

Maple Creek Heritage District Implementation Plan

October 2012

Maple Creek Heritage District Implementation Plan 2012

For further information please contact:

Maple Creek Main Street Program
Box 428
Maple Creek, Saskatchewan
S0N 1N0

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DIALOG™

Maple Creek Heritage District Implementation Plan Team

Maple Creek Main Street Program

- Royce Pettyjohn, Maple Creek Main Street Coordinator

DIALOG

- Jennifer Fix, Project Manager
- Jennifer Keesmaat, Principal

In association with

- Murray Miller, Heritage Architect and artist for all renderings
- Maureen Harrison, Heritage Planner

We would like to thank the members of Council and the Town of Maple Creek, as well as the many other community leaders, stakeholders, and residents who helped to create this plan for the future of Maple Creek's Heritage District. This Implementation Plan has greatly benefited from the participation of the following groups in particular:

Stakeholder Groups

Town of Maple Creek	Royal Canadian Legion
Mayor Rudd and Council	Communities in Bloom
Chamber of Commerce	Maple Creek Arts Club
Nekaneet Pow Wow Regalia Group	S.W. Sask. Oldtimers' Museum
Metis Culture Centre	Jasper Cultural and Historical Centre
Arts, Culture, and Heritage Coalition	Maple Creek Composite High School
Heritage Advisory Committee	Grade 11 Class
Seniors Centre	



1903

PARSONS
BLOCK

MERCHANTS

EXECUTIVE SUMMARY

“Maple Creek has something that is very unique and desirable.”

-Maple Creek resident at a community visioning event

This Implementation Plan is many things: an inventory of Maple Creek’s assets as they relate to the Heritage District; a community story that describes the process that culminated in a vision for the future of this area; and a road map that charts the course for the citizens of Maple Creek to realize this vision.

This Plan sets out a vision, goals, and actions with corresponding timing and responsibilities, which were distilled from many days’ worth of visioning and strategic planning with a myriad of community interests, ranging from government to business to grassroots. The community’s vision is:

The Heritage District is the heart and soul of Maple Creek. It is a daily reminder of our past - a source of identity and civic pride. It is the backdrop of our present - the vibrant place where we live, work, play, shop, learn, and participate in public life. It is a beacon for our future - an opportunity to strengthen our quality of life, prosperity, and role as the hub of the South West.

The vision represents the input of hundreds of citizens and, in a community of 2500 people, this level of engagement is truly exceptional. As the success of the Heritage District hinges on the participation and ownership of the community, the level of engagement in this planning process suggests that the Plan’s implementation has already begun.

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PART A

BACKGROUND & VISION

Section 1.0

INTRODUCTION

“Maple Creek’s Heritage District is the distinctive face of the community. In its continued role as the community’s business core and through the daily use of its heritage buildings and other resources, the district is the exemplification of the Town’s motto ‘Where Past is Present.’ The District is a remarkable surviving and relatively intact example of an early 20th century Saskatchewan streetscape. Its surviving architecture documents the historical evolution of the community from its ranching frontier origins, through to the settlement boom period, and beyond. It is a daily reminder of our collective past and is an on going source of civic pride.”

Maple Creek Heritage District Bylaw

1.1 Why an Implementation Plan for Maple Creek’s Heritage District?

The Town envisions Maple Creek as becoming the “Hub of the Southwest”, a regional centre for tourism, health care, education, commerce, recreation, and cultural activity. At the centre of this vision is the Heritage District.

The Heritage District is and has always been Maple Creek’s commercial and community heart. Residents value the historic buildings and feel they tell a story of the community’s history and identity. A source of pride, it is the most social place in town, where residents gather, participate in community activities and events, meet many of their daily needs, and experience a sense of community. With its historic qualities, interesting streetscapes, distinct character, and unique local businesses, the Heritage District is also a destination for tourists and other visitors, strengthening Maple Creek’s position as the Hub of the Southwest.

