants, and in-kind contributions. Reinvestment figures include combined public and private financial contributions.

It is challenging to capture reliable and comparable data for complex multi-faceted initiatives, and Main Street is no exception. To a certain extent one is at the mercy of the participating communities, and their ability to tease apart the results directly attributable to Main Street from those generated by other initiatives and investments. Coordinating Programs use a range of techniques, including direct approaches (e.g. electronic surveys¹⁸) and ‘stealth’ or ‘incentivized’ approaches (e.g. entry forms for an annual awards program¹⁹).

An important aspect of data collection is the establishment of a baseline that captures the pre-Main Street condition.

Qualitative Indicators

The term “Quality of Life” is frequently used in reference to standards of living or of well-being and is measured using societal indicators associated with specific places or cities. Influenced by the Human Development Index (HDI) elaborated by the United Nations Development Program in the early 1990s, national and provincial Quality of Life indicators²⁰ expand the assessment of productivity by measuring not only economic productivity, but also the health, welfare, well-being, and social capital of the residents of a community. The goal of quality of life measures is to provide an assessment of the success of a place that is more comprehensive.²¹ In 2001, the Federation of Canadian Municipalities proposed eight sets of indicators for Canadian cities: population resources, community affordability, quality of

¹⁸ US Main Street

¹⁹ Main Street Quebec

²⁰ Canadian measures have been developed by the Treasury Board of Canada, the National Round Table on the Environment and the Economy, the Natural Resources Canada’s Atlas of Canada, the B.C. Regional Socio-economic Indicators, the Newfoundland Community Accounts, the Federation of Municipalities Quality of Life Reporting System, the CSLS, the CPRN, the Conference Board of Canada, the GPI Alberta, the GPI Atlantic and the Ontario Social Development Council.

²¹ Adapted from: Creative City Network of Canada, “Making the Case for Culture: Quality of life, Quality of Place”, 2005.

employment, quality of housing, community stress, health of community, community safety, and community participation.²²

In the context of the Main Street Approach, many Coordinating Programs and local projects evaluate changes in resident perception of an area's quality of life through local surveys and interviews. Building local pride and creating places where people want to live and work are intrinsic goals of the Main Street Approach.

Examples of qualitative indicators:

- Increased climate of trust for investors
- Increased social and cultural life
- Better communication between stakeholders
- Reduced crime
- Increased pride and sense of belonging

Examples:

- Through its Main Street Project, the town of **Montmagny, Quebec** (pop. 11,667) organized a bike race held in the downtown district. The competition, which covered 40 km, encouraged physical activity within the community.
- In the historic downtown of **Gatineau, Quebec** (pop. 111,069), the positive effects of the Main Street project helped reduce crime and drug use –creating a safer place for residents.²³

²² From the Federation of Canadian Municipalities, "Second Report: Quality of Life in Canadian Communities, March 2001.

²³ Interview with François Varin, Main Street Quebec's Executive Director

5.0: REVIEW OF MAIN STREET COORDINATING PROGRAMS

See Appendix 4 for graphic representation of selected Coordinating Programs.

UNITED STATES OF AMERICA

National Center²⁴

The US Main Street National Center has evolved to set a high standard as the 'national' Coordinating Program. It provides leadership to a network of more than 400 statewide, regional, citywide, and countrywide Main Street programs with more than 1,200 active Main Street programs nationally. It plays a clearinghouse role, developing and disseminating information, technical assistance and research; and providing conferences, publications, training and certification. It operates on a fee-for-service relationship with statewide and regional Coordinating Programs, and may offer its services for a fee to local communities with the endorsement of the state's Coordinating Program (or in the absence of a Coordinating Program). The Center is subsidized to a certain degree by the US National Trust and benefits from its relationship to that large and diverse organization and pool of expertise.

The National Trust Main Street Center has been involved with the creation of nearly every existing Coordinating Program in the US.

Texas Main Street²⁵

The Texas Main Street Program, part of the Texas Historical Commission's Community Heritage Development Division, helps Texas cities revitalize their historic downtowns and neighbourhood commercial districts by utilizing preservation and economic development strategies.

The program began in 1981. It is among the most successful downtown revitalization programs in the nation, and has assisted more than 140 Texas cities through the program. The program has resulted in the private reinvestment of more than \$1.3 billion in Texas downtowns and neighbourhood commercial districts, the creation of more than 23,000 jobs and the establishment of more than 5,900 new businesses.

The Coordinating Program currently counts 89 cities and towns and employs 11 people.

Requirements:

- Cities with populations up to 50,000:
 - Must agree to hire a full-time Main Street manager for three years and provide funding for the local program.
- Cities with a population of more than 50,000:
 - Must cooperate with a private non-profit organization.
 - Hire a full-time staff of two for at least five years and provide funding for the local program.
 - Pay a graduated fee of \$7,500 the first year, \$2,500 the second year and \$1,500 each year thereafter.

Benefits:

- Ongoing comprehensive training for Main Street managers and board members

²⁴ From US National Trust for Historic Preservation Main Street Centre
<http://www.mainstreet.org/content.aspx?page=2236§ion=15>

²⁵ Online reference: <http://www.thc.state.tx.us/mainstreet/msdefault.shtml>

- Training for communities in successful economic development approaches
- A three-day, on-site evaluation and full report with recommendations
- Design assistance
- Consultation with downtown merchants about visual merchandising and window display
- Advice on heritage tourism programs and marketing
- Newly designated Texas Main Street cities participate in the annual Texas First Lady's Tour at the start of the new downtown revitalization program. Texas Main Street program staff from the Texas Historical Commission accompany the First Lady.
- The Independent Bankers Association of Texas sponsors special events in each city.

Main Street Iowa²⁶

In 1985, the Iowa Legislature adopted the National Main Street Center's approach to downtown revitalization by approving the establishment of Main Street Iowa within the Iowa Department of Economic Development.

Ranging in size from 458 to 68,747, there are 34 active Main Street communities throughout the state. Since 1986, 49 communities have participated in Main Street Iowa. Iowa's Coordinating Program's annual operational budget is \$1,056,000. In the first three years of a local Main Street or Rural Main Street program, the state of Iowa invests approximately \$100,000 in on-site visits, training, and technical assistance.

Results:

- a total private investment of over \$557 million dollars
- 7,591 jobs in 2,771 new and expanded downtown businesses.
- For every tax dollar ever invested in the Department of Economic Development's statewide Main Street program, over \$66 has been invested by the private sector into rebuilding their city centers.
- In 2002, for every dollar appropriated to the Main Street Iowa Program, there was a private investment of more than \$130.
- More than \$557,493,235 dollars has been invested in downtown properties
- over 1,242,783 volunteer hours invested into the downtown revitalization effort.

Iowa leads the nation with the largest number of communities with populations under 5,000 participating in the Rural Main Street program, 24, ranging in size from Bonaparte, population 458 to Osceola, population 4,659.

Main Street West Virginia²⁷

Started in 1988, the Main Street West Virginia program is housed in the Community Development Division of the West Virginia Development Office – a State-wide economic development agency. It works with 15 designated communities throughout the state. The program provides technical services, such as design assistance, and continuous training of board/committee members and program managers in the four-point approach. Main Street West Virginia also serves as a liaison between various state agencies and organizations with designated communities. The Program is fully subsidized by the State government and its operational budget is \$550 000 (USD).

Benefits of local designation:

- Needs assessments.

²⁶ Online reference: <http://www.iowalifechanging.com/community/mainstreetiowa/>

²⁷ Online reference: <http://www.wvdo.org/community/mainstreet.html>

- Program manager and board member training.
- Design and operational plan recommendations.
- Professional design assistance.
- Training workshops.
- Progress meetings.
- On-site technical assistance.
- Resource library of information.
- Linkage to hundreds of other Main Street communities.
- State and national assistance support.

Local Main Street Programs in West Virginia that continue to meet the national criteria for recognition as Main Street communities receive technical assistance from the State Program. These programs are all non-profit member organizations with a link to a municipality. The average local implementation costs are between \$70 000-\$80 000. Most local projects have enabled local legislation to provide direct funding for façade improvements. It is strongly recommended that buildings be protected by heritage designation.

Main Street Programs in West Virginia include Charleston East End Main Street, Charleston West End Main Street, Fairmont, Kingwood, Mannington, Martinsburg, Morgantown, Philippi, Point Pleasant, Ripley, Ronceverte, St. Albans and White Sulphur Springs.

Main Street Montana²⁸

The Montana Main Street Program was established in 2005 by the 59th Montana Legislature and initiated under the management of the Montana Department of Commerce Business Resources Division, funded at the outset with gas tax dollars.

Main Street Arkansas²⁹

Main Street Arkansas is a program of the Arkansas Historic Preservation Program, an agency of the Department of Arkansas Heritage. The Historic Preservation Alliance of Arkansas is the private non-profit sponsor, and the Arkansas Department of Economic Development provides assistance through the Main Street Arkansas Advisory Board. The program employs 7 people.

Services offered:

- Quarterly trainings: Main Street Arkansas holds quarterly training meetings for executive directors and board members of local programs. The meetings feature national consultants speaking on all aspects of downtown revitalization.
- Small business assistance: The state staff employs a Small Business Consultant who works one-on-one with local merchants and conducts seminars on issues relevant to small business owners in Main Street communities.
- Design assistance: An architectural design consultant can provide preservation advice, recommendations for construction documents, streetscape and sign advice along with conceptual sketches to aid a project.
- Interior design assistance: Main Street Arkansas employs an interior designer whose services are available at no charge to businesses in a local program's downtown. Among the services offered are site visits, window display and merchandising consulting, space planning, renovation consultation, research assistance with ADA requirements and conceptual and AutoCAD drawings.

²⁸ Online reference: <http://dli.mt.gov/pub/msthome.asp>

²⁹ Online reference: <http://www.arkansaspreservation.org/main-street/>

- Four-point Workshop: The technical staff of Main Street Arkansas offers a 2.5 hour condensed training on the Main Street Four-Point Approach.
- New Cities basic training: The two-day new city training focuses on developing the skills of new Main Street executive directors and boards, but the training is open to all Main Street volunteers.
- Main Street Arkansas Library: The state Main Street information center contains reference materials regarding various downtown topics. Any volunteer involved in a local Main Street Arkansas program may check out an item.
- Main Street Arkansas E-News: An e-newsletter includes case studies on local downtown projects, descriptions of upcoming workshops, and other useful information.
- Phone assistance: The Main Street staff is available to answer questions and give other requested information over the telephone, by mail or e-mail.

Main Street Arkansas also offers membership in the Arkansas Downtown Network (ADN) to provide downtown revitalization assistance to communities that are not certified Main Street cities. Among the services ADN cities receive are access to Main Street Arkansas's quarterly training meetings, organizational assistance, limited technical assistance from Main Street staff members, and access to the Main Street resource center.

Main Street Nebraska³⁰

On September 19, 1994, the Lied Foundation Trust granted a start-up gift of \$350,000 to bring a Main Street program to Nebraska. The gift was used to establish a state office and secure a contract with the National Trust's Main Street Center. A second gift of \$350,000 was provided by the Lied Foundation Trust in 1995. In 1998, an additional \$130,000 a year for 10 years was pledged to the program by the Lied Foundation Trust. This gift was matched by an annual appropriation of \$125,000 from the State of Nebraska during the fiscal years 1998-2001.

The Nebraska Main Street program provides Nebraska communities with a population of 50,000 or less with the education and resources needed to revitalize their main street districts through economic development and historic preservation.

In 2008, the Nebraska Main Street program became a division of Heritage Nebraska, a new state-wide historic preservation non-profit in Nebraska. Heritage Nebraska was created to improve and expand historic preservation efforts and resources beyond the traditional commercial Main Street district.

Main Street Maryland³¹

Main Street Maryland is a downtown revitalization program created in 1998 by the Maryland Department of Housing and Community Development (DHCD) – a statewide Economic Development Agency. Using a competitive process, Main Street Maryland selects communities who have made a commitment to succeed and helps them improve the economy, appearance and image of their traditional downtown business districts.

Beginning in 2008, Main Street Maryland Programs incorporated a Fifth Point to the traditional 4-Point Approach: Clean, Safe, and Green - Enhancing the perception of a neighbourhood through the principles of Smart Growth and sustainability.

³⁰ Online reference: <http://www.nebraskamainstreet.org/Home/tabid/36/Default.aspx>

³¹ Online reference: <http://www.neighborhoodrevitalization.org/programs/MainStreet/MainStreet.aspx>

The Main Street Maryland Program offers official Main Street designation, technical assistance, training, and other services to 23 Main Street communities across the State including:

- Manager orientation and training sessions
- Individual site visits and attendance at local Main Street meetings
- On-site visits to help the community develop and plan for the future
- On-site design assistance
- Specialized training on topics specific to commercial revitalization
- Education about State and Federal programs, grants, and loans
- Quarterly meetings and annual trainings
- National Main Street Center membership

Main Street Designation Eligibility criteria:

- A minimum population of 1,000 based on the most recent U.S. Census survey
- Commitment to employ a program manager for a minimum of three years
- Commitment to organize and maintain a volunteer board of directors and committees made up of public and private sector individuals
- Commitment to provide a program budget for a minimum of three years
- Must be a designated neighborhood approved by the State of Maryland
- Must have a defined central business district with a significant number of historic commercial buildings.

Louisiana Main Street³²

Louisiana Main Street is a program of the Division of Historic Preservation residing within the Louisiana Department of Culture, Recreation, and Tourism— a State-wide Culture/Heritage Agency. 5 employees coordinate the Louisiana Program.

Louisiana has 30 designated Main Street communities: Abbeville, Bastrop, Bogalusa, Clinton, Columbia, Crowley, Denham Springs, DeRidder, Donaldsonville, Eunice, Franklin, Hammond, Houma, Minden, Morgan City, Natchitoches, New Iberia, New Roads, Opelousas, Plaquemine, Ponchatoula, Ruston, St. Francisville, St. Martinville, Springhill, Winnsboro, and in New Orleans North Rampart Street, Oak Street, O.C. Haley Blvd, and St. Claude Avenue. These local programs are eligible to receive façade improvement grants.

Louisiana Main to Main: A Cultural Road Show' is an annual statewide initiative that fosters economic development and stimulates cultural tourism throughout the State. Throughout the month of November, residents and visitors are encouraged to take road trips from one Main Street community to the next to experience the culture of Louisiana. Culture, recreation, and tourism events include food and music festivals, antiques fairs, art and crafts shows, performances and exhibits, holiday parades, agriculture and waterways, museum and house tours.



New Mexico MainStreet³³

Created in 1985 by the New Mexico Legislature, the New Mexico MainStreet Program fosters economic development in the state by supporting local MainStreet organizations and

³² Online reference: <http://www.crt.state.la.us/hp/mainstreet09.aspx>

³³ Online reference: <http://www.nmmainstreet.org/>

their revitalization work in downtowns and adjacent neighbourhoods. The Program provides resources, education, training, and services. 3 employees support the program.

The training program:

- Quarterly training with state and national experts on critical topics to further develop the skills of local Main Street boards and program managers.
- On-site training by state staff and outside consultants on relevant topics.
- Comprehensive training and orientation workshops for new program managers and local Main Street boards.



