SECOND PASS MASTER
FEBRUARY 1984

MAIN STREET REVITALIZATION PROGRAMME
3001 Introduction to Main Street

Objective

Students will learn about the evolution of the downtown movement through the Main Street approach. They will also acquire a general knowledge of main street philosophy.

Content

Historic development of main street:
- Recalling the personality of main street.
- The progressive deterioration over the last few decades.
- Main Street Programmes in the United States and abroad.
- Government Main Street Programmes in Canada.
- Heritage Canada:
  - Perth, Ontario.
- Merchants organize.
- Other main street programmes.

Role of main street programmes in revitalization:
- The approach.
- Reinvestment.
- Reshaping Canadian towns.
- The future.

The preservation process:
- Conservation philosophy and doctrine.
- Understanding the full cycle:
  - research;
  - recording;
  - design;
  - construction;
  - maintenance.
- Project management:
  - multidisciplinary work;
  - coordination.
- Local, provincial, and national heritage institutions.

Overview of courses in the training programme:
- General explanation of course content.
- Expected level of participation.

Format

Lectures, audio visual materials, and site visits.

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3002 Getting Organized for Change

Objective

Students will become familiar with the role and function of a Main Street Project Co-ordinator. They will learn to communicate effectively with the community to promote and market a successful programme.

Content

3HRS

The role of the Co-ordinator: step one.
- The need for a downtown co-ordinator.
- The co-ordinator:
  - as an organizer;
  - as an educator;
  - as an implementor.
- Setting up an office for effective production.
- Setting up the books.
- Documenting the project.
- Developing a system for project implementation.
- The monthly reports.
- Organizing a collection of samples.
- Getting things done.
- An incremental approach to change.
- Assuming a leadership role.
- Building realistic goals.
- Staffing and consultants:
  - Identifying staff requirements;
  - Planning for staff hiring;
  - Basic staff management principles;
  - How to select the right people for the right job;
  - Consultants: when and how to use them.

1HR

The Project Co-ordinator: personality and communication:
(Training depends on degree of competence of each participant)
- Acceptance in the community.
- Vital importance of communications to the success of the project.
- Participation in a personality development course:
  - Example: "Dale Carnegie" or "Toastmasters".

5HRS

Organizing main street:
- Setting goals, priorities and strategies.
- The first things to do.
- What a good organization is all about.
- The need for a strong business organisation.
- Liaison:
  - the importance of communication.
- Volunteers.
- Political and social structure of small towns:
  - Tracing a Community's evolution;
  - Identifying the issues;

-LEGAL ASPECTS OF BUSINESS ORGANIZATIONS.

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- Examining the assets;
- Getting to know the decision makers;
- Establishing the funding;
- Working with the service clubs.

**RECOGNIZING STORM SIGNALS**

Legal controls:
- Design ordinances.
- Legislating management controls.
- Alternative means to get things done.
- Advantages and disadvantages of controls.

**Format**

Lectures, audio visual materials, workshops, case histories, and discussions with merchants, business improvement area organizers, mall managers.

2-3 HRS  
**TIME SCHEDULING**
- FIRST THINGS TO DO.
- RECOGNIZING PROGRESS.

- THE PROJECT SCHEDULE
Objective

Students will develop an understanding of business operations. They will also gain a general knowledge of the specifics of the preservation design approach which will enable them to make appropriate recommendations to merchants and professionals on the overall image of their business.

Content

Introduction
- Marketing considerations for small business:
  - Profile of the downtown merchant;
  - Selecting a location;
  - Marketing strategy;
  - Promotional methods;
  - Financial management;
  - Personal service on main street;
  - Aid available to the retailer from the programme and other sources.

- Dealing with property owners:
  - The normal objections and their counterparts;
  - Problems with absentee landlords;
  - How to work creatively with banks and other financial institutions;
  - Working with merchant-owners and non-merchant-owners.

- Dealing with city hall:
  - Timing considerations;
  - Permits;
  - By-laws;
  - Approval process.

Introduction to design.
- Preservation design:
  - Preservation philosophy and doctrine as it applies to downtown commercial architecture;
  - History as a design tool;
  - Above ground archaeology.

- Colour:
  - Selecting and recommending colours for various purposes;
  - Period colours;
  - The psychological impact of colour.

- Window display:
  - Principles and theory of window display.
- New buildings and spaces:
  - Looking at the new buildings of a town;
  - Principles for the insertion of new buildings in a built environment;
  - Design review boards;
  - Design guidelines;
  - Municipal planning process.

RELOCATE TO COURSE 3016.

Storefront design:
- Elements of a facade.
- Design criteria.
- Research prior to design.
- Sympathetic design.
- Design suggestions.
- Common renovation mistakes.
- Keeping maintenance to a minimum.
- Natural ventilation and air conditioning.
- Keeping maintenance to a minimum.