The objectives of Maple Creek’s Implementation Plan and the over arching Main Street Program are to:

- make Maple Creek a more **vibrant community** in which to live, visit, and do business;
- enhance the **quality of life** and sense of **community pride** among residents; and
- heighten the **appeal** of the community for tourism, strengthen the local economy, and attract new residents and investors.

The Town of Maple Creek recognizes that while the Heritage District is a strong anchor for community identify and tourism, it is also fragile; the loss of heritage assets and businesses can have a strong impact on the future well-being and prosperity of the community. The Heritage District is an asset and, like any asset, it requires a certain level of stewardship, including proactive planning, protection, and management.

This Implementation Plan charts the course for the conservation and revitalization of the Heritage District. It is the culmination of an extensive visioning process that engaged a myriad of residents and other community stakeholders about the future of the Heritage District. An estimated 10-15 percent of Maple Creek’s population directly participated in the visioning process through stakeholder meetings and workshops, a public visioning forum, interactive youth mapping exercises, individual property owner consultations, and more. The outcomes of this engagement are detailed in Section 3.0 and provide a foundation for the strategies that form the basis of the rest of the Plan.



Jasper Street in Maple Creek's Heritage District
Photo credit: Royce Pettyjohn

1.2 Background | Main Street Program

The Town of Maple Creek is the recipient of provincial government funding via “Main Street Saskatchewan”, which is promoted by the National Trust for Historic Preservation and used by the former Heritage Canada Main Street Program.¹ The program uses a “downtown revitalization methodology that differs from typical community and economic development endeavors because it uses heritage (in its broadest sense) as a tool for economic development.”²

Four-Point Approach

The Main Street Program combines four “points”, which form the basis of this Implementation Plan:

Community Organization - This approach refers to community involvement and self-help. For this project, it refers to both the formal management and governance structures of implementation - including a Main Street Coordinator and the Town of Maple Creek - and the community structures (e.g. volunteers, business owners and patrons, community leaders) that are critically important to successful implementation. This approach assumes that implementation occurs for, with, and by the community, and that it is an ongoing process.

1 The program uses the term “Main Street” to generally refer to traditional downtown and village centres. In Maple Creek, the term “Heritage District” is used, as it applies to a pre-established area defined by the Town that comprises most of Maple Creek’s historic commercial buildings and current downtown businesses. For purposes of this Implementation Plan, the terms “Main Street” and “Heritage District” are sometimes used interchangeably.

2 Heritage Canada Foundation. The Main Street Program: Past and Present. March 2009.

Design and Heritage Conservation - This approach focuses on enhancing the building and public realm, bringing together architecture, planning, and urban design including landscaping. For Maple Creek, heritage conservation is a central focus and defining theme of this component.

Economic Restructuring - This approach accounts for competitive management, business recruitment, real estate techniques, tourism development, and the use of planning, legislation, funding, and incentive programs.

Marketing and Promotion - This approach involves marketing and promoting downtown as a vibrant place to live, shop, eat, work, visit, play, and learn. The marketing and promotion approach highlights the strengths and unique local assets of the community to improve consumer and investor confidence, activity, and investment.



1 A Heritage District banner welcomes people into the Maple Creek's downtown and historic area
 2 Saturday shoppers and pedestrians on Jasper Street in the Heritage District

3 Maple Creek Main Street Coordinator Royce Pettyjohn (left) and Mayor Barry Rudd (right) at the Community Visioning Forum, cutting a locally-made cake that was modeled after the historic Glascock Building

1.3 Process Overview

The process for developing Maple Creek’s Heritage District Implementation Plan took less than six months, but it builds on a tremendous amount of work undertaken to date. The seven steps below outline the key elements of the visioning and planning process, between March and August 2012. The Visioning Process is detailed in Section 3, and the outcomes of each of the steps are integrated throughout this Plan.