New Mexico's 'Off the Road' initiative – a joint effort of the Tourism Department and the Economic Development Department - encourages drivers to leave the traditional highways to experience Main Street communities as great places to eat, visit and shop. Main Street communities are listed on a website with their respective histories and suggestions for dining and shopping (<http://www.offtheroadnm.com/>).

On-site technical assistance tailored to communities is provided to help launch revitalization as well as help mature communities tackle more complicated issues. This includes:

- Reconnaissance visits to communities to critically assess the needs and issues facing the downtown district.
- Resource team visits to newly designated communities to help local programs develop effective strategies to begin revitalization.
- On-site visits from specialists to offer intensive assistance on a particular aspect of revitalization. This service is periodically provided to mature programs.
- Year-end assessments to help both new and mature programs assess progress and address specific issues.

In addition to technical support, New Mexico MainStreet offers local programs unlimited phone consultations, the *Street Talk* newsletter, access to the library and resource files, network membership in the National Main Street Center, and scholarships to the annual Main Street meeting *National Town Meeting on Main Street*. Local programs also receive promotional support is provided through press coverage, annual New Mexico MainStreet Community Awards Program, and use of the New Mexico MainStreet logo and name.

The New Mexico MainStreet Program is a collaboration initiative which brings in partnership the Friends of New Mexico MainStreet – a non-profit charitable organization, and the New Mexico Coalition of MainStreet Communities. Since 1984, the core organization is the New Mexico MainStreet Program housed in the state's Economic Development Department. 17 MainStreet and 4 MainStreet start-up communities are currently involved with the program. No funding is associated with this program. Communities must fund any and all MainStreet projects and activities through local fund-raising efforts from public and private sectors.

New Mexico Arts and Cultural District Program³⁴

In 2007, the legislature passed enabling legislation to establish New Mexico's Arts and Cultural District Program. A unique joint effort between the New Mexico Department of Economic Development's MainStreet Program, the Department of Tourism's Scenic Byways Program, and the Department of Cultural Affairs' Divisions of New Mexico Arts and Historic Preservation, the New Mexico Arts and Cultural District Program was established to help communities preserve their heritage while providing support to cultural entrepreneurs and institutions, and capitalizing on the potential economic opportunity for the District as well as the town.

³⁴ Online reference: <http://www.edd.state.nm.us/artsCulture/intro/index.html>

To reach these objectives, state-authorized Arts and Cultural Districts will be able to tap into beneficial incentives such as enhanced historic tax credits for the rehabilitation of historic structures. The municipal adoption of a Local Economic Development Act (LEDA) opens the door for a solid revenue stream to support cultural infrastructure and activities. A goal in utilizing these incentives is rehabilitation and adaptive reuse of historic structures for live/work space and space for cultural enterprises. Additionally, these Districts can benefit from financial assistance programs and funding partners including:

- Support and marketing help from the New Mexico Tourism Department
- Access to the New Mexico Historic Property Tax Credit (doubled within Arts and Culture Districts)
- Specialized technical assistance and support from the New Mexico MainStreet Program, New Mexico Arts and the Historic Preservation Division
- Grant funding from the State Arts and Cultural Capital Improvement Fund

The state's MainStreet Program Director is the State Coordinator of the Program and the New Mexico Arts Commission is its "authorizing" governing body. Interested communities submitted proposals for an elaborate review and ranking process. Two communities passed the criteria to become New Mexico's first pilot Arts and Culture Districts: Las Vegas and Silver City. The communities are now in the process of finalizing their district boundaries, adopting a municipal ordinance to officially set the boundaries and purposes of the district, developing a cultural plan for the district, and mapping out future strategies in a Master Plan for the area.

Louisiana Cultural Districts (Department of Culture, Recreation & Tourism)³⁵

The Louisiana Cultural Districts Program was created by Act 298 of the 2007 Regular Session of the Louisiana legislature. The primary goal of this initiative is to spark community revitalization based on cultural activity through tax incentives. The cultural cluster includes the following industries:

- Culinary Arts
- Design
- Film and Digital Media
- Music and Performing Arts
- Visual Arts
- Literary Arts and Humanities
- Preservation

Together, the non-profit institutions, individual artists and performers, and commercial businesses accounted for over 144,000 jobs in Louisiana prior to Hurricanes Katrina and Rita in 2005. As the state seeks to rebuild its cultural economy and to establish culture as one of the core engines of the state's recovery, Louisiana has taken the opportunity to look creatively at all of the potential economic tools that could be used to help bring back its creative talent, to promote the growth and development of cultural production within the state, and to support entrepreneurial development within the cultural economy.

Goals of the program:

- Allows a local government to designate a Cultural District for the purpose of revitalizing a community by creating a hub of cultural activity.
- Allows income and corporate franchise tax credits for eligible expenses for rehabilitation of owner-occupied or revenue generating historic structures in a Cultural District.

³⁵ Online reference: <http://www.crt.state.la.us/culturaldistricts/home.aspx>

- Provides an exemption from sales and use taxes for proceeds received from the sale of original, one-of-a-kind works of art from locations established within the Cultural District.
- Requires local governments who designate such districts to report on impact to their community annually.
- Requires a single report to the legislature biannually beginning in 2011.

CANADA

National Center

Through its Quebec Main Street Program, the Heritage Canada Foundation has a French-language network, training program and service offer, and is developing a strategy to provide similar services in English Canada through its national office. In 2007, HCF's annual conference in Edmonton featured a Main Street track and brought together representatives from the US National Trust Main Street Center, the Alberta Main Street Program, the Quebec Main Street program (*La Fondation Rues Principales*) and Middlesex County's Main Street Program. Heritage Canada Foundation's Magazine *Heritage* featured an article in 2007 'Big Plans for Small Places: Downtown Revitalization on Main Street' which described HCF's involvement in the program as well as current initiatives. Main Street will have a strong profile in the 2008 HCF conference, and HCF's 2009 conference is being planned as a 'full-blown' National Main Street conference for Canada.

Quebec Main Street (*La Fondation Rues Principales*)

Main Street Quebec (*La Fondation Rues Principales*) is HCF's subsidiary and also a separate not-for-profit organization that establishes service agreements with municipalities of all sizes in Quebec and francophone communities outside Quebec.

Since 1985, more than 250 municipalities have called on the expertise of Main Street Quebec to undertake a revitalization strategy or to stimulate the socio-economic recovery and planned development of their area.

The organization helps local stakeholders to take up the challenges involved in order to:

- establish a new atmosphere where joint action and collaboration are central
- stimulate the local and regional economy
- add life to the area and better organize the promotion of the area
- improve citizens' living environment
- reinforce the socio-cultural life of the area.

To do this, the organization advocates discussion, collaboration and joint action among the citizens, elected officials, business people and the diverse interest groups brought together on a Joint Action Committee, as well as the coordination of efforts to achieve economic recovery and realize an improvement in the quality of life in the municipalities and on the commercial arteries.

To support communities in their revitalization process, Quebec Main Street (*La Fondation Rues principales*) has developed networks for coordinators, communities and Business Improvement Associations, training seminars and workshops, an awards program, research, website materials, tech notes, etc.

Main Street Quebec has developed 'the 4As of Sustainable Development Accreditation' for municipalities that have demonstrated excellence in more than 7 years of concerted and continuous efforts in socio-economic revitalization.

Villes et villages d'art et de patrimoine

The *Villes et villages d'art et de patrimoine* (Towns and villages of arts and culture) Network is a provincial association launched in 1998 and is a collaborative partnership between Laval University and the Ministry of Culture. The Ministry supports the program by providing up to 60% of its financing. For its part, Laval University develops the program's coordinator training, the academic framework and the networking opportunities and tools for cultural development officers. Recently, a foundation was created to promote the program's long-term stability. The Network seeks to promote and develop strategies for the arts, culture and heritage while fostering cultural tourism in all the administrative regions of Quebec.

The Program also aims to create jobs in the cultural sector through a graduate-level certification program at Laval University. Essentially, the program trains and supports the employment of recent university graduates in the arts, culture and heritage by partially financing salaries and developing municipal or regional agreements to create job opportunities in the arts. Typically, the cultural development officers are responsible for the revitalization of towns and villages through cultural initiatives such as initiating cultural plans, events, festivals, exhibitions, craft fairs, good architectural design and heritage inventories. The program is complementary to the Main Street approach offered by Quebec Main Street (*La Fondation Rues principales*): a coordinator can wear both hats.

Alberta Main Street³⁶

The Alberta Main Street Program was created in 1987 through a three-way partnership between the Alberta Historical Resources Foundation, Alberta Culture and Multiculturalism (now Alberta Culture and Community Spirit) and the Heritage Canada Foundation. The Alberta Main Street Program has continued to expand with financial support from lotteries funds through the Alberta Historical Resources Foundation and administration through Alberta Culture and Community Spirit. The program is strategically placed within the Municipal Heritage Services of Historic Places Stewardship under the Historic Resources Management Branch of Alberta Culture and Community Spirit. Program management for the various Main Street communities within the province is outsourced to Community Design Strategies Inc.

The Alberta Main Street Program's objectives are:

1. To assist in the rehabilitation and ongoing preservation of Alberta's heritage buildings and historic main streets.
2. To aid in the coordination and orderly development of these areas to enhance their heritage value.
3. To improve public appreciation and understanding of the historic interest evident in such areas.
4. To promote the commercial revitalization of the historic commercial area.

Since its inception the program has benefitted 23 Main Street project communities.

Main Street Ontario

In 2002, the Ontario Ministry of Food, Agriculture and Rural Affairs published an online self-help guide for municipalities using the Main Street approach to downtown revitalization. A

³⁶ Alberta Main Street Annual Report 2007/2008

fifth point – social development - was added and current online resources were compiled. Sparked by interest in economic development, the Ministry initiated development of market analysis tools for downtowns in 2004. The Wisconsin Centre for Community Economic Development Toolbox provided a model for these tools. Partnerships and collaborations were undertaken with the Ryerson Centre for Study of Commercial Activity and the Ontario Business Improvement Association. From this research phase, client workshops and regional seminars were developed. In 2004, funding for downtown projects was expressly identified as an eligible cost under the Ministry's funding program 'Rural Economic Development'. Quebec Main Street (*La Fondation Rues principales*) was engaged in 2005 to boost staff capacity to support the delivery of the program by providing expertise to the ministry in coordinator training, project start-up practices and pilot phase development. From 2005-2007, OMAFRA began work in 13 pilot communities in Southern Ontario and developed a coordinator's manual.

The key principles developed for the program are:

- Build community collaboration – a skilled, dedicated coordinator
- Informed decision-making: quantitative and qualitative understanding
- Enhance buildings & public spaces – heritage is a key asset
- Promote a more lively & animated commercial area

Middlesex County Main Street Regional Program

Main Street Middlesex is a county-wide program pilot program launched in 2005 to support the downtown revitalization activities of the Community Futures Development Corporation of Middlesex County (CFDC), initiated in 2001. The program coordinator helps to provide each of the 11 participating downtowns the knowledge and resources of the Main Street Approach through the actions of local committees. One representative of each participating downtown sits on each of the 4 focus committees. CFDC of Middlesex County is a community-based, non-profit organization overseen by a local board of volunteers (appointed by the membership). The Corporation was federally incorporated in 2001 and is staffed by business professionals who encourage entrepreneurship and the pursuit of economic opportunities. Funding support for the operation of the organization is realized through partnership with Industry Canada/FedNor. The areas of focus of CFDC of Middlesex County are Community Economic Development, Business Counseling and Advisory Services and Investment Fund. Main Street Middlesex is just one of many programs administered by the CFDC.

AUSTRALIA

National Center

The non-profit 'Community Business Centres Victoria' changed its name to Mainstreet Australia in 2008, thus creating a brand that aligned with rejuvenation work for traditional retail centres. The organization is structured to function through its membership, but the existence of state legislation to enable special rates and levies on traditional retail centres is immensely important for sustained interest from councils and the facilitation of coordinators in centres.

Mainstreet Australia organises and runs information seminars, workshops, networking events, and other forums relating to issues faced by traditional centres. Mainstreet Australia also has a key role in coordinating the popular Mainstreet Conference that is held in Melbourne, and supports interstate bodies to host the Mainstreet Conference in their state. Its regular newsletter continues to provide a wealth of knowledge to members, keeping them up to date on the latest trends and happenings in the industry.

New South Wales Community Economic Development Programs (Main Street/Small Towns Program)

Originally conceived as a part of the NSW Department of Planning, the Main Street program was shifted to the Community Economic Development Programs' Regional Development Division of the Department of State and Regional Development in 1994. This program helps regional communities take a strategic and proactive approach to economic development. It is known as the Main Street/Small Towns program. The program is divided based on a town's population base: communities of more than 2000 and communities under 2000. The program is also intended to foster local councils' sustainable and professional commitment to economic development. Project funding is designed to benefit the broader community rather than being of specific benefit to a single enterprise.

UNITED KINGDOM

National Center

The concept of "systematic" main street heritage revitalization was first initiated by the British Civic Trust in 1955 in the English town of Norwich, which underwent improvement without major expense. The success of the project led to imitation throughout Britain, Canada and the United States.³⁷

The United Kingdom is currently running pilot projects under the rubric of "High Street UK". Modelled on the National Main Street Centre in the US, the program is a collaborative venture between two non-profit organizations, the Civic Trust and nef (the New Economics Foundation) with the intention of developing and delivering a new national town centre program. It is aimed at creating a momentum of activity at the local level, supported by a national coordinating centre. Great Malvern is the first town in the UK to take part in the project, with residents, traders, councillors and local civic society working together to deliver the four themes of the program: local co-ordination, good design, promotion of the town and economic development, all brought together to improve the town's vitality. The local strategy is to revive Malvern's heritage, attract a range of specialist retailers, ensure proper hospitality services and to improve the area's marketing initiatives.

³⁷ From Alberts Main Street Program Annual Report 2007/08

Annotated Bibliography: Main Street Programs in North America

Introduction

This bibliography is the result of a systematic review of all relevant reports and information sources and organize them using a searchable database that is attached to this report.

The Project Team completed a systematic review of all relevant reports and information sources and organized them using a searchable database. The following items were reviewed and annotated:

- ◆ Reports and information about Canadian Main Street efforts
- ◆ Early and recent Main Street training manuals and technical guides
- ◆ Evaluations of the Main Street Canada program and projects
- ◆ Materials from OMAFRA, Middlesex and Alberta Programs
- ◆ Materials on Main Street programs in the USA and Australia.

