

## **Main Street Saskatchewan Program 2016 Application Package**

Main Street Saskatchewan is a powerful downtown revitalization program administered by the Saskatchewan Ministry of Parks, Culture and Sport. Based on the highly successful Main Street Four-Point Approach<sup>®1</sup> that links economic development with heritage conservation, Main Street Saskatchewan helps communities transform their historic downtowns into vibrant hubs of commercial and cultural activity. Under the program, a provincial coordinating office supplies training, technical services and funding support to Main Street programs implemented at the community level.

Main Street Saskatchewan offers two tiers of participation. Communities that are able to fully meet the program's rigorous performance standards participate at the top "**Accredited**" level, and receive the full package of program benefits and services. Communities interested in applying the Four-Point Approach<sup>®</sup>, but not yet ready to commit to the full Accredited standards can participate at the "**Affiliate**" level, and receive a reduced level of services.

**Up to two Accredited communities may be admitted in 2016 through a competitive application process. There is no limit to the number of Affiliate communities that could be admitted, provided they meet certain minimum eligibility requirements.**

This package contains the application forms for both tiers, as well as an explanation of the Main Street Four-Point Approach and a detailed description of the Main Street Saskatchewan program. Please read the package carefully. All prospective applicants should also attend the **Pre-Application Workshop** to learn more about the application process and what is needed to be a successful Main Street community.

### **Pre-Application Workshop:**

**Regina, Thursday, June 23, 2016**

Register [online](#) or by phone at (306) 787-2817 by **Monday, June 20.**

### **Application Submission Deadline:**

**Monday, August 8, 2016**

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<sup>1</sup> The Main Street Approach<sup>®</sup>, the Main Street Four-Point Approach<sup>®</sup> and the Four-Point Approach<sup>®</sup> are trademarks used under license from The National Trust for Canada.

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## **Why Downtown Revitalization?**

An attractive, prosperous downtown is vital to the economic well-being and quality of life of the entire community. Downtown is an important shopping and service centre and generator of jobs. It represents a large portion of the municipality's tax base, and a vast amount of public and private sector investment. Downtown is also a prime location for social and cultural activities, and is often a marketable tourist destination. Perhaps most importantly, downtown embodies a community's unique heritage and identity in its historic streets and buildings. For residents, visitors and potential investors, a well-cared-for, vibrant downtown speaks of tradition, community pride and confidence in the future.

While downtowns were once the economic, social and cultural heart of every community, a number of factors led to their decline in the post-World War II decades. As residential populations and retail development shifted to the suburbs, and improved modes of transportation made it easier to shop in distant centres, downtown businesses suffered. In many downtowns, declining sales led to business closures, falling property values and a downward spiral of disinvestment and deterioration.

Reversing a decades-long trend will not happen overnight or easily. Reinvigorating an aging downtown is a gradual process that must address a variety of challenges in a strategic and integrated manner. The Main Street Approach® is a proven, comprehensive revitalization strategy that draws on a downtown's full range of assets - historic, cultural, economic and human - to restore confidence in downtown as a place to shop, invest, live, work and play.

## **History of The Main Street Program**

The Main Street Four-Point Approach to downtown revitalization was developed in the United States in the late-1970s by the National Trust for Historic Preservation. Since then, the Main Street Approach has been used to rejuvenate historic downtowns and neighbourhood commercial districts in over 2,000 communities, generating \$62 billion in investment, over 500,000 jobs and more than 250,000 building rehabilitations. Currently, the National Trust administers the U.S. Main Street Program in partnership with over 40 State-level Main Street programs that support approximately 1600 local programs. In the 1980s, the Heritage Canada Foundation (now The National Trust for Canada) sponsored Main Street programs in dozens of communities across Canada, including Gravelbourg, Moose Jaw and Saskatoon's Broadway Avenue.

During 2011-2014, the Main Street Saskatchewan Demonstration Program showed that the Main Street Approach is a highly effective downtown revitalization strategy for Saskatchewan communities today. The four

demonstration communities saw 66 new jobs created, 22 business openings, \$4.9 million committed to historic building and streetscape improvements, and \$6.5 million in property acquisitions in their historic downtowns. Nearly 14,000 hours of volunteer time were contributed to Main Street-related activities, and community attitudes toward downtown improved markedly.

In 2014, the Government of Saskatchewan launched the on-going Main Street Saskatchewan Program. Currently, there are six Accredited communities and nine Affiliate communities in the program.

## **The Main Street Four-Point Approach**

The Main Street Four-Point Approach is a community-driven, self-help approach to downtown revitalization that can be described as economic development in the context of heritage conservation. The strength of the Main Street Approach is its ability to **leverage local assets, mobilize community capacity, and focus attention on all aspects of downtown and the revitalization process.**

The Four-Point Approach includes the following four areas of activity that operate simultaneously to ensure successful, sustainable revitalization:

- 1. Community Organization** focuses on building consensus and collaboration among all the groups, both public and private, that have a stake in the success of downtown (e.g., business people, property owners, financial institutions, local government, local NGOs, schools, media outlets, individual residents). This broad support makes it easier to work toward a common goal, and draws on a broad range of perspectives and skill-sets. A governing board of directors and working committees supported by a paid coordinator serves as the formal organizational structure for a local Main Street program.
- 2. Economic Restructuring** means strengthening and diversifying downtown's economic base. This involves retaining and expanding existing businesses and attracting new businesses to achieve a commercial mix that meets the needs of today's consumers. Finding new commercial uses for unused or underused buildings is a key part of boosting downtown business activity and profitability.
- 3. Marketing/Promotion** involves advertising, retail promotions, special events and branding campaigns to create a positive image of downtown as a distinctive and appealing place to shop, visit, operate a business or invest.
- 4. Design/Heritage Conservation** involves creating an inviting pedestrian-oriented downtown through public realm improvements,

sensitive rehabilitation of heritage buildings, and new construction that is compatible with the area's historic character.