Phase 1: Taking Stock and Creating a Vision (March - June 2012)

The purpose of this phase was to: identify existing assets and resources; identify existing needs, challenges, and priorities; and generate interest and input from residents, historic property owners, businesses, community officials, and a wide range of stakeholders toward the creation of a vision for Maple Creek’s Heritage District.

a

Project Kick-Off (March)

- *Project Kick-Off Meeting* - This involved a meeting between the Maple Creek Main Street Coordinator and DIALOG (the consultant team) and a tour of the Heritage District.
- *Community Booth* - This was an interactive station at the Multicultural Mosaic, which allowed the nearly 300 attendees to learn about the project and share what they value about the Heritage District.

b

Stakeholder Workshops and Background Research (April)

- *Background Research* - DIALOG reviewed background materials, including local plans, policies, and reports that provided background information on the Heritage District, Maple Creek more generally, and the Cypress Hills Destination Area. This research provided supplementary information to and in preparation for the Stakeholder Interviews and Workshops.
- *Stakeholder Interviews and Workshops* - Approximately 80 individuals representing diverse stakeholder groups were engaged in discussions about local assets, challenges, and opportunities. They also participated in preliminary visioning about the future of Maple Creek’s Heritage District.



Community Visioning Forum (May)

- Over 70 members of the community attended the public forum to: listen to a presentation from Jennifer Keesmaat (DIALOG principal and community planner) about culture, heritage, design, and community revitalization; hear from local residents about community activities and local success stories; provide their visions and ideas on interactive boards about the future of the Heritage District; and socialize at this celebratory event. Participants also had the opportunity to review and comment on the draft goals.



Strategic Planning Workshop (May)

- Approximately 15 people representing the previously consulted stakeholder groups participated in a workshop to revise the draft goals and identify key actions, roles/responsibilities, and priorities for each of them.



Historic Property Owner Consultation (June)

- The Maple Creek Main Street Coordinator and a consultant heritage architect met with property owners of nine historic buildings in the Heritage District to tour their buildings and discuss possible design interventions to rehabilitate their buildings. The outcomes of the discussions resulted in nine building renderings and three streetscape renderings.



1 Community Booth at the Maple Creek Multi-Cultural Mosaic
 2 One of the several stakeholder workshops
 3 Community Visioning Forum
 4 Strategic Planning Workshop

Phase 2: Realizing the Vision and Enabling Successful Implementation (June - August 2012)

The purpose of this phase was to: build on public and stakeholder input to develop a draft Implementation Plan; provide the opportunity for the public and stakeholders to review the draft Plan; build on the enthusiasm and sense of ownership over the Plan; and develop a final Plan that is implementable by the Town of Maple Creek, its partners, and the community.

f

Draft Maple Creek Heritage District Implementation Plan (July)

- *Draft Plan* - This involved bringing together public and stakeholder input, best practices, and information about Maple Creek's existing assets, challenges, and opportunities into a set of actions and additional recommendations for implementation.
- *Public Review* - The public and stakeholders are provided the opportunity to review material in the Draft Plan through a number of ways:
 - Display boards showcasing historic and current photos, as well as renderings for potential future building rehabilitation, were made available for public review and comment during the Heritage Festival in July.
 - If feasible, each display board will be placed in the relevant building (i.e. in the front window), where members of the public can go inside and provide written comment on the rear of the display board for a few weeks during the summer.
 - The full Draft Plan will be circulated to stakeholders in late July for review and comment.

g

Final Maple Creek Heritage District Implementation Plan (August)

- Based on the comments from public and stakeholders, the Draft Plan will be revised and a Final Plan will be submitted. While the Plan will be completed in August, the implementation process itself is ongoing and requires continuous investment.

1.4 Heritage District in Context

Geographic Scope

The Heritage District is situated in north-central Maple Creek, and is focused along stretches of commercial uses on: three blocks of Pacific Avenue; two-and-a-half blocks of Jasper Street; and one block on both Maple and Harder Streets. The railway, Canadian Pacific lands, and Land of Living Sky Park are situated to the north, and predominantly residential uses are situated to the west, south, and east of the Heritage District.