Fields and Keywords

The database entry for each item reviewed includes the following:

- ◆ Title, author(s), publication date, place of publication, format, editor, publisher, number of pages, funder, ISBN and brief description of the item.
- ◆ Topics/Keywords:
 - ◇ Main Street Canada - General
 - ◇ Heritage Regions - General
 - ◇ Local Project
 - ◇ Saskatchewan
 - ◇ Program Design / Organizational Structure

- ◇ Partners – Provincial Governments
- ◇ Results / Impact Indicators
- ◇ Financing/Business Model/Income Sources
- ◇ 4-Point Approach - General
- ◇ 4-Point Approach - Marketing
- ◇ 4-Point Approach - Design
- ◇ 4-Point Approach - Economic Development
- ◇ 4-Point Approach - Organization
- ◇ Tools and Resources for Main Street
- ◇ Legislation and policies for Main Street
- ◇ Rural Revitalization
- ◇ Arts/Culture Promotion
- ◇ Community Capacity Building
- ◇ Residential/Suburban Revitalization
- ◇ Investment in Built Heritage/Building Revitalization
- ◇ Job Creation
- ◇ Reduction of Environmental Impact
- ◇ Affordable Housing
- ◇ Quality of Life
- ◇ Tourism Development
- ◇ Crime Prevention
- ◇ Business Development/Economic Restructuring/Economic Development
- ◇ Partners and Funders
- ◇ Public-Private Partnerships

Database Finding Aid

The record:

The display of each record contains a template of information about the source. There is basic sourcing information, including; the title, author, publication date, publisher, place of publication, format, number of pages and ISBN. A brief description of the source is also included and outlines key points of the document. The individual records also contain a listing of specific topics/keywords that are applicable to the source.

Topics/Keywords:

Specific topics/keywords have been noted for most records to allow for broader searches. The topics and keywords ensure that the searching of sources is narrowed down to specific areas based on the needs of the individual searcher. It is possible that sources may cover additional keywords that are not listed, however the topics listed are the specific focus(es) of the source.

Browsing:

It is possible to browse the records, with or without a specific criteria for a search. The records can be ordered according to author, title, format, etc, and browsed by these headings.

Searching:

It is possible to search the records by any of the fields if the finder is looking for specific titles or authors. It is also possible to search the records by specific keywords/topics in order to narrow a search area. Finally, it is possible to search by individual words that may be contained within the entire record.

Symbol Key:

(X): Not in the HCF collection

(X?): Unknown if the source is in the HCF collection

(X?M): Unknown if the source is in the HCF collection (specifically Main Street collection)

(a lack of a symbol denotes the source is either in the HCF collection or available online)

Benefits and Impacts of Downtown Revitalization Programs

Stakeholders	Benefits
Merchants	<ul style="list-style-type: none"> • Greater Opportunity for growth and expansion • Expand customer base • Less financial risk
Property Owners	<ul style="list-style-type: none"> • Stable or higher rent • Increased occupancy rates/improved marketability of property • Higher property values
Financial Institutions	<ul style="list-style-type: none"> • Expanded business customer base • Expanded residential customer base • Improved public image and goodwill • Fulfillment of community reinvestment mandate
Professionals and Service Business	<ul style="list-style-type: none"> • Ready-made customer base of district employees • Location near government, banks post office, and other institutions • Nearby amenities for clients and staff
Chambers of Commerce	<ul style="list-style-type: none"> • Potential new member businesses • Healthier overall business climate • Potential partnerships on joint projects
Residents	<ul style="list-style-type: none"> • Local accessibility to goods and services • Opportunities for volunteerism and leadership development • Preservation of community for future generations • More employee opportunities • Stronger tax base to support other community initiatives (schools, parks, etc.) • Investment in exiting downtown infrastructure will result in smaller tax increases since it is more cost-effective than to extend new services to outlying areas.
Local Government	<ul style="list-style-type: none"> • Increased property tax base • Protection of property values and infrastructure investment • Reduced cost of services, such as police and fire protection • Reduced pressure for sprawl development
Community Partners (BIAs, civic clubs, historic preservation organizations, religious institutions, senior citizens, arts groups, etc.)	<ul style="list-style-type: none"> • Improved quality of life in the community-pride and capacity to undertake other projects is boosted • New membership potential among new residents • Achievement of common goals • Preservation of community history

Schools	<ul style="list-style-type: none"> • Youth involvement in civic projects • Potential employment and business opportunities • More places to go and activities for youths • Use if downtown as “classroom” for school projects
Businesses outside of the Downtown	<ul style="list-style-type: none"> • Increased visitor traffic to the community • Improved municipal services throughout the community • Increased business from overall healthier economy • Additional amenities for employees and clients.
Industry	<ul style="list-style-type: none"> • Improved quality of life makes recruiting and retaining employees easier.
<p><i>Source: Adapted from National Trust Main Street Center, www.mainstreet.org</i></p>	

Revitalization Program Survey - The New South Wales Department of State and Regional Development, Australia

Survey Questions for National Main Street Centers	Survey Questions for Provincial/Regional/Statewide Main Street Programs	Survey Questions for Local Project
Organization, Governance	Organization, Governance	Organization, Governance
Brief history How did you become a MS Centre?	Brief history Originally conceived as a part of the NSW Department of Planning's operations, the Main Street program was shifted to the Community Economic Development Programs, Regional Development Division of the Department of State and Regional Development in 1994. The shift was made to further an economic development focus or program priority. There were initially 10 pilot projects. It is known as Main Street/Small Towns program.	Brief history How did you become a MS Project? <input type="checkbox"/> Chosen by Program <input type="checkbox"/> Competed for it <input type="checkbox"/> Self-selected <input type="checkbox"/> Other
Type of Organization: <input type="checkbox"/> Non-profit (NGO) <input type="checkbox"/> Charitable Status? Yes ___ No ___ <input type="checkbox"/> Arms-length government agency <input type="checkbox"/> Federal Government agency – urban affairs and planning <input type="checkbox"/> Federal Government agency – economic development <input type="checkbox"/> Federal Government agency – heritage and culture <input type="checkbox"/> Federal Government agency - tourism <input type="checkbox"/> Other	Type of Organization: <input type="checkbox"/> Non-profit (NGO) <input type="checkbox"/> Charitable Status? Yes ___ No ___ <input type="checkbox"/> Arms-length government agency <input type="checkbox"/> Provincial Government agency – urban affairs and planning <input checked="" type="checkbox"/> State Government agency – economic development <input type="checkbox"/> Provincial Government agency – heritage and culture <input type="checkbox"/> Provincial Government agency - tourism <input type="checkbox"/> Hybrid (eg Middlesex model) <input type="checkbox"/> Business Improvement Association <input type="checkbox"/> Other	What's the Structure?: <input type="checkbox"/> Status/Role of Local Coordinator? Eg. municipal employee? <input type="checkbox"/> Nature of Local entity, if any? Eg. NGO? <input type="checkbox"/> Business Improvement Association role? <input type="checkbox"/> Chamber of commerce role? <input type="checkbox"/> Other local organization role?
Clarification: There is no established national main street program. There is a newly named 'Mainstreet Australia' NGO (formerly Community Business Centres Victoria) which offers professional development seminars/lectures, workshops, network of members, and c-organizes a national conference. The NSW program sends representatives to the Mainstreet Australia conference (this year is the 7th conference).	Provincial/Regional/Statewide Program's relationship with a National Main Street Centre <input checked="" type="checkbox"/> None <input type="checkbox"/> Partnership agreement with Centre <input type="checkbox"/> Purchase services from Centre <input type="checkbox"/> Subsidiary of Centre <input type="checkbox"/> Franchise of Centre <input type="checkbox"/> Dues paying member of Centre	Project's relationship with a Provincial/Regional/Statewide Main Street Program <input type="checkbox"/> None <input type="checkbox"/> Partnership agreement <input type="checkbox"/> Purchase services from Program <input type="checkbox"/> Dues paying member of Program <input type="checkbox"/> Other
	Obligations to the National Center: <input type="checkbox"/> Credit <input type="checkbox"/> Fees for services <input type="checkbox"/> Membership dues <input type="checkbox"/> Reports / Project Evaluations <input type="checkbox"/> Data on Impacts <input type="checkbox"/> Other	Obligations to the Provincial/Regional/Statewide Program: <input type="checkbox"/> Credit <input type="checkbox"/> Fees for services <input type="checkbox"/> Membership dues <input type="checkbox"/> Reports / Project Evaluations <input type="checkbox"/> Data on Impacts <input type="checkbox"/> Other
		Project's relationship with a National Main Street Centre <input type="checkbox"/> None <input type="checkbox"/> Purchase services from Centre <input type="checkbox"/> Dues paying member of Centre <input type="checkbox"/> Other
	Program's Relationship with a National Organization (if different from Main Street 'Center' noted above): <input type="checkbox"/> Affiliated with a National NGO	Project's Relationship with a National Organization (if different from Main Street 'Center' noted above): <input type="checkbox"/> Partnership agreement

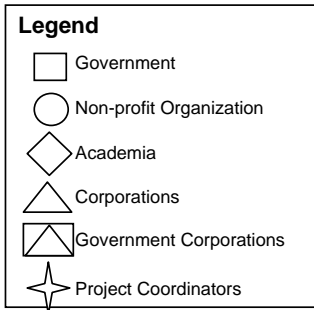
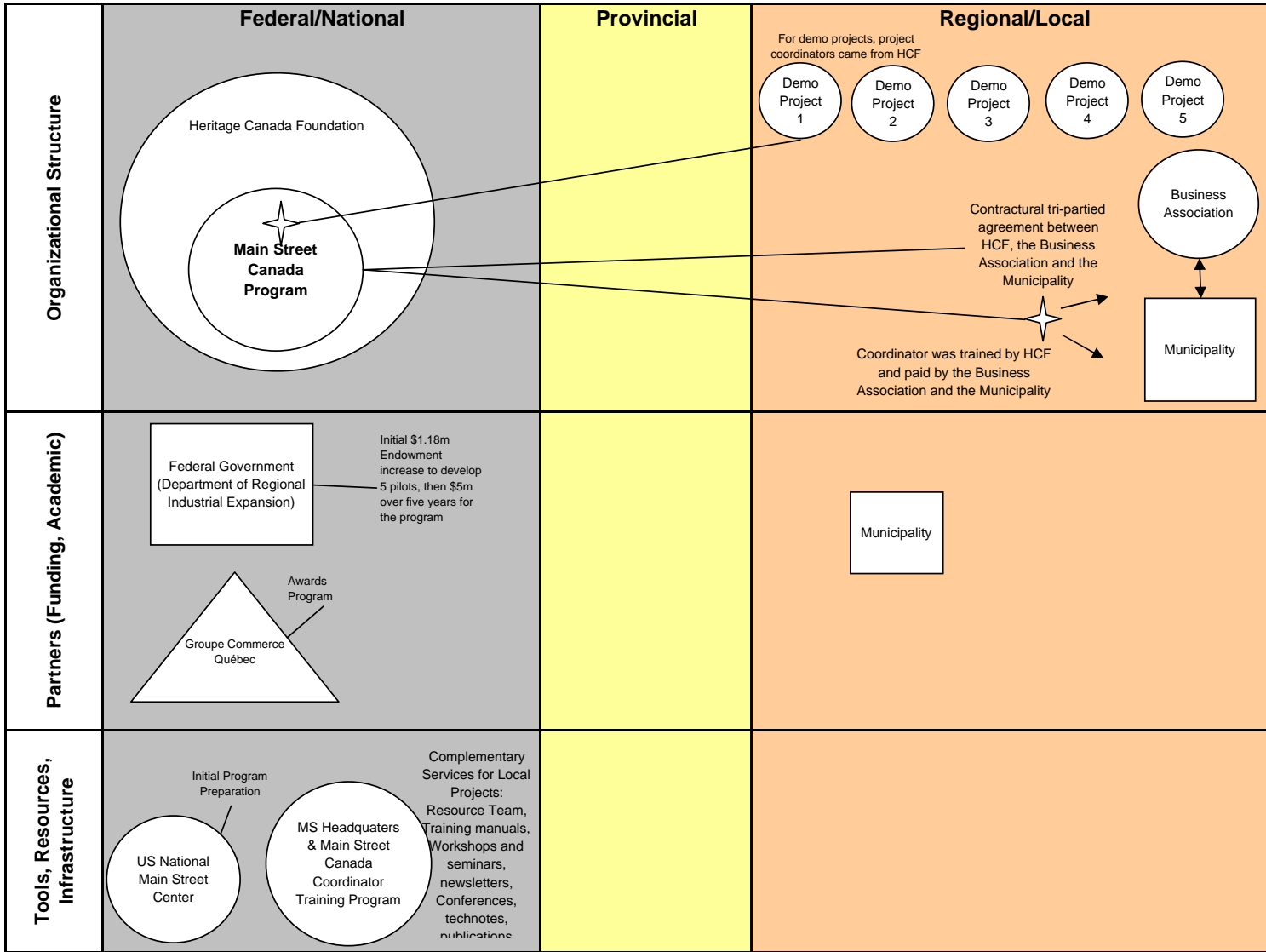
		<input type="checkbox"/> Affiliated with a federal agency		<input type="checkbox"/> Purchase services	
		<input type="checkbox"/> Other		<input type="checkbox"/> Dues paying member	
				<input type="checkbox"/> Other	
Who are the National Centre's clients/customers?		Who are the Provincial/Regional/Statewide Program's clients/customers?			
<input type="checkbox"/> Provincial Government		<input checked="" type="checkbox"/> Municipal Government			
<input type="checkbox"/> Provincial NGO		<input type="checkbox"/> Municipal NGO			
<input type="checkbox"/> Municipal Government		<input checked="" type="checkbox"/> Chamber of Commerce (Australia's laws make the establishment of BIAs difficult. There are only a few)			
<input type="checkbox"/> Business Improvement Association		<input type="checkbox"/> Board of Trade			
<input type="checkbox"/> Other		<input type="checkbox"/> Economic Development Corporation (eg. CFDC)			
		<input type="checkbox"/> Other			
What is the range of activities and services that National Center provides to Programs/Local Projects? :	COST	What is the range of activities and services that you provide? :	COST basis is based on funding application requests from towns. The program is allocated AUD 650,000 pa	What is the range of activities and services undertaken? :	COST
<input type="checkbox"/> Coach Provincial/Regional/Statewide Programs		<input type="checkbox"/> Coach Local Coordinator		<input type="checkbox"/> Local Implementation (with coaching from Program or Centre)	
<input type="checkbox"/> Start-up consulting for Community		<input checked="" type="checkbox"/> Start-up consulting for Community - large coordinating role of the Regional Economic Development Officer		<input type="checkbox"/> Full Local Project Coordination	
<input type="checkbox"/> Full Local Project Coordination		<input type="checkbox"/> Full Local Project Coordination		<input type="checkbox"/> Advice on local planning / bylaw options	
<input type="checkbox"/> Support to hire a local coordinator		<input type="checkbox"/> Advice on local planning / bylaw options		<input type="checkbox"/> Awards Program	
<input type="checkbox"/> Expert consulting service (Resource Team)		<input checked="" type="checkbox"/> Support to hire a local coordinator		<input type="checkbox"/> Webinars	
<input type="checkbox"/> Training for municipalities		<input checked="" type="checkbox"/> Expert consulting service (Resource Team - for workshop facilitation)		<input type="checkbox"/> Expert consulting service (Resource Team)	
<input type="checkbox"/> Training for local coordinator		<input type="checkbox"/> Training for local coordinator		<input type="checkbox"/> General Consulting Services - design, architecture, preservation	
<input type="checkbox"/> Certification for coordinator		<input checked="" type="checkbox"/> Training for municipalities - website self-help		<input type="checkbox"/> Identifying sources of funding	
<input type="checkbox"/> General Consulting Services - design, architecture, preservation		<input type="checkbox"/> General Consulting Services - design, architecture, preservation		<input type="checkbox"/> Other	
<input type="checkbox"/> Awards Program		<input type="checkbox"/> Certification for coordinator			
<input type="checkbox"/> Webinars		<input checked="" type="checkbox"/> Awards Program: Regional Achievement and Community Awards			
<input type="checkbox"/> Accreditation for programs or project		<input type="checkbox"/> Webinars			
<input type="checkbox"/> Identifying sources of funding		<input type="checkbox"/> Accreditation for programs or project			
<input type="checkbox"/> Other		<input checked="" type="checkbox"/> Identifying sources of funding			
		<input checked="" type="checkbox"/> Other - strategic plan preparation, finance project implementation			
Key Tools and Resources that the National Centre provides	COST	Key Tools and Resources that the Provincial/Regional/Statewide Program provides	COST	Key Tools and Resources that the Project provides	COST
<input type="checkbox"/> Training Manuals		<input checked="" type="checkbox"/> Training Manuals		<input type="checkbox"/> Training Manuals	
<input type="checkbox"/> Workshops and seminars		<input checked="" type="checkbox"/> Workshops and seminars		<input type="checkbox"/> Workshops and seminars	
<input type="checkbox"/> Website		<input checked="" type="checkbox"/> Website		<input type="checkbox"/> Website	
<input type="checkbox"/> Intranet site for network		<input type="checkbox"/> Intranet site for network		<input type="checkbox"/> Conference	
<input type="checkbox"/> Conference		<input checked="" type="checkbox"/> Conference - every 2 years		<input type="checkbox"/> Newsletter	
<input type="checkbox"/> Access to a National Network		<input checked="" type="checkbox"/> Access to a Regional Network - chiefly through the regional Economic Development Officer and the conference		<input type="checkbox"/> Tech Notes, Best Practices	
<input type="checkbox"/> Newsletter		<input type="checkbox"/> Newsletter		<input type="checkbox"/> Walking tour brochures, local info	
<input type="checkbox"/> Tech Notes, Best Practices		<input checked="" type="checkbox"/> Tech Notes, Best Practices		<input type="checkbox"/> Circuit	
<input type="checkbox"/> Other		<input checked="" type="checkbox"/> Other - direct project funding		<input type="checkbox"/> Other	
Key Enabling Programs, Legislation & Policies		Key Enabling Programs, Legislation & Policies		Key Enabling Programs, Legislation & Policies	