### **Main Street Guiding Principles**

Experience has shown time and again that successful Main Street programs strictly adhere to the following eight guiding principles:

- **Comprehensive:** One-off improvements, national-brand business recruitment, or promotional events will not revitalize downtown by themselves. An integrated, comprehensive approach involving each of the Four Points is essential for successful long-term revitalization.
- **Incremental:** That "Rome was not built in a day" rings true for Main Street programs. Successful revitalization begins with simple, easily implemented activities that show "new things are happening" downtown. As public confidence in the downtown grows, and participants' understanding of the revitalization process develops, the community can tackle increasingly complex projects. Incremental change leads to positive, long-lasting change.
- **Self-help:** Successfully injecting new life in downtown requires community involvement and commitment. Local leaders are in the best position to mobilize local resources and talent, foster pride, and convince business owners and residents of the rewards of investing in downtown.
- **Partnerships:** Both the public and private sectors must work together to achieve the common goals of downtown revitalization. Each has a vital interest and role to play, and each must understand the other's strengths and limitations to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has distinctive buildings and cultural activities that give people a sense of belonging, and are central to any successful revitalization effort.
- **Quality:** Quality must be the focus of every aspect of a revitalization program, from building improvements and storefront designs to promotional campaigns and educational programs. Shoestring budgets and "cut and paste" efforts will only reinforce a negative image of downtown.
- **Change:** Change means engaging in better business practices, altering ways of thinking, and improving the area's physical appearance. Main Street programs turn skeptics into believers, and will turn attitudes around, though perhaps slowly at first. Public perceptions and support for change will build as Main Street programs grow and meet their goals.

- **Implementation:** To succeed, Main Street must show visible results in the completion of projects. Frequent, visible changes are a reminder that the revitalization effort is successfully under way, creates confidence in the Main Street program, and encourages ever-greater participation.

## **Main Street Saskatchewan**

The Ministry of Parks, Culture and Sport (the Ministry) established the Main Street Saskatchewan Program (MSSP) to support communities in their downtown revitalization efforts. The Main Street Approach is, in its essence, a **community-driven, self-help program that requires strong local commitment**. Although the MSSP provides participating communities with guidance and modest financial support, local programs will succeed only if they are financially self-sufficient and driven by dedicated local volunteers.

### **Levels of Participation**

The MSSP is designed to accommodate communities at differing stages of readiness for the Main Street Approach. The top "**Accredited**" tier is for communities that are ready to fully implement the Four-Point Approach and are able to commit the human and financial resources necessary for success. This includes an ongoing commitment by downtown businesspeople and the municipal government to support and actively participate in the program. Communities in this tier must meet and maintain high performance standards, and are eligible to receive the full package of program services and benefits.

Communities that want to begin learning how to use the Main Street Approach, but are not ready to make the commitment required for the Accredited tier, can apply to participate as "**Affiliate**" communities. These communities will receive basic training in the Four Points, access to the Main Street Capacity Building Grant, and an invitation to the annual MSSP conference. As they gain experience, these communities may choose to apply to the Accredited tier.

### **Structure of Local Main Street Programs**

Local Main Street programs are typically administered by either a specially formed standalone organization, or by a sub-committee of an existing organization. In the MSSP, the governing body of an Accredited program can be a non-profit organization formed expressly to implement the Main Street program, a committee of an existing non-profit whose mandate aligns with one or more of the Main Street Four Points, or a committee of a Business Improvement District. At the Affiliate level, a local program can be implemented by the municipal government, or by any community-based non-profit organization that has an interest in downtown revitalization.

Accredited communities are required to establish a volunteer Board of Directors that has overall responsibility for the program's direction, operation and finances. Important Board responsibilities include setting policy and priorities, work planning, raising money and budgeting, hiring and managing staff, program monitoring and evaluation, advocating for the program, and ensuring that the organization's legal requirements as a non-profit are fulfilled. Collectively, the Board membership should bring a range of relevant skills to the organization, and represent the interests of all the parties that have a stake in the program's success. It is especially important that the downtown business community is strongly represented on the Board. Board members should plan to spend about five to ten hours per month on Main Street activities, and to make a financial contribution to the program.

Projects identified in an Accredited community's work plan are normally implemented by four committees that correspond to each of the Four Points. These committees typically have five to seven members with relevant interests and skills. Committee members can expect to spend about three to five hours a month on Main Street activities in addition to meetings. One of their tasks will be to recruit additional volunteers to help with specific projects.

Accredited programs are also required to have a paid program coordinator. The coordinator manages day-to-day program administration, supports the Board and committees in implementing the Main Street work plan, and serves as a resource person, facilitator, and liaison among business people, property owners, other interest groups and the community-at-large.

### **The Ministry's Role**

The Ministry assists local Main Street programs by providing coaching and training in the Four-Point Approach, coordinating networking and other learning opportunities, and supporting the development and promotion of the Main Street Saskatchewan brand.

The Ministry also oversees the grant funding that is available to the local programs. In their first year, all Accredited communities receive a **one-time \$25,000 matching grant** to support development of the all-important Community Vision and Work Plan that will guide the implementation of their Main Street program.