While the geographic scope of this Implementation Plan falls within the boundaries of the Heritage District, the issues and opportunities that characterize it today - and can inform its future - permeate the entire town, Southwest region, province, and beyond.



Maple Creek's Heritage District includes the public rights-of-way and properties along: Jasper Street between Pacific Avenue and Jasper Centre (between 2nd and 3rd Avenues); Pacific Avenue between the lanes west of Maple Street and east of Harder Street; and Maple and Harder Streets between Pacific and 1st Avenues.

Maple Creek: A Snapshot¹

Regional Context

- Maple Creek is situated in the southwest corner of Saskatchewan and within a mixed grasslands and fescue grasslands eco-region, which includes a unique landscape and a semi-arid climate. Maple Creek enjoys the warmest annual average temperatures in the province.
- According to the Cypress Hills Destination Area, this sparsely populated area is “known for the beautiful Cypress Hills, diverse flora and fauna, incredible paleontological finds, cowboy and farming culture, and welcoming communities with authentic attractions such as historical museums, artist studios, and displays relating to the area’s rich fossil history”.
- Maple Creek is situated 40 km east of the Saskatchewan-Alberta border on Highway 21, 8 km south of the Trans-Canada Highway. Nearest urban centres are Medicine Hat, Alberta (100 km to the southwest) and Swift Current, Saskatchewan (130 km to the northeast).
- Maple Creek is the gateway for an estimated 250,000 tourists travelling to the Cypress Hills Interprovincial Park and Fort Walsh, a National Historic Site of Canada.
- Other nearby destinations include the Big Muddy Badlands, the Grasslands National Park, the Great Sandhills, historic and cultural destinations, and the community of Eastend.

History

- The Cypress Hills area was significant to the First Nations people, providing game and supplies of lodgepole pine.
- Prior to settlement in the Northwest Territories and the establishment of the community of Maple Creek, Fort Walsh was constructed in the Cypress Hills in 1875 by the North West Mounted Police (NWMP). The fort was established to express Canadian sovereignty, enforce Canadian law, and prepare the west for settlement and the coming of the railway.
- Construction of the Canadian Pacific Railway (CPR) halted for the winter of 1882-83 just east of what would become the community of Maple Creek. A small group of CPR workers and a couple of homesteaders over-wintered at the location what would become the townsite of Maple Creek the following year. In the spring of 1883 construction of the CPR pushed through Maple Creek, settlers began to arrive, business were established at the railhead, and the ‘A’ Division of the NWMP relocated from Fort Walsh to new barracks just outside of town.

¹ Information sources for this sub-section include: The Encyclopedia of Saskatchewan; (University of Regina); The Canadian Encyclopedia (Historical Dominion Institute); and showbiz.ca.



Looking north at Jasper Street from Pacific Avenue nearly a century ago, at what is now the Heritage District.
Photo credit: S.W. Sask. Oldtimers' Museum & Archive

- A post office and community institutions were quickly established to support the local ranching population. Maple Creek was incorporated as a village in 1896 and grew to obtain town status by 1903.
- Ranching flourished in the Cypress Hills, with the first shipment of Cattle from western Canada being loaded on the rails at Maple Creek in 1884. The commercial core of the young community grew quickly to supply the ranching industry. The construction of churches, schools and other public buildings soon followed.