Does Center depend on any special legislation or policies?		<input checked="" type="checkbox"/> Does program depend on any special legislation or policies? <input checked="" type="checkbox"/> Key Funding programs <input type="checkbox"/> Façade improvement program <input checked="" type="checkbox"/> Other The existence of the program completely depends on the political will, that is, state politicians and the Department agreeing to continue annual funding.		<input type="checkbox"/> Does project integrate with local and regional official plans? <input type="checkbox"/> Were any special by-laws required? <input type="checkbox"/> A Motion put forth by council? <input type="checkbox"/> Special property tax status or exemption for property owners for building improvements? <input type="checkbox"/> Is heritage designation obligatory? <input type="checkbox"/> Key Funding programs <input type="checkbox"/> Façade improvement program	
Center's Key Partners and Fenders	Approx. Contribution	Program Key Partners and Funders	Approx. Contribution	Project Key Partners and Funders	Approx. Contribution
<input type="checkbox"/> Federal Economic Development programs		<input checked="" type="checkbox"/> Federal funding programs		<input type="checkbox"/> Federal funding programs	
<input type="checkbox"/> Federal employment programs		<input type="checkbox"/> Federal employment programs		<input type="checkbox"/> Federal employment programs	
<input type="checkbox"/> Federal tourism programs		<input type="checkbox"/> Federal tourism programs		<input type="checkbox"/> Federal tourism programs	
<input type="checkbox"/> Federal heritage programs		<input type="checkbox"/> Federal heritage programs		<input type="checkbox"/> Federal heritage programs	
<input type="checkbox"/> Provincial/State Economic Development programs		<input type="checkbox"/> Provincial/State funding programs		<input type="checkbox"/> Provincial/State funding programs	
<input type="checkbox"/> Provincial/State employment programs		<input type="checkbox"/> Provincial/State employment programs		<input type="checkbox"/> Provincial/State employment programs	
<input type="checkbox"/> Provincial/State tourism programs		<input checked="" type="checkbox"/> Provincial/State tourism programs		<input type="checkbox"/> Provincial/State tourism programs	
<input type="checkbox"/> Provincial/State heritage programs		<input checked="" type="checkbox"/> Provincial/State heritage programs		<input type="checkbox"/> Provincial/State heritage programs	
<input type="checkbox"/> Municipal funding programs		<input type="checkbox"/> Municipal funding programs		<input type="checkbox"/> Municipal funding programs	
<input type="checkbox"/> Corporate Sponsors		<input type="checkbox"/> Corporate Sponsors		<input type="checkbox"/> Corporate Sponsors	
<input type="checkbox"/> Public Sector Sponsors (eg. Utilities)		<input type="checkbox"/> Public Sector Sponsors		<input type="checkbox"/> Public Sector Sponsors	
<input type="checkbox"/> Financial institutions		<input type="checkbox"/> Financial institutions		<input type="checkbox"/> Business Improvement Association (BIA)	
<input type="checkbox"/> Other		<input type="checkbox"/> Financial institutions		<input type="checkbox"/> Board of Trade	
		<input type="checkbox"/> Other		<input type="checkbox"/> Economic Development Corporation (eg. CFDC)	
				<input type="checkbox"/> Financial institutions	
				<input type="checkbox"/> Other	
Other Income Sources		Other Income Sources		Other Income Sources	
<input type="checkbox"/> Endowment income		<input type="checkbox"/> Endowment income		<input type="checkbox"/> Other	
<input type="checkbox"/> Membership dues		<input type="checkbox"/> Membership dues			
<input type="checkbox"/> Fee for service		<input type="checkbox"/> Fee for service			
<input type="checkbox"/> Other		<input type="checkbox"/> Other			
Financial		Financial		Financial	
Business Model for National Center: Services are:		Business Model for Program: Services are:		Business Model for the Project: Services are:	
<input type="checkbox"/> Full Cost recovery		<input type="checkbox"/> Full Cost recovery		<input type="checkbox"/> Full Cost recovery	
<input type="checkbox"/> Partial cost recovery		<input type="checkbox"/> Partial cost recovery		<input type="checkbox"/> Partial cost recovery	
<input type="checkbox"/> Fully subsidized		<input checked="" type="checkbox"/> Fully subsidized		<input type="checkbox"/> Fully subsidized	
<input type="checkbox"/> Other		<input type="checkbox"/> Other		<input type="checkbox"/> Other	
Budget:		Budget:		Budget:	
<input type="checkbox"/> Annual expenses		<input type="checkbox"/> Annual expenses	AUD 650,000 pa with five regional economic development managers facilitating program	<input type="checkbox"/> Annual expenses	
Encouragement and development of public-private partnership opportunities?		Encouragement and development of public-private partnership opportunities?		Encouragement and development of public-private partnership opportunities?	

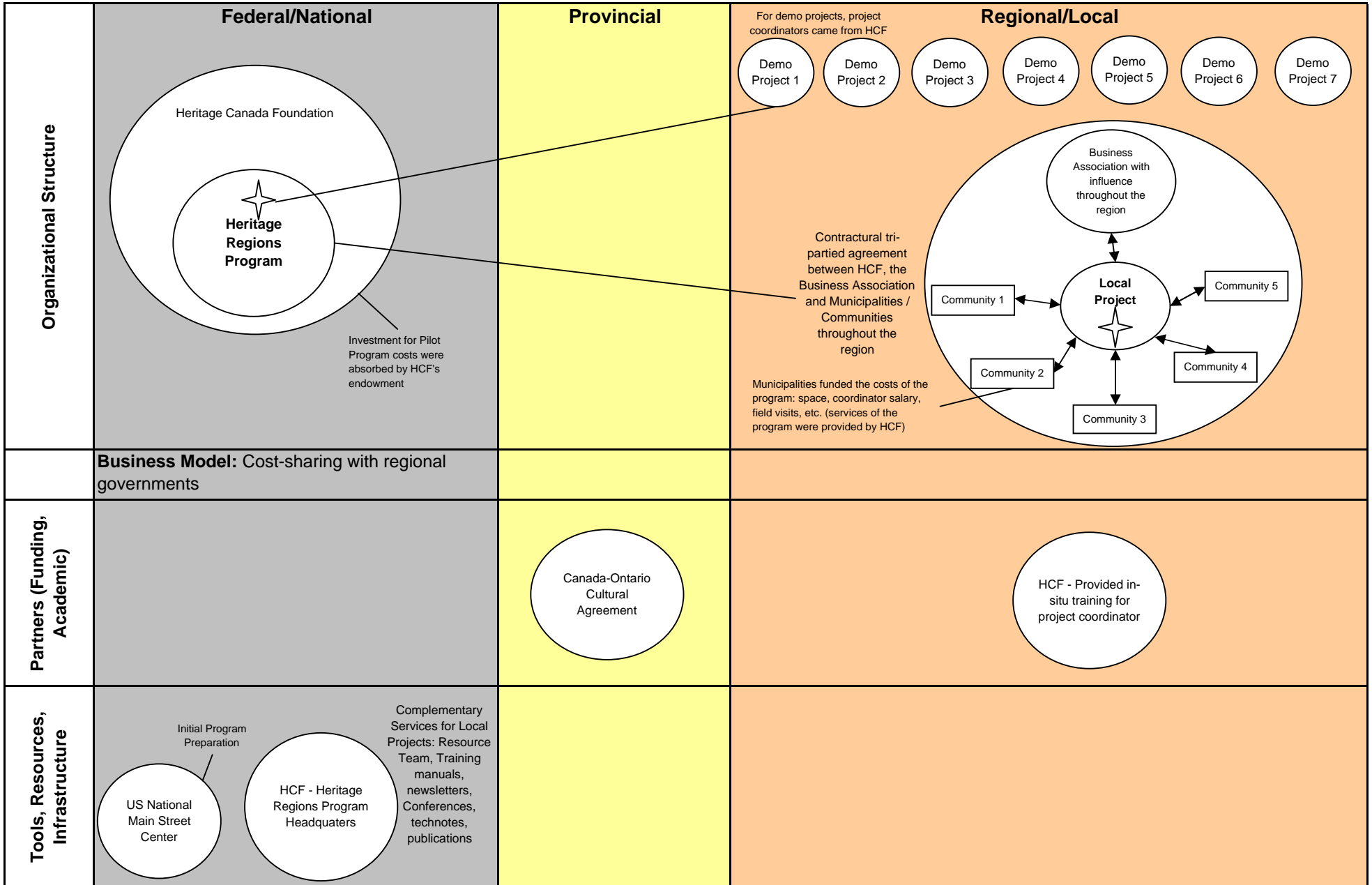
If so, how?		If so, how? Alliances of businesses are eligible for support, but assistance is based on application and the assessors (central econ. dev. panel of 3 or 4 specialists) look for local council contributions/involvement, preferring the professional staff of the local council take an active role. Investment is ideally \$ for \$, or at least showing in kind contributions.		If so, how?	
Scope and Focus of Center		Program Scope and Focus		Project Scope and Focus	
Geographic Scope:		Geographic Scope:		Geographic Scope:	
__ [National]		<input checked="" type="checkbox"/> Province/ State Wide		__ [Local]	
		__ Regional			
Applicable Context:		Applicable Context:		Applicable Context:	
__ Small Town Commercial		<input checked="" type="checkbox"/> Small Town Commercial		__ Small Town Commercial	
__ Urban Commercial		__ Urban Commercial		__ Urban Commercial	
__ Residential/Suburban		__ Residential/Suburban		__ Residential/Suburban	
__ Rural		<input checked="" type="checkbox"/> Rural		__ Rural	
__ Aboriginal Communities		__ Aboriginal Communities		__ Aboriginal Communities	
Intended Impact in order of priority:		Intended Impact in order of priority:		Intended Impact in order of priority:	
INDICATORS?		INDICATORS?		INDICATORS?	
__ Promote Heritage / History / Architecture		__ Promote Heritage / History / Architecture		__ Promote Heritage / History / Architecture	
__ Investment in Built Heritage / Building Revitalization		__ Investment in Built Heritage / Building Revitalization		__ Investment in Built Heritage / Building Revitalization	
__ Increase Local Pride		<input checked="" type="checkbox"/> Increase Local Pride		__ Increase Local Pride	
__ Job creation		<input checked="" type="checkbox"/> Job creation		__ Job creation	
__ Business Development / Economic Restructuring/Economic Development		*1 Business Development / Economic Restructuring/Economic Development		__ Business Development / Economic Restructuring/Economic Development	
__ Arts & Culture Promotion		__ Arts & Culture Promotion		__ Arts & Culture Promotion	
__ Improve Quality of Life for Residents		<input checked="" type="checkbox"/> Improve Quality of Life for Residents		__ Improve Quality of Life for Residents	
__ Rural Revitalization/Counteract depopulation		<input checked="" type="checkbox"/> Rural Revitalization/Counteract depopulation		__ Rural Revitalization/Counteract depopulation	
__ Reduction of Environmental Impact		<input checked="" type="checkbox"/> Reduction of Environmental Impact		__ Reduction of Environmental Impact	
__ Social Development		__ Social Development		__ Social Development	
__ Affordable Housing		__ Affordable Housing		__ Affordable Housing	
__ Crime Prevention		__ Crime Prevention		__ Crime Prevention	
__ Tourism Development		<input checked="" type="checkbox"/> Tourism Development		__ Tourism Development	
__ Community Capacity Building		3 Community Capacity Building		__ Community Capacity Building	
__ Strategic Planning		2 Strategic Planning		__ Strategic Planning	
__ Other		__ Other - Climate change		__ Other	
Modus Operandi to Achieve Intended Impact:		Modus Operandi to Achieve Intended Impact:		Modus Operandi to Achieve Intended Impact:	
__ Relationship with academic program?		__ Relationship with academic program?		__ Relationship with academic program?	
__ Arts/Culture/Heritage Promotion Impact?		__ Arts/Culture/Heritage Promotion Impact?		__ Arts/Culture/Heritage Promotion Impact?	
__ Rural/Non-Commercial context?		__ Rural/Non-Commercial context?		__ Rural/Non-Commercial context?	
__ Improve Quality of Life?		__ Improve Quality of Life?		__ Improve Quality of Life?	
Describe.		Achieving impact has been difficult for the program to adequately evaluate. The program recognizes the demand for their services and funding and have about 70 communities currently obtaining some assistance. The key to their delivery is their statewide geographically based network of regional economic development officers who maintain relationships with community representatives, provide referrals, facilitate start-up workshops and regional forums. The requirement for a strategic plan and the program's application requirements support the reasonable successes in the outcomes.		Describe.	
Operations		Operations		Operations	
Do you have staff? How many FTEs? ____		6 FTEs plus 3-4 member expert panel in headquarters		Do you have staff? How many FTEs? ____	
What skills:		What skills: the program staff hold university degrees in diverse		What skills:	
<u>In House Expertise (staff)</u>		<u>In House Expertise (staff)</u>		<u>In House Expertise (staff)</u>	
<u>Consultants</u>		<u>Consultants</u>		<u>Consultants</u>	
__ Architectural / Design		__ Architectural / Design		__ Architectural / Design	
__ Heritage Preservation		__ Heritage Preservation		__ Heritage Preservation	
__ Economic Development and Fundraising		<input checked="" type="checkbox"/> Economic Development		__ Economic Development and Fundraising	
__ Marketing and Promotion		__ Marketing and Promotion		__ Marketing and Promotion	