Three additional matching grants are available to Main Street Saskatchewan communities on a competitive basis. Both Accredited and Affiliate communities can apply for the **Main Street Capacity Building Grant** that provides funding for projects that enhance knowledge and skills related to the Four Points (e.g., training; creating inventories of heritage and culture resources; research and planning studies). Accredited communities are also eligible for the **Main Street Heritage Conservation Grant** that supports historic building rehabilitation, and the **Main Street Community**

**Enhancement Grant** for public realm improvements, non-historic building enhancements and event hosting.

### **Funding a Local Main Street Program**

The MSSP grant program is designed to support projects that help Main Street communities achieve their downtown revitalization goals. It does not provide funding for the day-to-day operation of a Main Street program. Local programs are fully responsible for raising money needed for operating expenses. For Accredited communities, the largest operational costs will be staff salaries and office expenses. Typical sources of income for Main Street programs include the sale of memberships and sponsorships, various fundraising initiatives, third-party grants, and financial support from the municipality.

### **Eligibility Requirements and Services Received**

#### **1. ACCREDITED COMMUNITIES**

##### **Eligibility**

- Eligible applicants include: an incorporated non-profit organization formed expressly for the purpose of implementing the local Main Street program, **or** a committee of an existing non-profit organization whose mandate aligns with one or more of the Four Points, **or** a committee of a business improvement district.
  
- The proposed program area must be suitable for the Main Street Approach and have sufficient businesses and historic building stock to support a Main Street program:
  - At least 40 businesses within the municipality's corporate boundaries, including a minimum of 20 within the boundaries of the proposed Main Street program area;
  - One or more examples of at least 8 of the following types of businesses in the proposed Main Street area: grocery store, convenience store, non-food retail, professional services, financial services, accommodations, automotive services, theatre/movie, personal care services, restaurant/lounge, public/government services (e.g., post office, library, city hall/municipal office);
  - A majority of buildings in the proposed Main Street Program area are 40 years of age or older;
  - At least one block of contiguous or near contiguous buildings, the majority of which are historic (defined in the MSSP as being 40 years of age or older).



- The proposed Main Street program must have the support of local government as demonstrated by a Municipal Resolution that endorses the program, pledges cooperation, and outlines the range of resources that the municipality will contribute to the program (sample resolution provided as Appendix B).
- Agreement to develop within the first year, a Community Vision and a comprehensive five-year Work Plan that details short, medium and long-term goals, objectives and actions for implementing the Main Street Four-Point Approach. This will include the development of design guidelines for the Main Street area. The work plan is to be reviewed annually and updated where appropriate.
- Agreement to adopt and promote the use of the *Standards and Guidelines for the Conservation of Historic Places in Canada* to guide physical interventions in the Main Street area.
- Agreement to complete within the first year:
  - Collection of key economic and investment statistics for the Main Street area, and a community survey to measure public opinion and attitudes toward downtown;
- Agreement to complete within three years of accreditation:
  - An inventory of heritage resources in the proposed Main Street area;
- Agreement to work with the municipality and/or relevant community organizations to complete or update within five years of accreditation, a municipal cultural plan that incorporates relevant components of the Community Vision, Work Plan and design guidelines;
- Agreement to work with the municipality to have relevant components of the Community Vision and Work Plan, heritage inventory, design guidelines and culture plan incorporated in the municipality's Official Community Plan.

## **Maintaining Accredited Status**

To remain an Accredited Saskatchewan Main Street Community, the following performance standards must be maintained (to be evaluated annually):

- Adherence to the Main Street Four-Point Approach with a balance of activities in each of the four areas of Community Organization, Promotion, Design/Heritage Conservation and Economic Restructuring;
- Adherence to the eight Main Street Guiding Principles;
- Employment of a paid program coordinator dedicated at least half-time to the Main Street program;
- Active Main Street Board of Directors and four standing committees that correspond to the Four Points of the Main Street Approach;
- Adequate operating budget;
- Maintenance of an office in the Main Street program area;
- Broad-based community support for the program (as demonstrated by volunteer involvement, community participation in downtown events, financial contributions to the program, public feedback from surveys or other public input opportunities, etc.);
- A strong culture and heritage ethic in the community as demonstrated through supportive programs and activities of municipal government, the local Main Street program and community organizations;
- Participation in meetings, trainings, evaluations and marketing initiatives required by the Main Street Saskatchewan Program;
- Program of ongoing supplemental training for staff and volunteers;
- Annual submission of work plan and budget, twice-yearly program update reports and monthly reporting of key statistics;
- Membership in The National Trust for Canada's Main Street network and the US National Main Street Center;

- After three years of participation, agree to provide mentoring to new Accredited and Affiliate communities.

### **Benefits and Services for Accredited Communities**

- In-community MSSP orientation by MSSP officials;
- Main Street 101 training in each of the Four Points;
- Advanced training in each of Four Points;
- Annual in-community review visit;
- Support for developing downtown design guidelines;
- Direct matching grant in first year of participation to support Community Visioning and Work Planning;
- Eligibility to apply for all MSSP competitive grants;
- Local coordinator selection assistance;
- Regular networking opportunities for board members, committees and coordinators;
- Participation in joint marketing projects;
- MSSP Listserve;
- Phone and e-mail consultation;
- Annual meeting and conference.
- Main Street Saskatchewan Awards program.

## **2. AFFILIATE COMMUNITIES**

### **Eligibility**

- Eligible applicants include municipal governments **or** incorporated non-profit organizations with an interest in downtown revitalization. Where the applicant is a non-government organization, municipal

council must endorse the applicant's participation in the MSSP (sample endorsement provided as Appendix A);

- Commitment to learning about the Main Street Four-Point Approach to downtown revitalization and applying it insofar as practicable;
- Meets the suitable program area and sufficient business and historic building requirements of the Accredited tier.