People & Economy

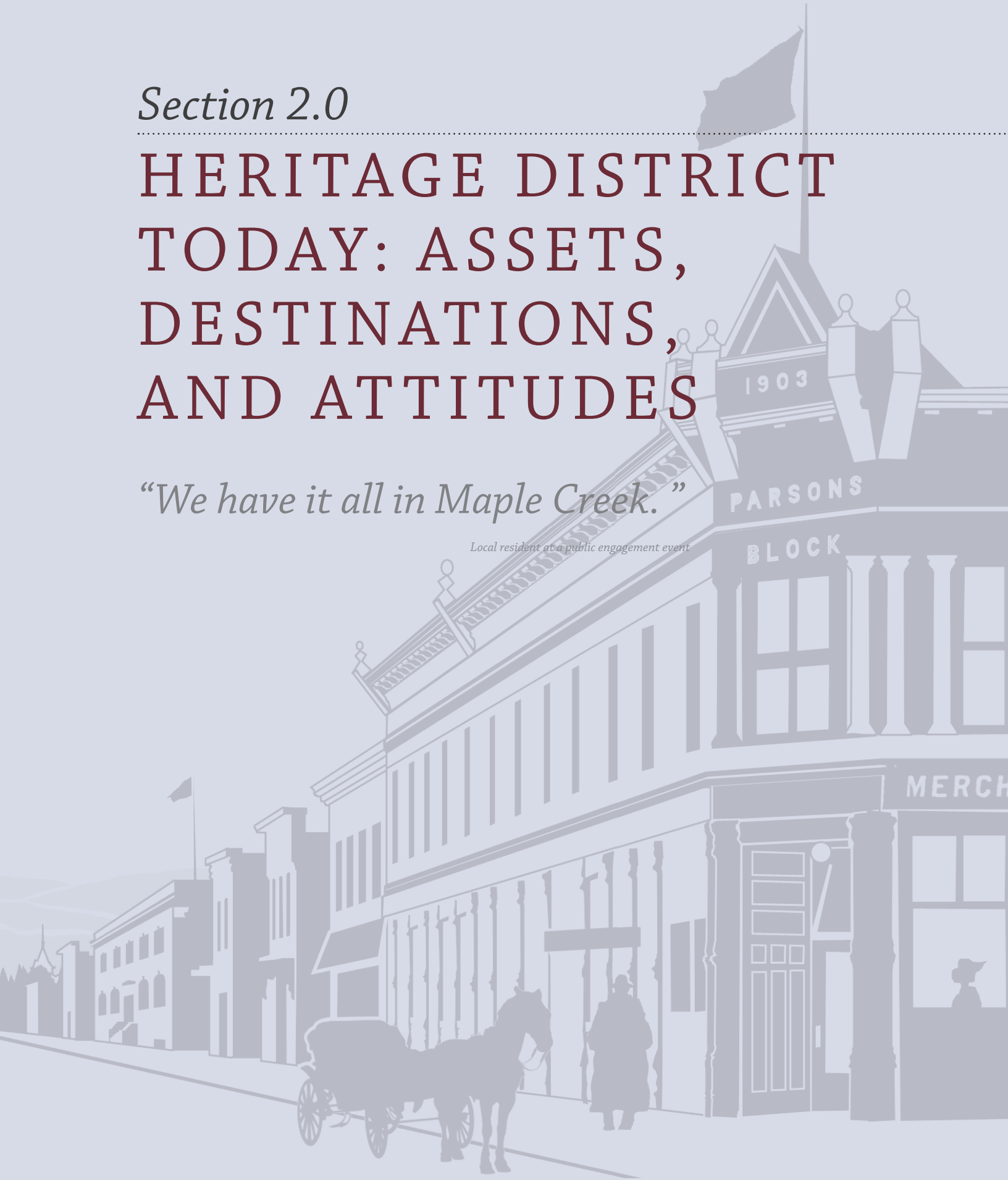
- Maple Creek's population is approximately 2500. The rural municipality in which it is located is growing in population, according to the Ministry of Health.
- Maple Creek has one of the most diverse economies in a town of its size in Saskatchewan.
- Agriculture remains the most substantial contributor to the economy, with (generally speaking) crop production to the north and ranching to the south. Other economic sectors include gas exploration and production, tourism, small-scale manufacturing, and services, comprising a stable, healthy economy. Potential future opportunities have been identified in other economic sectors such as eco-tourism.

Section 2.0

HERITAGE DISTRICT
TODAY: ASSETS,
DESTINATIONS,
AND ATTITUDES

“We have it all in Maple Creek.”