<input type="checkbox"/> Organization/Management	<input checked="" type="checkbox"/> Organization/Management	<input type="checkbox"/> Organization/Management
<input type="checkbox"/> Social Development	<input type="checkbox"/> Social Development	<input type="checkbox"/> Social Development
<input type="checkbox"/> Cultural Planning	<input checked="" type="checkbox"/> URBAN Planning	<input type="checkbox"/> Cultural Planning
<input type="checkbox"/> Public Relations / Communications	<input type="checkbox"/> Public Relations / Communications	<input type="checkbox"/> Public Relations / Communications
<input type="checkbox"/> Publishing	<input type="checkbox"/> Publishing	<input type="checkbox"/> Publishing
<input type="checkbox"/> Merchandising	<input type="checkbox"/> Merchandising	<input type="checkbox"/> Merchandising
<input type="checkbox"/> Business Skills	<input type="checkbox"/> Business Skills	<input type="checkbox"/> Business Skills
<input type="checkbox"/> Business Image	<input type="checkbox"/> Business Image	<input type="checkbox"/> Business Image
<input type="checkbox"/> Landscaping	<input type="checkbox"/> Landscaping	<input type="checkbox"/> Local coordinator is from the area? Yes _____ No _____
<input type="checkbox"/> Urban Design	<input type="checkbox"/> Urban Design	<input type="checkbox"/> Landscaping
<input type="checkbox"/> Animation	<input type="checkbox"/> Animation	<input type="checkbox"/> Urban Design
<input type="checkbox"/> Drawing	<input type="checkbox"/> Drawing	<input type="checkbox"/> Animation
<input type="checkbox"/> Graphic Design	<input type="checkbox"/> Graphic Design	<input type="checkbox"/> Graphic Design
<input type="checkbox"/> Construction	<input checked="" type="checkbox"/> Construction / Project Management	<input type="checkbox"/> Construction
<input type="checkbox"/> Other	<input checked="" type="checkbox"/> Other - political science	<input type="checkbox"/> Other
Do you rely on volunteer labour?	Do you rely on volunteer labour?	Do you rely on volunteer labour?
What source:	What source:	What source:
<input type="checkbox"/> Board	<input type="checkbox"/> Board	<input type="checkbox"/> Board
<input type="checkbox"/> Seniors groups	<input type="checkbox"/> Seniors groups	<input type="checkbox"/> Project Committees
<input type="checkbox"/> Arts organizations	<input type="checkbox"/> Arts organizations	<input type="checkbox"/> Local Organizations
<input type="checkbox"/> Heritage Organizations	<input type="checkbox"/> Heritage Organizations	<input type="checkbox"/> Individuals
<input type="checkbox"/> Students / Interns	<input type="checkbox"/> Students / Interns	<input type="checkbox"/> Seniors groups
<input type="checkbox"/> Business Community	<input type="checkbox"/> Business Community	<input type="checkbox"/> Arts organizations
<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> Heritage Organizations
	No reliance for the state program's operations, but few local communities could go forward without it.	<input type="checkbox"/> Students / Interns
		<input type="checkbox"/> Business Community
		<input type="checkbox"/> Other
Overall	Overall	Overall
Strengths / Weaknesses:	Key Strengths: Extensive geographic coverage in a vast rural state with small settlements using government structure. Reasonably easy administration and transparency with the funding and application process. Emphasis on up-front strategic planning sets a solid foundation for 1-2 year activities. Tremendous scope for assistance whether for events, product development, marketing, etc. Experience shows that local financial contribution leads to more sustainable outcomes. The ability to also work with the economic development officers in the local councils consistently backs up the core program staff. Key Weaknesses: program delivery completely dependent on government funding and allocation of	Strengths / Weaknesses:
Planned Improvements:	Planned Improvements: the website's self-help modules are under revision.	Planned Improvements:
What you would do differently if you could? Explain.	What you would do differently if you could? Explain.	What you would do differently if you could? Explain.

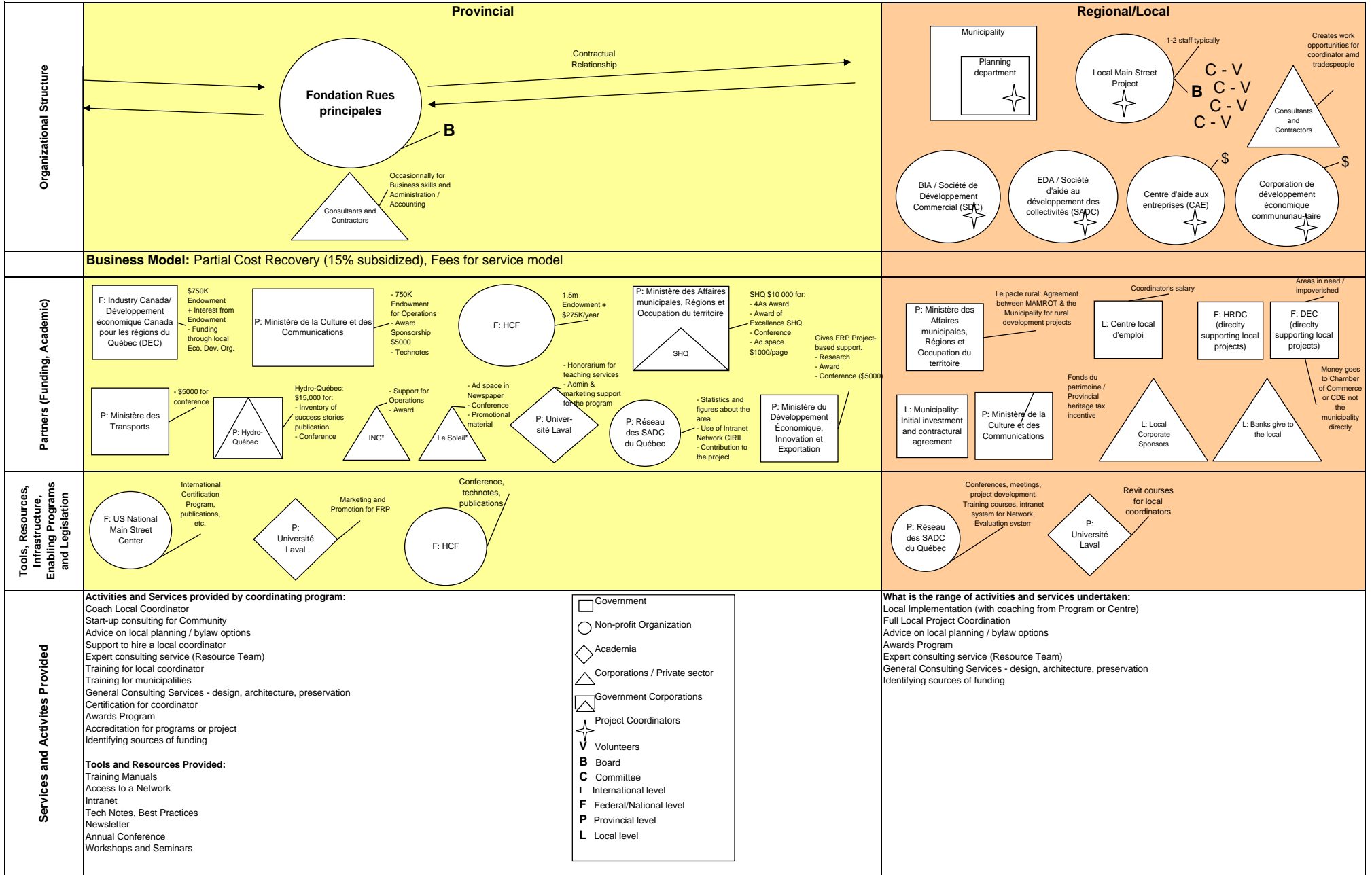
Heritage Canada Program Operational Model 1983-1989