### **Maintaining Affiliate Status**

- Take reasonable steps to maintain broad-based community support for the Main Street program.
- Prepare an annual work plan that outlines the goals, objectives and activities of the Main Street program.
- Attend the MSSP's Main Street Saskatchewan annual conference and Main Street 101 training.
- Submit twice-yearly progress reports to the MSSP.

### **Benefits and Services for Affiliate Communities:**

- Main Street 101 training in each of the Four Points;
- Eligibility to apply for the Main Street Capacity Building grant;
- MSSP Listserve;
- Phone and e-mail consultation;
- Annual meeting and conference.

## **Application and Selection Process**

Completing the application will involve considerable time and effort, as well as input from a wide range of community residents and organizations, including local government. Therefore, communities are encouraged to take a “committee approach” to completing their applications. If a consultant is used, community residents should be actively involved.

Please read through the entire application before beginning. Should you have any questions, contact the Heritage Conservation Branch at (306) 787-2817, or [historicplaces@gov.sk.ca](mailto:historicplaces@gov.sk.ca). **Incomplete or late applications may be rejected.**

### **Accredited Tier Applications**

Application for the Accredited tier is a competitive process. Up to two Accredited communities will be selected in the 2016 application round.

The application (commencing on p. 15) uses five selection criteria that are designed to assess a community’s ability to implement and sustain a Main Street program. In addition to having a suitable program area with sufficient heritage and business infrastructure, the critical factors for success are: a willingness to commit significant human and financial resources to the program; strong, broad-based community support, particularly from the downtown business community; a demonstrated capacity to implement complex, volunteer-driven projects; and a community ethic that values heritage and culture.

Applicants for the Accredited tier must answer the questions for all five selection criteria, which will be scored on a 200-point scale as follows:

Selection Criteria	Maximum Points Per Criterion
1. Proposed Main Street Area	Pass/Fail
2. Community Readiness	60
3. Community Support	60
4. Community Capacity	40
5. Heritage Ethic and Cultural Vitality	40

To be considered, applications must receive a pass mark on Criterion 1, score at least 50% in each of the other categories, and achieve a minimum score of 60% overall (120/200).

Applicants must also provide a resolution from municipal Council that endorses the applicant’s participation in the MSSP and pledges support to the local program.

Unsuccessful applicants to the Accredited tier can choose to participate in the MSSP at the Affiliate level, provided they meet the eligibility requirements for that tier.

### **Affiliate Tier Applications**

Applicants for the Affiliate tier are required to answer the questions for **Selection Criteria 1 only**. To be accepted, applicants must receive a pass mark for Criteria 1, have municipal endorsement of participation, commit to learning about the Main Street Approach, and agree to fulfill basic reporting requirements. After a time gaining experience and confidence in applying the Main Street Approach, Affiliate tier communities are encouraged to consider applying for Accredited status.

### **Application Review and Community Selection**

The review and selection process for all applications will proceed as follows:

- The Heritage Conservation Branch and an inter-agency advisory committee will review the applications and make recommendations to the Minister of Parks, Culture and Sport regarding the selection of qualifying communities.
- Applicants will be advised if additional information is needed to assess an application. In some cases, the Ministry and advisory committee may request an in-community meeting to further evaluate an application.
- Applicants will be notified of results approximately eight weeks after the application closing date.
- Shortly thereafter, successful applicants and the Ministry will conclude an agreement that details the parties' respective roles, rights and obligations in respect to the applicant's participation in the MSSP.

## Completing the Application

The Application contains the following sections:

1. **Applicant Information:** Information about the applicant organization that determines eligibility to apply to the program.
2. **Selection Criteria:** The criteria that will be used to select new communities for participation in the Main Street Saskatchewan Program in 2016.
3. **Appendices:**
  - A. Municipal Endorsement for Affiliate applications
  - B. Municipal Resolution for Accredited applications
  - C. Work Plan Template
  - D. Budget Template

### **Instructions for Applicants for the Accredited Tier:**

- 1) Complete the Applicant Information section
- 2) Complete Selection Criteria 1 through 5
- 3) Provide a Municipal Resolution
- 4) Provide a proposed work plan
- 5) Provide a preliminary budget
- 6) Provide letters of support and funding pledges
- 7) Provide map(s) and photos of the proposed Main Street area

### **Instructions for Applicants for the Affiliate Tier:**

- 1) Complete the Applicant Information section
- 2) Complete Selection Criterion 1
- 3) Provide a Municipal Endorsement (for NGO applicants)
- 4) Provide map(s) and photos of the proposed Main Street area

Up to 20 digital photos can be submitted. Each photo should have a brief descriptive caption, including your community's name.

## Submitting the Application

Applications must be submitted on a CD or flash drive, or via the Dropbox file-sharing site (<https://www.dropbox.com>). Send your CD or flash drive to:

**Main Street Saskatchewan  
Ministry of Parks, Culture and Sport  
2<sup>nd</sup> Floor, 3211 Albert Street  
Regina, SK S4S 5W6**

Submissions must be **received** no later than **August 8, 2016**.

To submit via Dropbox, applicants may use their own Dropbox, or ask the Heritage Conservation Branch to create one for them. **No later than August 3**, applicants must either 1) invite the Heritage Conservation Branch ([historicplaces@gov.sk.ca](mailto:historicplaces@gov.sk.ca)) to join their Dropbox, or 2) contact the Heritage Conservation Branch ([historicplaces@gov.sk.ca](mailto:historicplaces@gov.sk.ca); 306-787-2817) to request a Dropbox setup.