Signage
- Overview:
  - the important role signs play in the image of Main Street.
- History:
  - layers of history;
  - evolution of technology, materials and style;
  - impact of the automobile; and
  - where we are today.
- Present:
  - the need for visual awareness;
  - understanding the problems;
  - recognising types of signage;
  - sign preservation; and
  - franchise signs.
- Design:
  - recognizing good signage;
  - relating a sign to a building;
  - scale, proportion, colour, legibility;
  - appropriate styles and typefaces;
  - lighting;
  - materials, cost and workmanship.
- Implementation:
  - where to go for a sign;
  - what to expect from local sign makers and large sign companies;
  - the merchant's role in the design process;
  - lease and purchase agreements; and
  - maintenance.
- Regulations:
  - reasons for ordinances;
  - limitations; enforcement;
  - design review.
  - review of existing by-laws.
- Conclusions:
  - signage as a manageable first step to revitalizing a business, building or street;

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- the need for neighbourliness;
- recognizing the importance of individuality and local character;

Merchandising: store design and display.
- Layout principles for different types of stores:
  - clothes, food, hardware, sports.
- Decoration principles and techniques.
- Floor, wall, and ceiling finishes.
- Lighting.
- Interior signage and area identification.
- Design tips to reduce shop-lifting.
- Public security.
- Storage.

Format

Lectures, audio visual materials, workshops, case studies, and discussions with merchants.

Workshops [1½ HRS.]
- Preservation design on M.S. (which includes base-as-found, storefront, window display, signage, interiors.)
Objective

Students will be introduced to the main elements and general principles which contribute to the vitality of a downtown area. They will learn to formulate critical opinions about the architectural environment and develop a complimentary marketing strategy.

Content

Introduction
- Philosophy, approach and economics of main street:
  - The main street approach:
    - philosophy;
    - methodology;
    - economics.
  - Respecting regional differences.
- Letting history help:
  - Understanding historical evolution;
  - Where and how to get historical data;
  - Appropriate change: the personality of a Canadian town.
- Image as a marketable product:
  - Existing conditions on main street;
  - The need to promote downtown;
  - Learning from the shopping mall;
  - Creating and promoting an image;
  - The theme approach.

General promotion and how to market main street:
- Promoting and advertising the downtown as a shopping center.
- Target group delineation.
- Developing a theme and methods of action.
- Establishing a workable scale.
- Design as a promotion tool.
- Promotion:
  - budgeting realistically;
  - internal aspects;
  - external activities.
- Communications and public relations.
- Establishing a workable scale.
- Budgeting promotions realistically.
- Unified efforts:
  - Working as a unit;
  - How to convince merchants to participate;
  - Organizing joint events and promotions;
  - Customer services;
  - Publicity/advertizing;
- Other merchandizing and direct sales techniques;
- Indirect sales techniques;
- Pricing policies;
- Unified economic strategy;
- Special events;
- Logos;
- Graphics;
- How to work with merchant associations;
- How and when to use photography.

Public improvements:
- Planning and phasing.
- Vehicle management.
- Surface treatments.
- Street fixtures and amenities.
- Lighting.
- Signage.
- Landscape.
- Infra-structures.
- Low maintenance through good design.

Parking and traffic:
- Pedestrian traffic.
- The psychology of parking:
  - from the point of view of the merchant, the planner, and the user;
  - time theory.
- Determining requirements.
- Where parking should be located.
- Parking structures.
- Landscaping of parking lots.
- The basics of traffic engineering.

Market analysis:
- Market analysis as a tool in the evaluation process.
- Four types of market analysis.
- Who uses a market study and when is it needed.

Tourism:
- Tourism: for better or worse.
- The economic impact of tourism.
- Boosters.
- Identifying potential resources.
- Organizing for tourism.
- Reaching the tourist.
- Planning: how to preserve a community's identity?

Public awareness:
- Community involvement.
- Identifying different audiences.
- Content and organization of public meetings.
- Publicity.
- Audio visual aids.
- Printed aids.
- Use of public school system.

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- Service club luncheon circuit.
- Heritage Day.

How to co-operate with media effectively:
- Billboards.
- Radio.
- Television.
- Newspapers.
- Magazines and other local circulates.

Reaching and educating youth:
- Developing youth's awareness and appreciation for heritage.
- Gaining access to classroom.
- Influencing the education system.
- Activities for youth, including Heritage Day.

Format
Lectures, audio visual materials, workshops, case histories, and discussions with merchants and local representatives.
3005 Economic Restructuring I.  

Objective

Students will be introduced to the various elements which influence the economic restructuring or consolidation of a downtown and how they interrelate to produce a successful, competitive business area.

content

Planning issues of the downtown:
- Planning issues from different points of view.
- Short, mid, and long term planning.
- Understanding the implications of planning.
- By-laws.
- How to take an active part in planning issues.
- How to change or improve development plans.
- Malling.

1 HR

Recruiting new business:
- The right business of the right size in the right place.
- Market justification.
- Highlighting the advantages.
- Packaging essential information.
- Salesmanship.
- Statistics.

3 HR

Reinforcing the presence of professionals:
- Attracting professionals back to downtown.
- Arranging for facilities and services.
- Encouraging professionals to participate in downtown revitalization.

½ HR

Reinforcing the presence of institutions:
- Attracting government services, churches, fire stations, banks, schools back downtown.
- Recruitment and retention strategy.