Heritage Regions Program Operational Model

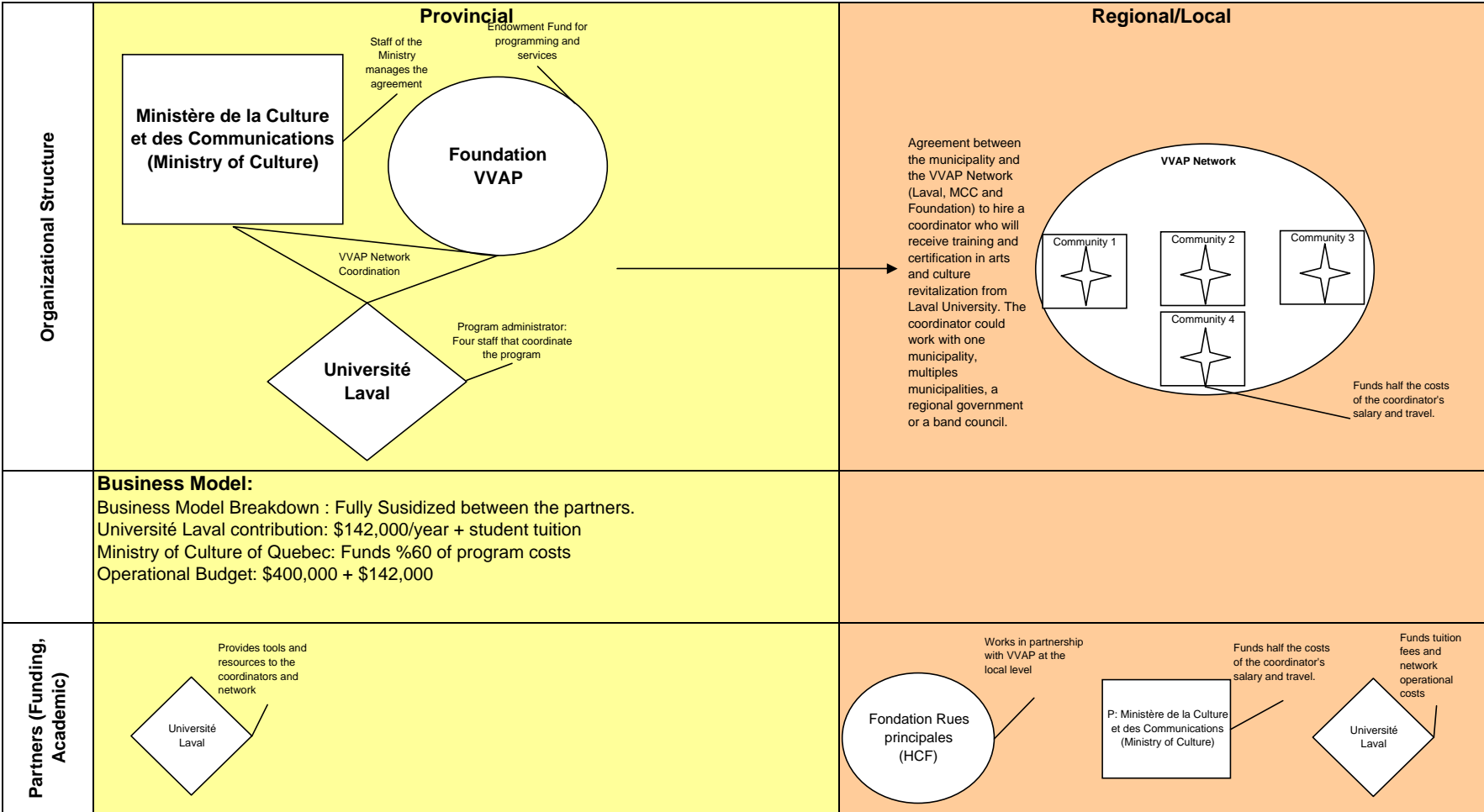


Rues Principales Coordinating Program Operational Model



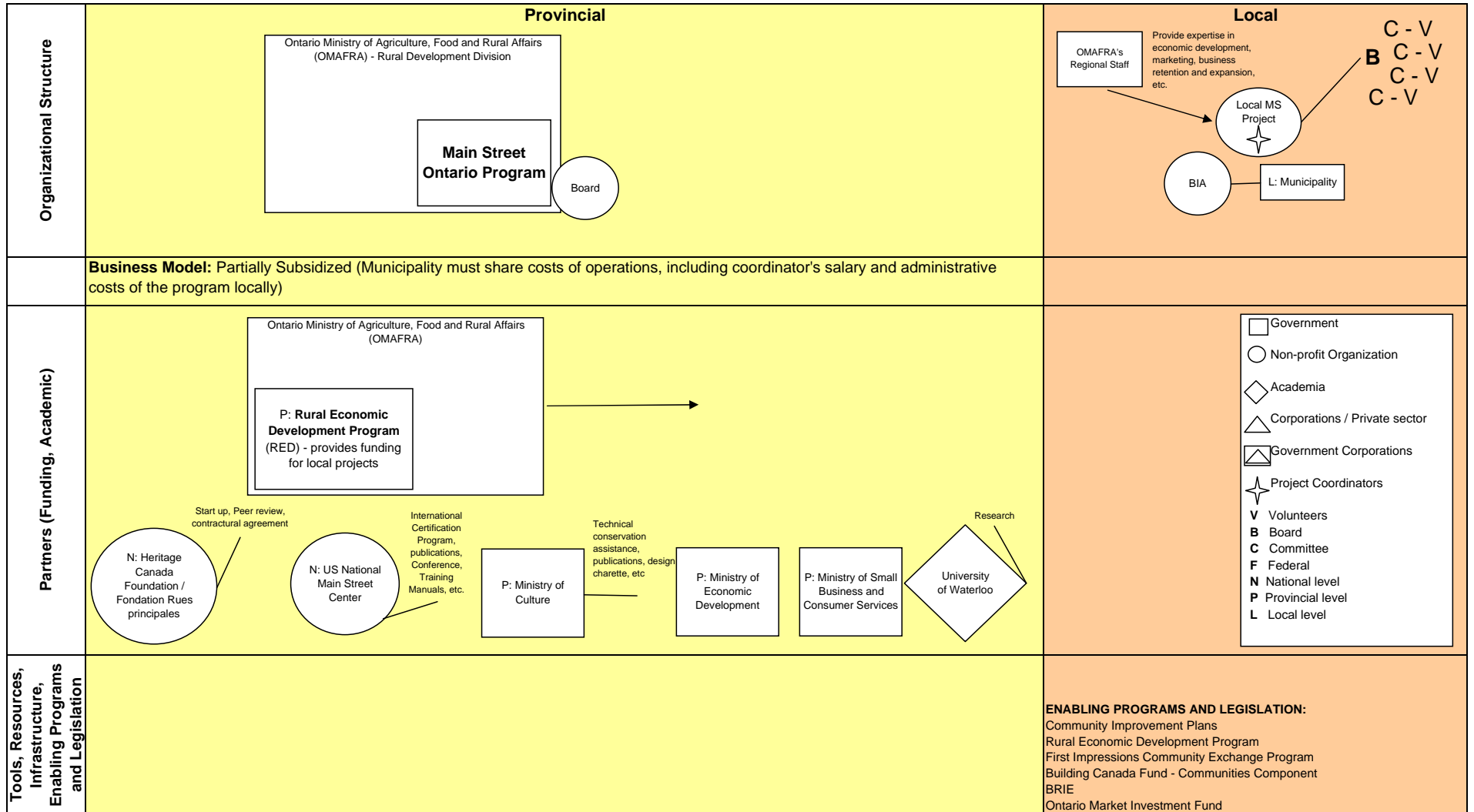
<p>APPLICATION: No limitation to applicable context. Any community is a potential client. Small town commercial, urban commercial, residential/suburban (indirectly), rural</p> <p>CRITICAL SUCCESS FACTORS: Provincial Program: Rénovations Québec (Property renovation granting program): Develops physical results Provincial Program MCC: Fonds du patrimoine - Funded partially by lottery funds (Grants for heritage conservation work) Provincial Program MAMROT: PIA (Plan d'implantation et d'intégration architecturale) Provincial Program Hydro-Québec: Enfouissement des réseaux câblés sur les sites d'intérêt patrimonial et culturel (Cable and wire burying for heritage and cultural sites)</p> <p>ADVANTAGES: Creates work for local consultants and contractors Publi-private partnerships are fundamental to this NGO approach Network development Less bureaucratic than a government program Less dependent on political than a government program Strong training program for communities, network, university students and local coordinators Results-oriented: Indicators are well developed</p> <p>CHALLENGES: Difficult to be financially independent from government subsidies Never refuses a contract - even if there is not a critical mass of historic structures Lack of local capacity and expertise building Less local/authentic products could be developed as the design component is an in-house expertise No learning credits are offered by Laval University's program. No evaluation or examinations are given by the program.</p>	<p>Local Operational Budget (Business Model): \$25,000 for FRP services \$20,000 Office costs \$34,000 Coordinator salary +/- \$150,000 for activities and investments in revitalization</p>
<p>Business Model Breakdown for FRP: Partial Cost Recovery (15% subsidized), Fees for service model</p> <p>Income % 2007: Contracts 64% Sponsors 5% Network Memberships 3% Conference registration 3% Training 2% Endowment 24%</p> <p>Income % 2008: Contracts 77% Sponsors 10% Network Memberships 5% Conference registration 5% Training 3% Endowment 0% (the endowment did not generate new revenue in 2008)</p> <p>Expenditures 2007 Salaries 59% Operations 19% Travel disbursements 11% Network 10% Training 0,5%</p> <p>Expenditures 2008 Salaries 59% Operations 18% Travel disbursements 10% Network 12% Training 1%</p>	

Villes et villages d'art et de patrimoine (VVAP) Coordinating Program Operational Model



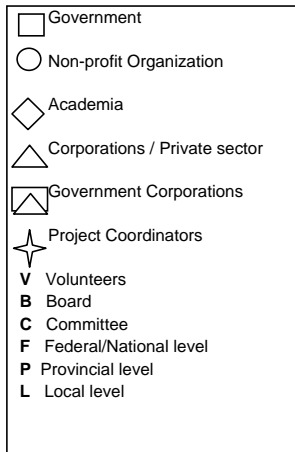
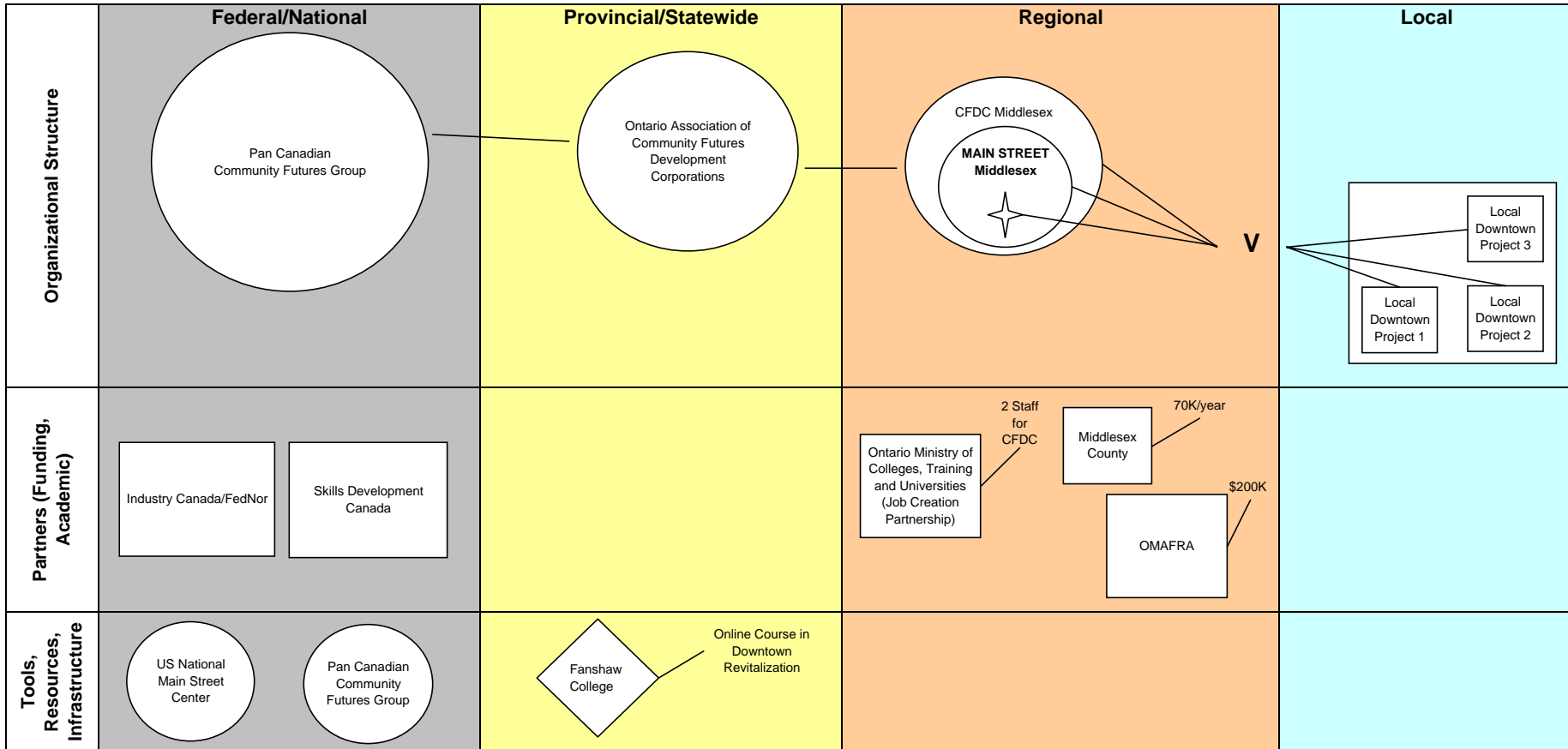
<p style="text-align: center;">Services and Activities</p>	<p>Activities and Services provided by coordinating program (Lval University is the program administrator): Coach Local Coordinator Support to hire a local coordinator Training for local coordinator Certification for coordinator</p> <p>Tools and Services - Training Manuals (course materials, notes, etc) - Workshops and seminars (Regional workshops and meetings) - Website - Intranet site for network - Online Discussion Forum to help support coordinators - Conference (every 2 years) - Access to a Provincial Network - Tech notes and best practices</p>	
	<p>APPLICATION: Small town commercial, urban commercial, residential/suburban, rural - No limitations of the program. Create jobs and train workers in the arts and culture sector.</p> <p>PURPOSE OF PROGRAM: To help develop human resources supply and demand in arts and culture. Develop arts and culture initiatives. This program is not in competition with la fondation Rues Principales, it is a complementary program.</p> <p>CRITICAL SUCCESS FACTORS: - Need for a stable set of employees/program managers. As the Ministry of Culture has a high turn over rate for its employees, it was not best suited to manage the program. It is an advantage that the University Laval coordinates the program.</p> <p>ADVANTAGES: - The University Laval environment is stable and manages the program effectively - Coordinators/cultural development officers receive a degree and practical experience in a municipality. The program is a way to develop the cultural workforce within municipal governments. Job creation partnerships. - The University offers a strong network connection between all the local coordinators (sharing success stories, conference, courses, workshops, online intranet site, online discussion forum, etc) - Stable up-front funding from the Ministry of Culture - Easy buy-in. Easy to convince Mayors and Municipal Administrators of the benefits of the program as they are investing in highly qualified individuals.</p> <p>CHALLENGES: - High turn over rate at the Ministry of Culture - Program depends on political will - Difficult/not necessary to evaluate the impacts of the program.</p> <p>PLANNED IMPROVEMENTS: - Involve the network of economic development officers in rural areas. They don't feel they receive adequate training or support.</p>	<div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee F Federal N National level P Provincial level L Local level </div>

OMAFRA's Downtown Revitalization Coordinating Program Operational Model

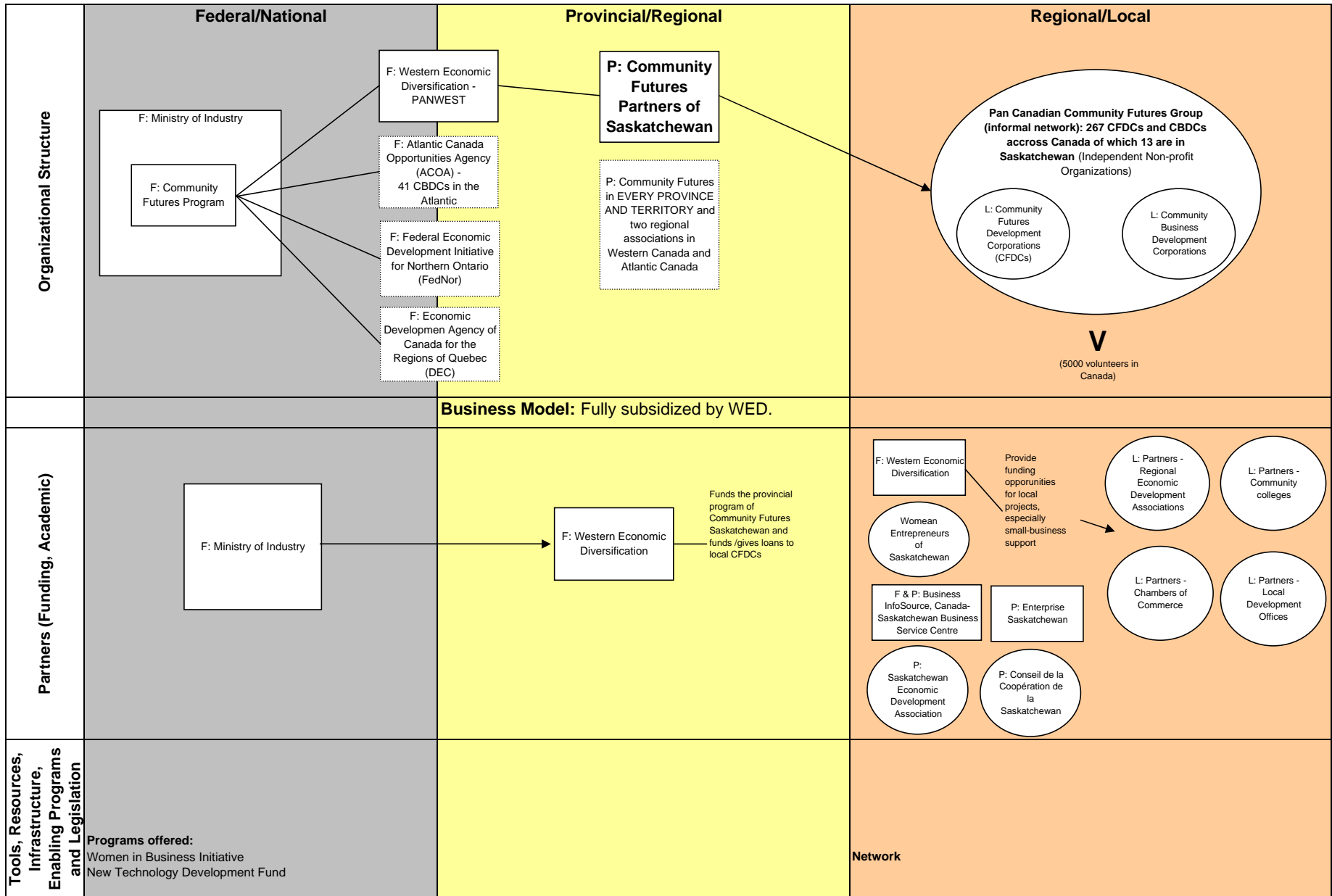


Services and Activities	<p>Activities and Services provided by coordinating program: Coach Local Coordinator Start-up consulting for Community Advice on local planning / bylaw options Support to hire a local coordinator Training for local coordinator (self-help module being developed) Training for municipalities (self-help module being developed) General Services - design, architecture, preservation (Services from the Ministry of Culture) Identifying sources of funding</p> <p>Tools and Resources provided by the coordinating program: Training manuals Workshops and seminars Website Conference (Business Improvement Associations of Ontario Conference) Access to a Regional Network Newsletter Tech notes/Best Practices</p>	<p>Range of activities and services undertaken: Local Implementation Full Local Project Coordination with coaching from Program Advice on local planning / bylaw options</p>
	<p>APPLICATION: Small town commercial and rural. The preferred criteria for a participating MS Community in Ontario will be: - a population base under 100,000; - a minimum of 50 commercial businesses or 70 structures or buildings; - demonstrated past initiatives in downtown revitalization, including changes to the official plan; - a strong capacity to work together; - a strong heritage conservation ethic; - demonstrated capacity to fundraise or to generate the funding requirement of the program.</p> <p>CRITICAL SUCCESS FACTORS: - Received start-up support from the Heritage Canada Foundation through services given by fondation Rues principales - Strong political and bureaucratic will within the Ministry - Existing economic development expertise (staff, programs and initiatives) - Comprehensive and sufficient pilot program stage and timeline</p> <p>ADVANTAGES: - The Ministry is in complete control of the program - Stable and well funded by the Ministry</p> <p>CHALLENGES: - Need for educational link for providing training for coordinators and municipalities</p> <p>Plans: 2009: 10 programs will be initiated/continue with support from the Ministry 2010: 20 programs will be initiated/continue with support from the Ministry</p>	<p>Local Operational Budget (Business Model): Cost-sharing with municipality and Ministry. Eligible costs (Ministry will pay matching funds up to \$50,000/year for 3 years): - Coordinator's salary - Training and Travel - Meeting expenses - Office costs (rent, supplies, etc) - Fees of design professionals - Data gathering for market research - Implementation expenses (plans, etc)</p>