**Applications will be retrieved from the Dropbox site at 4:30 p.m. on August 8, 2016.**

### Application Checklist for Accredited Tier

- Completed Application (Applicant Information and Criteria 1 – 5)
- Municipal Resolution
- Proposed Work Plan
- Preliminary Budget
- Letters of Support
- Funding Pledges
- Map(s) of Proposed Main Street area
- Photographs of Proposed Main Street area

### Application Checklist for Affiliate Tier

- Completed Application (Applicant Information and Criterion 1)
- Municipal Endorsement (if applicant is not the municipality)
- Map(s) of Proposed Main Street area
- Photographs of Proposed Main Street area



## Section 1 Applicant Information

Name of Municipality: \_\_\_\_\_

Municipality Population (2011 census): \_\_\_\_\_

Indicate the program tier you are applying for:

Affiliate  Accredited

For Affiliate Applications, please complete the following:

Applicant Organization: \_\_\_\_\_

Organization Contact: \_\_\_\_\_

Contact Phone \_\_\_\_\_ Contact Email \_\_\_\_\_

Contact Mailing Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If the Applicant Organization **is not** a municipal government, have you provided a Municipal Endorsement of your organization's application to participate in the Main Street Saskatchewan Program (see sample endorsement in Appendix A)?

Yes  No

**For Accredited Applications, please complete the following:**

**Applicant Organization:** \_\_\_\_\_

**Organization Contact:** \_\_\_\_\_

Contact Phone \_\_\_\_\_ Contact Email \_\_\_\_\_

Contact Mailing Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If you are not accepted for the Accredited tier in this application round, do you wish to participate as an Affiliate community?

Yes  No

Have you provided a Municipal Resolution that endorses the Main Street program, pledges support and outlines the resources the municipality will contribute (see sample Resolution in Appendix B)?

Yes  No

Is the Applicant a **new** non-profit organization that has been formed to administer the Main Street program, or a committee of an **existing** organization?

New  Existing

If your program will be implemented by a committee of an existing organization, please describe how the parent organization's mandate and recent activities align with one or more the Main Street Four Points:

**For Accredited and Affiliate Applications, please complete the following:**

- By checking this box, on behalf of the applicant organization, I hereby certify that the information in this application is true and correct to the best of my knowledge.

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

## Section 2 Selection Criteria

### Criterion 1: Proposed Main Street Area

(Pass/Fail)

*The proposed Main Street Area should be the traditional commercial core of the community (or of a city neighbourhood), with a strong concentration of historic commercial buildings and a viable business base. Avoid the temptation to include peripheral areas. The program area should be compact, well-defined and pedestrian-oriented. Newer low-density, auto-oriented commercial areas are not suitable for the Main Street Approach.*

**Note: Applicants for both Accredited and Affiliate tiers must receive a Pass mark on this criterion.**

1. Describe the proposed Main Street program area (size, age, architectural character, businesses mix, downtown uses/activities). Provide a map that shows the boundaries of the area. Provide up to 20 digital photos that illustrate the character of the proposed program area and show how the area meets minimum requirements for historic building stock. Please limit your response to the space provided.



2. Approximate number of buildings in the proposed Main Street area: \_\_\_\_\_

3. Percentage of buildings in the proposed Main Street area that are more than 40 years old: \_\_\_\_\_ (from municipal records)

4. Number of businesses in the municipality: \_\_\_\_\_

5. Number of businesses in the proposed Main Street area: \_\_\_\_\_

6. Number of the following businesses or services in the Main Street area:

- Grocery \_\_\_\_\_
- Convenience Store \_\_\_\_\_
- Non-Food Retail \_\_\_\_\_
- Restaurant/Lounge \_\_\_\_\_
- Accommodations \_\_\_\_\_
- Theatre/Movie \_\_\_\_\_
- Personal Care \_\_\_\_\_
- Professional Services \_\_\_\_\_
- Financial Services \_\_\_\_\_
- Automotive Services \_\_\_\_\_
- Public/Government Services \_\_\_\_\_
- Other (specify): \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

7. Minimum of one block of contiguous buildings in the proposed Main Street area, the majority of which are 40 years of age or older.

Yes  No

Specify Street Name and Block Number(s):

\_\_\_\_\_

**Criterion 2: Community Readiness**

**(60 points)**

*The comprehensive, self-help nature of the Main Street Approach requires strong volunteer commitment, and a realistic plan for how the program will be funded and implemented.*

1. Provide a proposed **work plan** for implementing your local Main Street program during the first two years of the program. Please use the work plan format provided as Appendix C.

*(The work plan should include goals, objectives, tasks and timelines related to each of the Four Points, including key early-stage activities, as best as can be determined at this preliminary stage.)*

2. Provide a preliminary **budget** that identifies projected revenues and expenditures for the first two years of your Main Street program. Please use the budget template provided as Appendix D.

*(Minimally, the budget should account for staff and office expenses; travel; consultant support for community visioning, work planning and training; membership in national Main Street networks; and projects undertaken by the Main Street committees. Revenue sources should be diverse and indicative of broad community support. **Provide pledge letters from individuals and organizations that intend to make monetary or in-kind contributions to the program**).*

3. Has an interim Main Street Board of Directors been established? *(Indicate if Board members own a business or property in the program area)*

Yes  No

Name	Occupation/Affiliation	Downtown Business/Property Owner (Yes, No)

4. Have volunteers agreed to serve as interim Chairs for all or some of the four committees?

Yes  No

Name	Occupation/Affiliation	Committee
		Organization
		Promotion
		Design/Heritage Conservation
		Economic Restructuring

5. Is your community currently participating in the Main Street Saskatchewan Program at the Affiliate level?

Yes  No

If yes, please describe what your organization has done to learn about the Main Street Approach, and to promote and apply it in your community. Please also indicate the level of support for the program demonstrated by downtown business people and property owners, local government and other stakeholders. Please limit your response to the space provided.