Local resident at a public engagement event



2.1 A Distinct and Authentic Place

What makes Maple Creek, *Maple Creek*? Why do people choose to live here? Why do they continue to call it home, generation after generation, and why do they move here from distant places to make it their new home? Why do people choose to visit for the first time? Why do they come back?

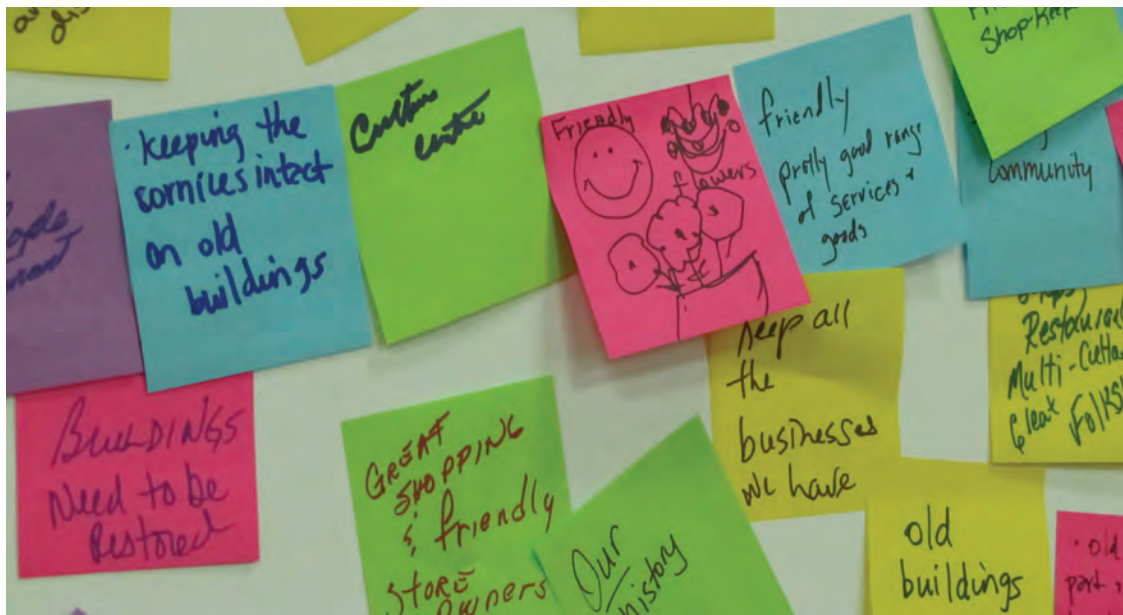
There are many answers to these questions; the visioning work undertaken for this Plan uncovered many social, cultural, economic, and physical assets in the Heritage District that shed light on what sets Maple Creek apart. When residents were asked what they most value about the District, this is what they said:

- **the unique character of the historic storefronts and buildings** (e.g. “history is well preserved in the amazing architecture”, “past history kept alive”);
- **friendliness and sense of community** (e.g. “friendly shop keepers”, “people always ready to help”, “friendly, helpful people who remember your name”);



1 Mural in Maple Creek's Heritage District
 2 Home Hardware on Jasper Street
 3 Local resident and restaurant owner on Jasper Street

- the “small town feel” and “quiet easy living”;
- **shopping, restaurants and other destinations**, including variety and convenience (e.g. “all the little shops”, “friendly store owners!”, “visiting over coffee”, “great restaurants”, “shopping in walking distance”);
- **cultural facilities**, including Jasper Centre and the library; and
- **amenities and general character** (e.g. “the old looks and ways”, “mural”, “little cowboys signs”, “flowers”).



Resident responses to the question: “What do you value about Maple Creek’s Heritage District?”

Identity and Value

The identity of a place is a continuously changing thing and is difficult to define in absolute terms. Nonetheless, as evidenced by resident input, Maple Creek’s motto - “Where past is present” - seems to capture many of the key community values and perceived assets within the Heritage District. According to the local business and tourism industry, it is also what attracts tourists and other visitors.