Middlesex Main Street Program Operational Model

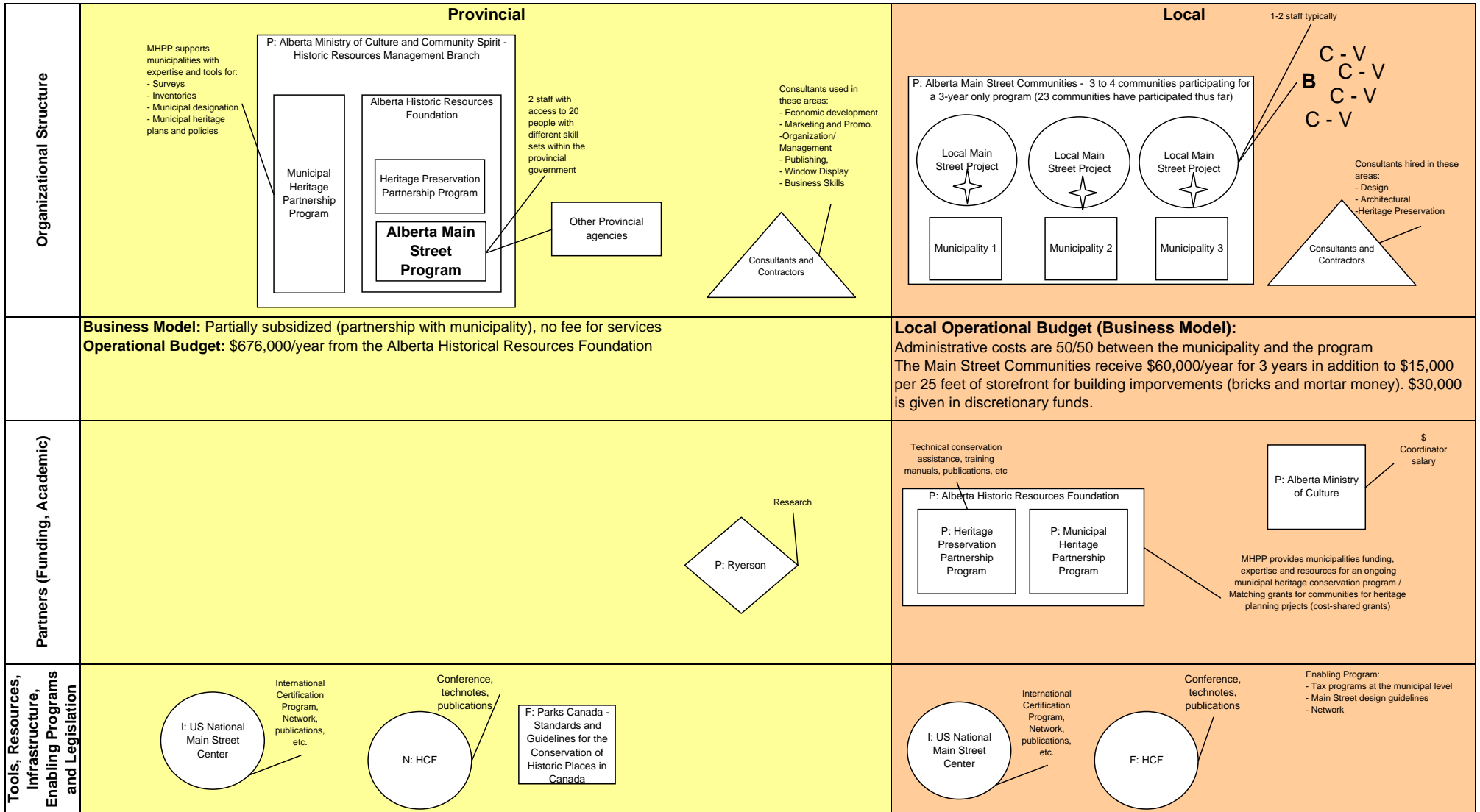


Pan Canadian Community Futures Group Operational Model



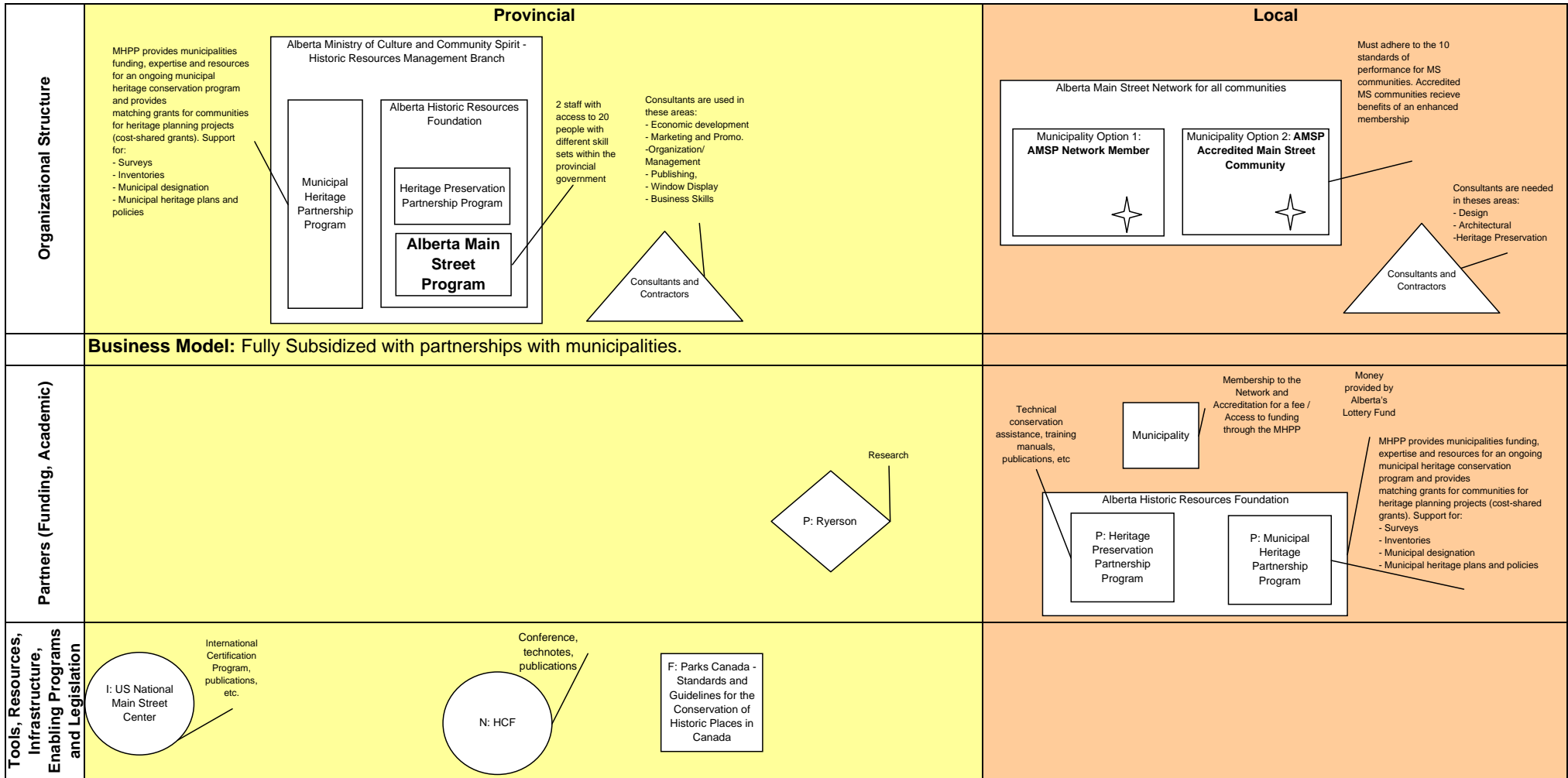
Services and Activities	Activities and Services provided by National Centre to coordinating programs or local projects: Identifying sources of funding Pan Canadian Internet Portal National Best Practices website Bi-annual conference Access to a Network	Activities and Services provided by coordinating program: Training for local CFDC / tools and manuals Awards Program Identifying sources of funding /granting programs Access to a Network	What is the range of activities and services undertaken: Local Implementation Identifying sources of funding for community development projects Access to a Network
	<div style="border: 1px solid black; padding: 5px;"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input checked="" type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee F Federal/National level P Provincial level L Local level </div>	APPLICATION: Rural communities in Saskatchewan (Saskatoon and Regina do not have access to this network group) CRITICAL SUCCESS FACTORS: - Funding from a federal economic development Ministry (Western Economic Diversification) - Partnerships with multiple economic development groups and agencies ADVANTAGES: - Provides funding for community development projects (Main Street can become a program of Community Futures Saskatchewan locally) - Foster economic diversification - Provide business support and access to capital - Build economic development partnerships - Advance and implement community projects - Promote a vibrant, diversified future for rural Saskatchewan CHALLENGES: - Aim of the program is economic development and not arts/culture/heritage promotion (no heritage conservation ethic or expertise) - No link to a Main Street / Community development training program except for annual conference - Initiatives must come from an interest at the Grassroots level (ie. Middlesex Main Street Program)	
	Pan Canadian Community Futures Group: Established in May 2000, the Pan Canadian Community Futures Group is the largest, most well-established community economic development network in Canada, representing some 268 Community Futures Development Corporations and Community Business Development Corporations in every province and territory. The Network has been determined to create an informal network that supports CFDCs and CBDCs without adding another layer of bureaucracy.	Community Futures Saskatchewan: The Community Futures (CF) program started in 1985 and is now funded, federally, through Western Economic Diversification Canada (WD). Community Futures is a grassroots economic renewal initiative with over 1000 volunteers in western Canada actively involved with the CF movement and the local direction of Community Futures Development Corporations (CFDCs) - non-profit corporations developed to help communities grow at the local level. Today, with core funding assistance provided by WD, the CFDCs are actively engaged in a wide array of activities in the 13 regions in Saskatchewan. CFS provide services for people in rural and northern Saskatchewan (with the exception of the cities of Regina and Saskatoon) who are interested in setting up, expanding or considering a small business.	Local CFDCs and CBDCs: Community Futures are Community Futures Development Corporations and Community Business Development Corporations (CFDCs/CBDCs) that provide their communities with a variety of services including business development loans, technical support, training and information. In addition to the business development component, CFDCs/CBDCs involve themselves in a wide array of community initiatives, including strategic planning processes, research and feasibility studies, and the implementation of a diverse range of community economic development (CED) projects.

Current Alberta Main Street Program Operational Model



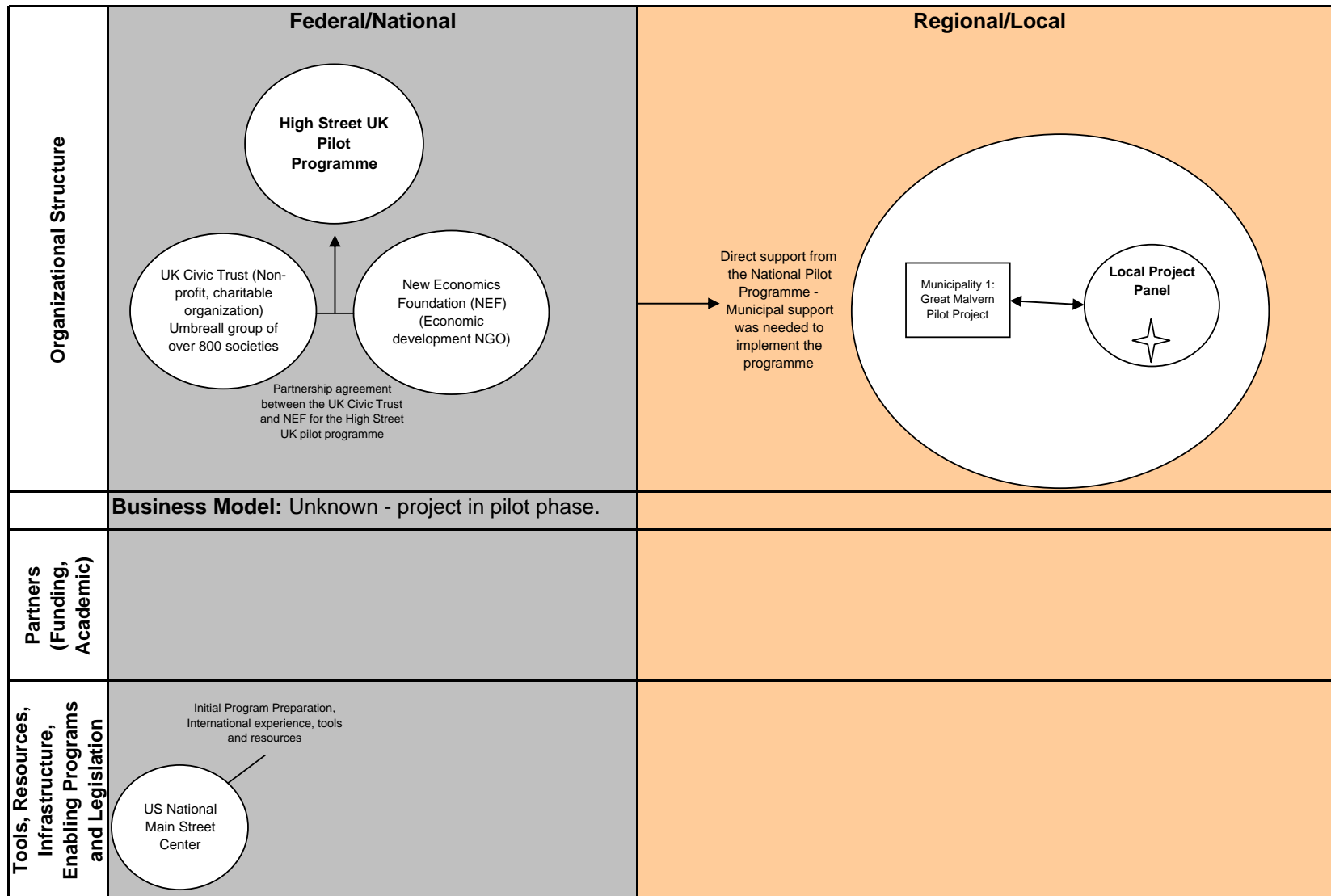
Services and Activities	<p>Activities and Services provided by coordinating program:</p> <p>Start-up consulting for Community Support to hire a local coordinator (paid entirely by the coordinating program) Expert consulting service (Resource Team) design, architecture, preservation Training for local coordinator Training for municipalities (and boards) Awards Program Identifying sources of funding</p> <p>Tools and Resources Provided:</p> <p>Training Manuals Workshops and seminars Conference Access to a Regional Network (only the active communities - 3 to 4) Tech notes, Best Practices (general)</p>	<p>What is the range of activities and services undertaken:</p> <p>Local Implementation (with coaching from Program or Centre) Full Local Project Coordination Advice on local planning / bylaw options Awards Program</p>
	<p>APPLICATION:</p> <p>Small town commercial and urban commercial up to 290,000. Not designed for residential/suburban areas, rural contexts or aboriginal places. The approach is designed to help the historic core of a community - specifically on the built/physical environment. To do so, the project can engage with the rural community (depends on the coordinator). The selected communities were chosen based on their commitment and responsibility to heritage and willingness to provide services for Main Street coordinator. Also, a community needs to have defined its values and have a clear sense of its place and time. Identifying the values of the place and measures to protect them are also important.</p> <p>CRITICAL SUCCESS FACTORS:</p> <ul style="list-style-type: none"> • Availability of funds for façade improvements/building rehabilitation (lottery funds) <p>ADVANTAGES:</p> <ul style="list-style-type: none"> • Easy to manage, no long-term resources, tools and activities to be developed without a network approach • Easy to get municipalities to buy in to a "handout" approach • Greater emphasis on particular cases than other MS approaches. Larger investment in time and money to one project. • Greater emphasis on design and heritage conservation than other coordinating programs <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Ensuring the quality of the design approach: Architects and coordinators became specialized in Main Street service offerings and similar design elements would start to occur - Problems with the authenticity and integrity of the area. The coordinating program should not fund reconstructions as they are not an appropriate intervention on a historic place (based on the Standards and Guidelines for the Conservation of Historic Places in Canada) • Need for a more local-based approach: More investment in community capacity and skill building. Local architectural design professionals and tradespeople should be trained in the Main Street approach, instead of the coordinating program having a pool of consultants. • Main Street Amnesia - Approach not sustainable: Communities receive services only for 3 years. After this period, they are left without support and eventually, they forget that they were a Main Street project. • Funds go to undesignated buildings • Façadism • Criticized as a "Fresh paint and new sign" program • Weak in Community Capacity Building • Does not include arts and culture 	<p>Local Operational Budget (Business Model):</p> <p>Administrative costs are 50/50 between the municipality and the program The Main Street Communities receive \$60,000/year for 3 years in addition to \$15,000 for 25 feet of storefront for building improvements (bricks and mortar money). \$30,000 is given in discretionary funds.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <ul style="list-style-type: none"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee I International level F Federal N National level P Provincial level L Local level </div>