### Criterion 3: Community Support

(60 points)

*Successful implementation of a Main Street program requires the support of a broad range of public and private sector stakeholders. The support and participation of downtown businesspeople and property owners is essential.*

1. Do business owners in the proposed Main Street area endorse and support the program?

Yes  No

If so, provide letters from business owners endorsing the program and describing the support they would contribute.

*(e.g., providing financial support, serving on the Board or Committees, organizing events, contributing specific knowledge or skills, etc.)*

2. Are there property owners in the proposed Main Street area who would invest in the rehabilitation of their buildings within the next three years?

Yes  No

If so, please provide letters from these property owners in which they indicate their plans for rehabilitating their buildings.

3. Do community organizations and institutions endorse the program?

Yes  No

If so, provide letters from organizations and institutions endorsing the program and describing the support they could contribute.

*(e.g., business and professional associations; construction trades; financial institutions; service clubs; arts, culture and heritage organizations; schools; media outlets; economic development organizations; tourism associations; major employers.)*

4. Does the program have the support of community residents outside of the proposed Main Street area?

Yes  No

If so, provide letters of support from residents endorsing the program and describing any support they might provide. Provide the results of any surveys, public meetings or other public input opportunities that show support for the program.

**Note: Form letters are discouraged. Letters pledging specific types of support will score higher than letters pledging just support-in-principle.**



**Criterion 4: Community Capacity**

**(40 points)**

*Main Street Saskatchewan is a community-driven initiative that requires local leadership, and works best when it can build on existing organizational capacity and community initiative.*

1. In the past five years, has there been a significant, long-term (3 years or longer) **volunteer-led** project in the community (i.e., not a project of the municipal government)?

Yes  No

If so, please describe the project, including its goals and objectives, duration, organizational structure, participants, challenges, accomplishments and lessons learned. Please limit your response to the space provided.

**2.** Has the municipality undertaken a significant long-term economic development project within the past three years?

Yes  No

If yes, please describe the project, including its goals and objectives, methodology, challenges, accomplishments and lessons learned.

**3.** Have there been any public or private-sector projects or initiatives in the community during the past three years that demonstrate support for downtown revitalization?

Yes  No

If so, please describe the project(s) in the space provided, including participants, goals, objectives, and the impact the project(s) had on downtown.

**Criterion 5: Heritage Ethic and Cultural Vitality (40 points)**

*Main Street communities succeed where the downtown is characterized by authenticity and quality in its buildings and public spaces, and where residents value, preserve and celebrate their heritage and culture.*

- 1.** Has the community compiled an inventory of historic buildings in the Main Street program area?

Yes  No

If yes, indicate when the inventory was compiled and last updated. Describe the inventory's content and for what purpose(s) it is used. Please limit your response to the space provided.

- 2.** Has the municipality formally designated any Municipal Heritage Property within the past five years?

Yes  No  Number of designations \_\_\_\_\_

**3.** What is the estimated total value of non-government investment in historic building conservation in the municipality during the last three years?

\$ \_\_\_\_\_

Please describe how this estimate was derived.

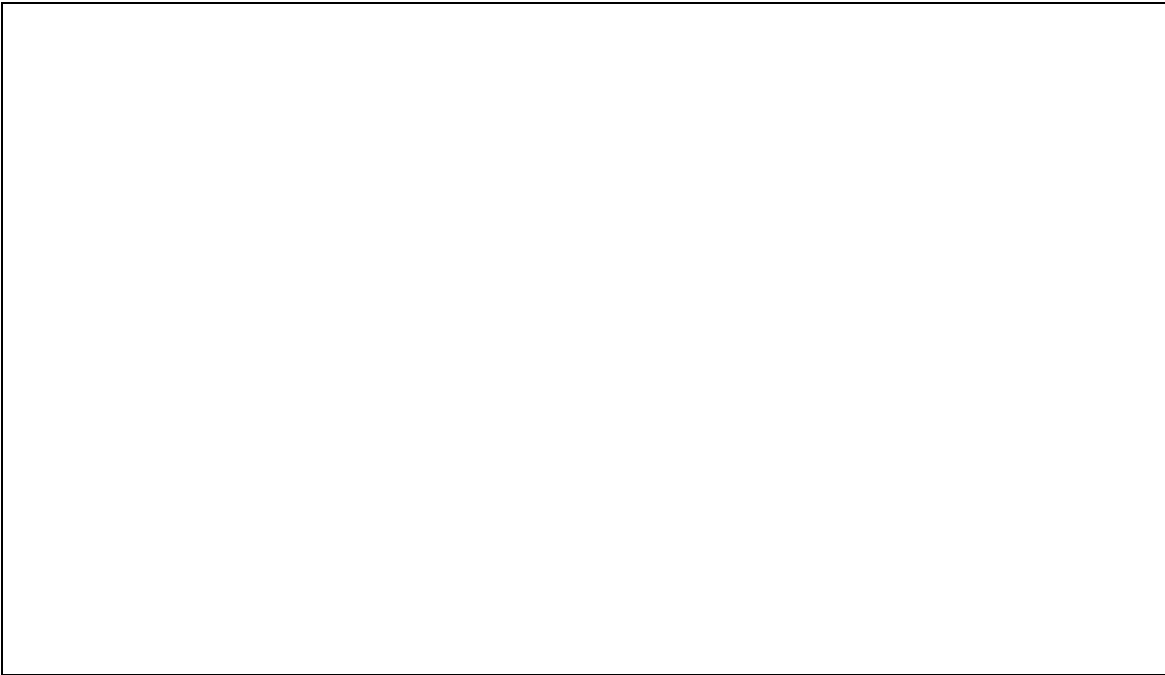
**4.** What is the estimated total value of municipal investment in historic building conservation during the last three years?