1 HR

Adaptive re-use:
- New uses for old buildings.
- Adapting modern facilities to old buildings.
- Pro forma analysis.
- Economic considerations.
- Involving levels of government and private developers.

LOCATE A 7HR ADAPTIVE REUSE WORKSHOP: SEMINAR IN 2006

½-2 HR

Grantsmanship:
- Front end feasibility analysis.
- Financing methods and options.
- Funding sources: federal, provincial, regional, private.
- Operations of financial institutions.
- Soliciting community support.

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- Preparing submissions and proposals.
- Fund raising techniques, projects and suggested examples.

**Format**

Lectures, audio visual material, case histories, discussions.
Objective

Students will learn about the various elements which influence the economic restructuring of a downtown and how to co-ordinate them to produce a successful and competitive business area. They will also learn how to utilise federal, provincial, and local grants to facilitate the process of economic restructuring.

Content

Learning from shopping centers and malls:
- Understanding and learning from the competition.
- Analyzing and planning strategies.
- Implementing through better organized units.

Small business concepts and principles:
- Franchises, co-operatives, corporations, sole proprietor operations.
- Bookkeeping.
- Retail terminology.
- Legal issues.

The role of the developer:
- The development process.
- Development corporation concepts.
- What the local and foreign developer looking for.
- Background research.
- Convincing developers to invest downtown.
- How to recommend "fast track".

Taxes:
- Overview of tax laws on preservation.
- Definitions.
- Choice of ownership vehicle.
- Methods of acquisition.
- Tax incentives.
- Rehabilitation of low-income rental housing.

Financing:
- Things which need financing.
- Methods of financing.
- Choosing the appropriate method of financing.
- The pressures of a funding source.
- Exhausting local and regional funding sources.
- Local efforts and local pride.
- Volunteers.
- Job creation and spill-over benefits.

Economic monitoring:
- Getting a realistic picture:
  - surveys of vacancy rates, employment, lease rates.
- Resources.
- How to convince merchants to utilize monitoring techniques.
- Monitoring from day one; simple counting machines.
- On going diary - before & after examples.
- Using monitoring & market survey information.

Real estate law and business:
- Nature, attributes and division of ownership.
- Specific types of interest.
- Transfer of land by conveyance.
- Public control of land use.
- Covenants and easements.

Format

Lectures, audio visual materials, workshops, case studies, and site visits.

PLUS

1 DAY - ADAPTIVE RE-USE WORKSHOP & SEMINAR

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Objective

Students will be introduced to inspection and maintenance of buildings. They will become familiar with the various components of a building and the most common causes of deterioration. Elementary repair techniques will be demonstrated.

Content

Step by step procedure for inspecting buildings:
- Roof.
- Exterior walls.
- Foundations.
- Basement.
- Interior finishes.
- Structure.
- Electrical.
- Plumbing.

Maintenance and repair:
- The reasons for maintenance.
- Maintenance strategy and policy.
- Sandblasting endangers old buildings.
- Moisture and older buildings.
- Water repellents.
- Paint chipping.
- Acid rain.
- Synthetic sidings.

Causes of decay in materials and structures:
- Climatic causes of decay.
- Botanical, biological and microbiological causes of decay.
- Insects and other pests as causes of decay.
- Man-made causes of decay.
- Internal environment of older buildings.

Format

Lectures, audio visual materials, workshops, case histories.

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Objective

Students will become familiar with the various procedures involved in caring for a building which will enable them to advise store owners in the choice of appropriate technology. They will also learn to supervise small construction work and develop an overall maintenance policy.

Content

Repair technology:
- Assessing old buildings.
- Tools for renovation.
- Building materials.
- Roofs.
- Weatherproofing.
- Deterioration of structural carpentry.
- Masonry.
- Electricity:
  - the don't's;
  - the codes;
  - safety.
- Plumbing:
  - the don't's;
  - determining the condition;
  - selecting the appropriate solution.
- Energy conservation.
- Cooling and heating:
  - historic systems;
  - the alternatives.
- Exterior walls:
  - alternatives;
  - and maintenance.
- Finish carpentry:
  - emphasis on exterior of buildings.
- Painting.
- Flooring.
- Security systems.
- Awnings.
- Trees.
- Vegetation
- Signs:
  - natural selection
  - repairs;
  - maintenance.

Specifications:
- Specifications and quantity surveying.
- When to prepare specifications.
- How to prepare specifications and who can do it for you.
- Tendering, tender calls.
- Evaluating tender bids.
- Designation and easements.

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Construction supervision and control:
- Negotiating with the contractor.
- Construction permits.
- Site organization.
- Monitoring progress.
- Site reports.
- What to watch for.
- Site meetings.
- Limitations and guaranties.
- Liabilities and legal aspects.

Maintenance policy and strategy:
- The reasons for maintenance.
- A maintenance strategy.
- Responsibility for maintenance.
- Maintenance policy.
- Budgets.
- Maintenance programming:
  - cyclic;
  - special; and
  - one time.

Format

Lectures, audio visual materials, workshops, case studies, and site visits.

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