Planned Alberta Main Street Coordinating Program Operational Model



Services and Activities	<p>Activities and Services provided by coordinating program (depending on the level of membership of the community - Basic Membership or Enhanced Membership):</p> <p>Coach Local Coordinator Start-up consulting for Community Advice on local planning / bylaw options Support to hire a local coordinator Expert consulting service (Resource Team) Training for local coordinator and project board Training for municipalities General Consulting Services - design, architecture, preservation Certification for coordinator Awards Program Accreditation for programs or project Identifying sources of funding</p> <p>Tools and Resources:</p> <p>Training manuals Workshops and seminars Symposium Access to a Regional Network General Technotes/Best Practices</p>	<p>What is the range of activities and services undertaken:</p> <p>Local Implementation (with coaching) Full Local Project Coordination Advice on local planning / bylaw options Awards Program (some do)</p> <div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee I International level F Federal/National level P Provincial level L Local level </div>
	<p>APPLICATION:</p> <p>Small town commercial and urban commercial. Not designed for residential/suburban areas, rural contexts or aboriginal places. The approach is designed to help the historic core of a community conserve and enhance its identity. It is not designed as an economic development program.</p> <p>CRITICAL SUCCESS FACTORS:</p> <ul style="list-style-type: none"> • Availability of funds for façade improvements/building rehabilitation (lottery funds) • Emphasis on Community Capacity Building, not just on developing the coordinator's experience • Strong Network at the provincial level to link all the local projects • Application of the standards and guidelines • Strong volunteer system / volunteer-driven projects <p>ADVANTAGES:</p> <ul style="list-style-type: none"> • Directly benefits the conservation of historic places in Alberta • Limited pool of potential Main Street towns - attention and services become specialized and personalized <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Membership and Accreditation benefits need to be explained throughly to get buy-in from municipalities 	<p>Local Operational Budget (Business Model): The new paradigm shift will ask municipalities to 'buy-in' to the program and network by hiring a coordinator - without the traditional financial aid of the government and no rehabilitation money will be offered. Services will be offered by the provincial coordinating program and community capacity building will be a major goal - they will provide support and training. To receive funding for heritage conservation work, municipalities will have to demonstrate their conservation ethic and participation in the identification, protection and rehabilitation of historic places.</p> <p>Basic Membership (Network member): Offered to communities who are actively working towards designation as an Accredited Alberta Main Street Community. Benefits include:</p> <ol style="list-style-type: none"> 1- On-site visit 2- Recommendations for Implementation 3 - Advancement to Accreditation 4- Peer support 5- Ongoing comprehensive training for Main Street coordinators and board members 6- Subsidies for registration cost to attend annual National Main Street Conference 7- Technical assistance relating to the Standards and Guidelines for the Conservation of Historic Places in 8- Advice on heritage tourism programs and marketing 9- Priority access to cost-sharing from the Municipal Heritage Partnership Program <p>Enhanced Membership (Accredited MS Member):</p> <ol style="list-style-type: none"> 1- Sustainability Services to help maintain the 'Standards of Performance' 2- Technical Assistance 3- Training - Scholarships for registration cost to the US annual National Main Street Conference 4- Educational Resources 5- Special Events and Networking 6- Official Use of the MS logo and use of the term 'Alberta Main Street Community' 7- Joint marketing opportunities 8- Annual Alberta Historic Resources Foundation Main Street Awards 9- Priority access to cost-sharing from the Municipal Heritage Partnership Program

High Street UK Coordinating Programme Operational Model







Services and Activities	Activities and Services provided by the coordinating programs: Coach Local Coordinator Start-up consulting for Community Support to hire a local coordinator Training for local coordinator Training for municipalities General Consulting Services - design, architecture, preservation	What is the range of activities and services undertaken: Full Local Project Implementation with coaching from the coordinating Program Advice on local planning / bylaw options
	<div style="border: 1px solid black; padding: 5px;"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input checked="" type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee F Federal/National level P Provincial level L Local level </div>	Local Operational Budget (Business Model): N/A - Project in pilot phase
	Civic Trust's mission: The Civic Trust is an independent, national organisation with charitable status. It is the umbrella body for over 800 civic societies, representing over 250,000 individuals committed to improving and caring for places where people live and work. It is the leading UK charity dedicated to bringing vitality, sustainability and high quality design to the built environment. The Trust works with people to promote thriving towns and villages, developing dynamic partnerships between communities, government and business to deliver regeneration and local improvements.	
	New Economics Foundation (NEF) nef is an independent think-and-do tank that inspires and demonstrates real economic well-being. Their aim is to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues. They work in partnership and put people and the planet first. nef was founded in 1986 by the leaders of The Other Economic Summit (TOES) which forced issues such as international debt onto the agenda of the G7 and G8 summits	

Mainstreet Australia Coordinating Program Operational Model

	Federal/National	Provincial	Regional/Local
Organizational Structure			
	<p>Business Model: Partial Cost Recovery: government funding 30,000 and 35,000 in assets</p> <p>Operational Budget:</p> <p>Expenses: AUD 42,000</p> <p>Income:</p> <ul style="list-style-type: none"> - Conference: 326,000 - Economic Development Program: 30,000 - Membership dues: 20,000 (80 members @ AUD250) 		
Partners (Funding, Academic)			
Tools, Resources, Infrastructure			
Services and Activities	<p>Activities and Services provided by National Centre to coordinating programs or local projects:</p> <p>Identifying sources of funding Conference every 2 years, clearinghouse, website and members network</p> <p>Tools and Resources: (much of which is provided by volunteers and board members)</p> <p>Workshops, seminars, lectures Website Intranet site for network National Network (in infancy - predominantly statewide in 2009) Newsletter Tech notes, Best Practices</p>	<p>Activities and Services provided by coordinating program:</p> <p>Modest state partnership unless in larger centres</p>	<p>What is the range of activities and services undertaken:</p> <p>Self help downtown improvements</p>

<p>ORGANIZATIONAL HISTORY Formed the organization in mid-90s as 'Community Business Centres Victoria'. Changed name to Mainstreet Australia in 2008 for branding that aligned with the rejuvenation work for traditional retail centres.</p> <p>GEOGRAPHIC SCOPE: National: Recently declared national, still has a state focus in content</p> <p>APPLICATION: Small town commercial, urban commercial: Mainly for business development/economic development. Important to the organization to remain autonomous of government and to foster grassroots efforts. Using the website, events and building their network to provide support and nurture what continues to be a growing interest. Noted that small towns draw on their own inner resources as they need, less success in revit. than the larger centres.</p> <p>CRITICAL SUCCESS FACTORS: - The organization is structured to function through its membership, but the existence of state legislation to enable special rates and levies on traditional retail centres is immensely important for sustained interest from councils and the facilitation of coordinators in centres.</p> <p>ADVANTAGES: - Have achieved good coverage in Victoria (state) building up the network and focus in a decade. - Good research base and knowledge of government programs and the organization's subsequent commitment to remain private sector - Sensibly piggybacking state legislation encouraging revit programs. - Successfully hosted/co-organized 7 national conferences. - Strong, skilled volunteer base.</p> <p>CHALLENGES: - Heavy reliance on continued generosity of volunteers. - Still experiencing an unwillingness of the public sector (state and federal) to recognize importance of revit. initiatives as demonstrated by serious lack of financial commitment or aligned initiatives.</p> <p>PLANNED IMPROVEMENTS: - Planning to continue to grow to represent Australian revitalization programs nationally and abroad. - Intend to hire staff. - Only controlled expansion is proposed so services offered can be of high standard.</p>		<p>Local Operational Budget (Business Model): N/A</p>
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New South Wales's Community Economic Development Program Operational Model

	Statewide	Local
Organizational Structure	<div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 5px; width: 30%;"> <p>S: Department of State and Regional Development</p> <div style="border: 1px solid black; padding: 5px; margin: 5px;"> <p>Regional Development Division</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Community Economic Development Program (Main Street-type program)</p> </div> </div> </div> <div style="width: 60%;"> <p>Staff: 6 FTEs plus 3-4 member expert panel in headquarters Skills: Economic Development, Organization/Management, Urban Plannin Political Science and Construction / Project Management.</p> <div style="margin-top: 20px;"> <p>Consultants are provided at the program's expense in these area:</p> <ul style="list-style-type: none"> - Economic development - Marketing and Promo. - Business Skills - Tourism plans </div> <div style="text-align: center; margin-top: 10px;">  <p>Consultants and Contractors</p> </div> </div> </div>	<div style="text-align: center; margin-bottom: 10px;"> <p>1-2 staff typically</p> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Municipality 1</p>  </div> <div style="border: 1px solid black; border-radius: 50%; padding: 5px; text-align: center;"> <p>Chamber of Commerce</p>  </div> <div style="text-align: center;">  <p>Consultants and Contractors</p> </div> </div>
	<p>Business Model: Fully Subsidized with partnerships with municipalities Operational Budget: AUD 650,000 with five regional economic development managers facilitating program</p> <p>Eligibility:</p> <ul style="list-style-type: none"> - Communities under 2000: 75% of community planning costs are covered and 75% of project costs (max. \$15,000) which demonstrate economic development. - Communities over 2000: 50% of community planning costs are covered or 25% for single centre with a population greater than 20,000 <p>Costs covered by the program:</p> <ul style="list-style-type: none"> - project and interim planning coordinator costs - consultant fees - administration costs - printing - publicity and promotion - website development <p>Costs NOT covered by the program:</p> <ul style="list-style-type: none"> - feasibility plans - purchase of capital equipment suc as printers, computers, furniture, lighting - construction/design of streetscape/landscapes, signage, plants - urban design workshops or studies - workshop other than the consultant costs such as catering, venue hire, and publicity - office administration - expenses normally covered by local councils - ongoing coordinator costs 	<p>Local Operational Budget (Business Model): Direct Project funding: The AUD 650,000 funding is given on a competitive basis - based on funding applications. Alliances of businesses are eligible for support, but assistance is based on application and the assessors (central econ. dev. panel of 3 or 4 specialists) look for local council contributions/involvement, preferring the professional staff of the local council take an active role. Investment is ideally \$ for \$, or at least showing in kind contributions.</p>
Partners (Funding, Academic)	<div style="display: flex; flex-direction: column; align-items: center; gap: 10px;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>N: Federal funding program (discontinued)</p> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>P: Provincial/State tourism programs</p> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>P: Provincial/State heritage programs</p> </div> </div>	
Tools, Resources, Infrastructure, Enabling Programs and Legislation	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin-right: 10px;"> <p>N: Mainstreet Australia (NGO)</p> </div> <div> <p>Professional development seminars/lectures, workshops, network of members, national conference</p> </div> </div>	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Services and Activities</p>	<p>Activities and Services provided by coordinating program:</p> <p>Start-up consulting for Community - Initial Community Workshop, Strategic Planning Workshop and Strategic Plan Review Workshop (DSRD staff) Support to hire a local coordinator Expert consulting service (Resource Team - for workshop facilitation) Training for municipalities - website self-help modules Advice on local planning / bylaw options Awards Program: Regional Achievement and Community Awards Identifying sources of funding Strategic plan preparation, finance project implementation</p> <p>Tools and Resources Provided:</p> <p>Training Manuals Workshops and seminars Website Conference (every 2 years) Access to a Regional Network - chiefly through the regional Economic Development Officer and the conference Tech notes, Best Practices (general)</p>	<p>Achieving / Evaluating Impact:</p> <p>The requirement for a strategic plan and the program's application requirements.</p>
	<p>APPLICATION:</p> <p>Small town commercial and rural. Two different funding/support programs exist for towns with a population of more than 2000 or less than 2000. The priority of the program is to support the economic development. Strong emphasis on strategic planning exercises and workshops.</p> <p>CRITICAL SUCCESS FACTORS:</p> <ul style="list-style-type: none"> • Political will to make available funding • The program recognizes the demand for their services and funding and have about 70 communities currently obtaining some assistance. The key to their delivery is their statewide geographically based network of regional economic development officers who maintain relationships with community representatives, provide referrals, facilitate start-up workshops and regional forums. <p>ADVANTAGES:</p> <ul style="list-style-type: none"> • Extensive geographic coverage in a vast rural state with small settlements using government structure. • Reasonably easy administration and transparency with the funding and application process. • Emphasis on up-front strategic planning sets a solid foundation for 1-2 year activities. • Tremendous scope for assistance whether for events, product development, marketing, etc. • Experience shows that local financial contribution leads to more sustainable outcomes. • The ability to also work with the economic development officers in the local councils consistently backs up the core program staff. <p>CHALLENGES:</p> <ul style="list-style-type: none"> • Program delivery completely dependent on government funding and allocation of grant money to local communities • Limited 'pool' of suitable consultants available • Measuring impact not easy. 	<div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <input type="checkbox"/> Government <input type="radio"/> Non-profit Organization <input type="checkbox"/> Academia <input type="checkbox"/> Corporations / Private sector <input checked="" type="checkbox"/> Government Corporations <input type="checkbox"/> Project Coordinators V Volunteers B Board C Committee I International level F Federal/National level S State level L Local level </div>
	<p>Business Model: Fully subsidized</p>	