*(e.g., direct expenditures on the rehabilitation of municipally owned historic buildings; municipal incentives such as grants, tax abatements, fee reductions or in-kind services provided to other parties for building conservation projects.)*

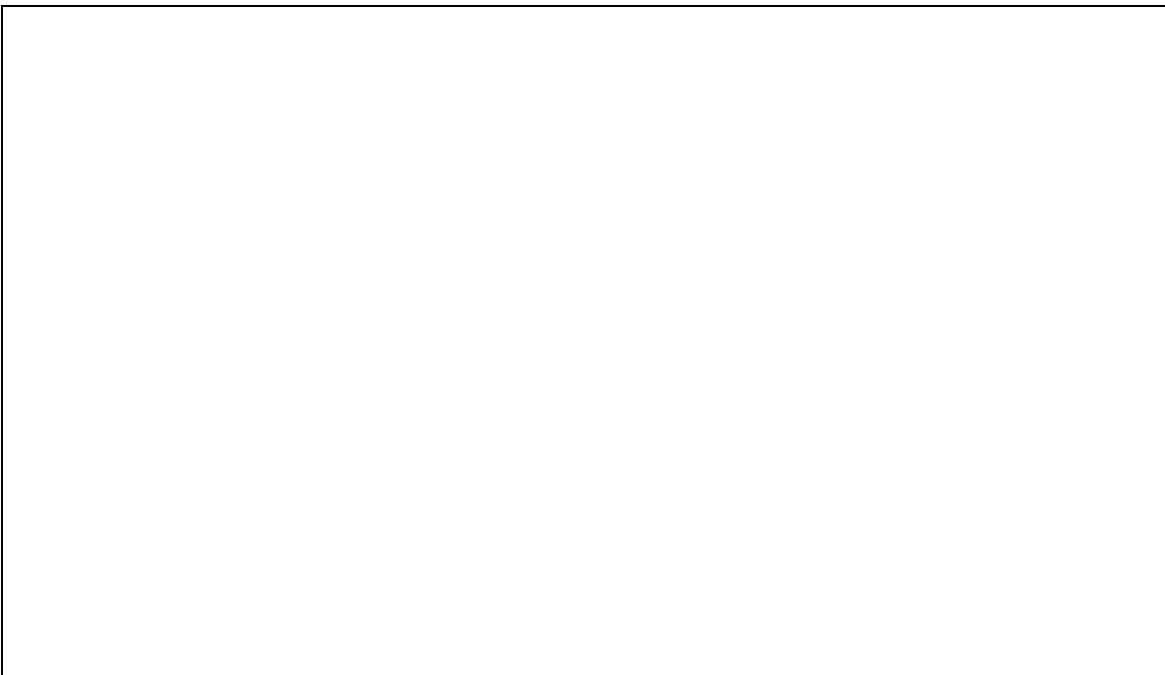
Total \$ \_\_\_\_\_ As % of Municipal Expenditures \_\_\_\_\_%

Please describe the investments that were made, and how the estimate of expenditures was derived. Please limit your response to the space provided.

- 5.** Describe one significant public or private sector heritage building conservation project that was completed in the municipality during the past five years. Please limit your response to the space provided.



- 6.** Describe the arts, cultural and entertainment opportunities that exist in the proposed Main Street area, including special events, as well as ongoing every day opportunities. Please limit your response to the space provided.



**7. Does your community have any of the following:**

- |  |     |                          |    |                          |
|--|-----|--------------------------|----|--------------------------|
| Municipal Heritage Policy (in OCP or standalone) | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Formally established Heritage District           | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Architectural Control District                   | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Other Heritage Zoning _____                      | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Zoning for downtown residential use              | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Municipal Culture Plan                           | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Municipal Heritage Advisory Committee            | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Heritage Tour (walking/driving/virtual)          | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Heritage Organization(s)                         | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Arts or Culture Organization(s)                  | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

**8. Are any of the following located in the proposed Main Street area?**

- |                                |     |                          |    |                          |
|--------------------------------|-----|--------------------------|----|--------------------------|
| Museum                         | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Art Gallery                    | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Library                        | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Movie Theatre                  | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Live Performance Venue         | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Farmers Market                 | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Community Hall                 | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Pocket Park/Public Green Space | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Recreation Facility            | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
| Coffee Shop/ Bar/Night Club    | Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |

## Appendix A

### ***Sample Municipal Endorsement*** (for Affiliate Tier Applications)

A Resolution to Endorse Participation in the Main Street Saskatchewan Program
--

**WHEREAS**, the Ministry of Parks, Culture and Sport established the Main Street Saskatchewan Program to help communities develop public-private initiatives to revitalize their historic commercial areas using the Main Street Four-Point Approach® and,

**WHEREAS** the Ministry of Parks, Culture and Sport will select Saskatchewan communities to participate in the Main Street Saskatchewan program,

NOW THEREFORE BE IT RESOLVED BY THE MUNICIPAL COUNCIL OF

the \_\_\_\_\_ of \_\_\_\_\_ that the Municipality:

1. Endorses the submission of this application by \_\_\_\_\_ to participate in the Main Street Saskatchewan Program as an Affiliate Tier community as so defined by said program.
2. Endorses the goal of historic commercial area revitalization through implementation of the Main Street Four-Point Approach.
3. Will provide such support to the local Main Street Program that Council finds it practicable to provide.

PASSED, APPROVED, AND ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2016.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK/ADMINISTRATOR



## Appendix B

### **Sample Municipal Resolution**

*(for Accredited Tier Applications)*

A Resolution to Endorse and Support Participation in the Main Street Saskatchewan Program
---

**WHEREAS**, the Ministry of Parks, Culture and Sport established the Main Street Saskatchewan Program to help communities develop public-private initiatives to revitalize their historic commercial areas using the Main Street Four-Point Approach® and,

**WHEREAS** the Ministry of Parks, Culture and Sport will select Saskatchewan communities to participate in the Main Street Saskatchewan program,

NOW THEREFORE BE IT RESOLVED BY THE MUNICIPAL COUNCIL OF

the \_\_\_\_\_ of \_\_\_\_\_ that the Municipality:

1. Endorses the submission of this application by \_\_\_\_\_ to participate in the Main Street Saskatchewan Program as an Accredited Tier community as so defined by said program.
2. Endorses the goal of historic commercial area revitalization through implementation of the Main Street Four-Point Approach.
3. Will appoint a municipal official to represent the municipality on the local Main Street Board of Directors.
4. Will support the cultural planning and Official Community Plan requirements as so defined by said program.

BE IT FURTHER RESOLVED THAT the Municipality will participate in the activities of the local Main Street Program, and provide support to the Program consisting of, but not necessarily limited to:

1. Financial support consisting of \_\_\_\_\_.
2. In-Kind assistance consisting of \_\_\_\_\_  
\_\_\_\_\_
3. Other (specify) \_\_\_\_\_  
\_\_\_\_\_

PASSED, APPROVED, AND ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2016.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK/ADMINISTRATOR

## **Appendix C**

### ***Work Plan Template***

Provide a preliminary work plan for the first two years of your Main Street program, including key goals, objectives, tasks and timelines. Please use the following template as a guide for the layout of your work plan. Include as many goals, objectives and actions as you feel appropriate (**Note:** This work plan is understood to be preliminary in nature. If approved for participation in the MSSP, the development of a more detailed work plan will be guided by the Community Visioning and Work Planning exercises that will be undertaken in Year One of your program).

**Main Street Year 1 and Year 2 Work Plan for:**

<b>Four-Point Work Plan:</b>			
<b>1. Organization</b>			
<b>Goals</b>	<b>Objectives</b>	<b>Tasks</b>	<b>Timelines</b>
Goal 1	Objective 1	•	•
		•	•
		•	•
	Objective 2, and so on ...	•	•
		•	•
Goal 2 (add lines for additional goals as needed)	Objective 1	•	•
		•	•
		•	•
	Objective 2, and so on	•	•
		•	•
		•	•
<b>2. Promotion</b>			
Add Goals, Objectives, Tasks, Timelines as preceding			
<b>3. Design/Heritage Conservation</b>			
Add Goals, Objectives, Tasks, Timelines			
<b>4. Economic Restructuring</b>			
Add Goals, Objectives, Tasks, Timelines			

## **Appendix D**

### ***Budget Template***

Provide a two-year budget that outlines your Main Street program's projected revenues and expenses, using the template that follows. Include Pledge Letters for any confirmed revenue sources with your application. (Note: This budget is understood to be preliminary in nature. If approved for participation in the MSSP, your program will not be strictly bound to these projections.)

**Proposed Main Street Year 1 – Year 2 Budget for:**

REVENUE SOURCE:	Year 1						Year 2					
	CASH			IN-KIND			CASH			IN-KIND		
	Confirmed	Projected	Total	Confirmed	Projected	Total	Confirmed	Projected	Total	Confirmed	Projected	Total
Municipal Government												
MSSP Direct Grant (1st year)	\$25,000		\$25,000									
Memberships												
Sponsorships												
Fundraising Events												
Donations (Board members)												
Donations (Property Owners)												
Donations (Businesses)												
Donations (Local Citizens)												
MSSP Enhancement Grant												
MSSP Capacity Building Grant												
Other Grant (specify)												
<i>insert rows as needed</i>												
Other Revenue (specify)												
<i>insert rows as needed</i>												
<b>TOTAL</b>												
<b>TOTAL CASH &amp; IN-KIND (Confirmed and Projected)</b>												

*Note: For In-Kind contributions, calculate the value of volunteer hours at \$10.00/hour. Value donations of professional services and equipment at market rates.*

<b>EXPENSES</b>	<b>Year 1</b>	<b>Year 2</b>
<b>Coordinator Salary &amp; Benefits</b>		
<b>Other Staff Salary &amp; Benefits</b>		
<b>Office Rent</b>		
<b>Office Utilities</b>		
<b>Office Supplies &amp; Equipment</b>		
<b>Telephone/Internet</b>		
<b>Insurance</b>		
<b>Accounting/Legal</b>		
<b>Dues/Subscriptions</b>		
<b>Training Courses (specify)</b>		
<i>insert rows as needed</i>		
<b>Travel</b>		
<b>Community Visioning Exercise</b>		
<b>Four-Point Projects:</b>		
<b>Organization</b>		
<i>insert rows as needed</i>		
<b>Promotion</b>		
<i>insert rows as needed</i>		
<b>Economic Restructuring</b>		
<i>insert rows as needed</i>		
<b>Design/Heritage Conservation</b>		
<i>insert rows as needed</i>		
<b>Other Expenses (specify)</b>		
<i>insert rows as needed</i>		
<b>TOTAL ANNUAL EXPENSES</b>		
<b>NET (revenue - expenses)</b>		