In an age of globalization and rapid change, Maple Creek - while also changing and forward looking - is rich with vestiges of the past, both tangible and intangible. Its Heritage District buildings offer a rare and remarkably intact example of historic prairie streetscapes, and its economy and culture continue to be characterized by and benefit from the community’s past.

While Maple Creek’s historic assets are important to tourism and economic development more generally, they also have enormous intrinsic value because residents care about them. The Heritage District’s physical qualities - and all the life

that happens in them - are a source of civic pride, and help create a sense of place and belonging.

Maple Creek Heritage District and Main Street Program Logo

Exemplifying Maple Creek’s distinctiveness and authenticity, a new logo has been developed for the Heritage District and Main Street Program. It was designed by a local artist, and captures historic and present day elements of Maple Creek’s built environment and social, economic, and bioregional contexts.

Maple Creek’s Main Street Coordinator, Royce Pettyjohn, describes the logo as follows:

The inspiration for the Maple Creek Main Street Program/Maple Creek Heritage District logo is Maple Creek’s Jasper Street circa 1910.

The logo blends the representation of iconic heritage buildings both surviving (like the Post Office) and lost to time (like the Parsons Block). This is to remind us of how architecture defines a sense of place, but also how fragile it is and how the loss of heritage buildings can impact the identity of a community.

The horse on the street reminds us of our western heritage, and the people represented in the logo reminds of how our built environment is the backdrop for our daily lives.

The stylized Cypress Hills in the background are to further reinforce the sense of place, and remind us of Maple Creek’s connection to the greater Cypress Hills area, not only as a supply centre for ranching and farming throughout our history, but also for Cypress Hills Destination Area tourism today.



2.2 Cultural Assets and the Heritage District

Events

Local cultural and sporting events that celebrate the community's Western heritage include: Maple Creek Ranch Rodeo, Maple Creek Heritage Festival, Cowtown Pro-Rodeo and Parade, Nekaneet First Nation Regalia activities, Taste of Maple Creek Food Festival, Maple Creek Cowboy Poetry Gathering and Western Art Show, Powwows, Cowtown Christmas, Battle of the Little Big Puck, and more. Most of these events take place partly or entirely in the Heritage District, adding to its vibrancy and enlivening spaces in which Maple Creek residents have gathered for events and celebrations for well over a century.

Other activities celebrate the changing face of Maple Creek, which welcomes newcomers from diverse places and cultures who are helping shape the increasingly diverse local culture. The annual Multicultural Mosaic is a celebrated example.

Organizations and Initiatives

Maple Creek's biggest cultural resource is its people. There is a strong culture of volunteerism, where volunteers - both formal and informal - can be credited for enhancing the Heritage District, including by: organizing the Town's many cultural events that take place in the community's heart; maintaining and/or rehabilitating



its built assets within the Heritage District (e.g. C.M. Glascock Building, S.W. Sask. Oldtimers' Museum, W.R. Orr Building, Jasper Cultural & Historical Centre, & Saint Mary's Anglican Church); enhancing public spaces (e.g. Communities in Bloom, Salvation Army); providing services and programs to a residents, tourists, and other visitors; and generally promoting the Heritage District by increasing the level of education and awareness around Maple Creek history and culture.

The many cultural organizations and groups in Maple Creek include:

- S.W. Sask. Oldtimers' Museum
- Jasper Cultural & Historical Centre
- Maple Creek Seniors Centre
- Maple Creek Heritage Advisory Committee
- Maple Creek Arts, Culture, and Heritage Coalition
- Maple Creek Art Club
- Leader School of Dance
- Chinook Youth Musical Theatre
- Maple Creek Musical Festival Association
- Nekaneet First Nation Regalia Group (among many other cultural contributions)
- Cypress Hills Metis Cultural & Resource Centre
- Maple Creek Newcomers Welcoming Committee
- Communities in Bloom



Nekaneet dancers outside the Glascock Building
Photo credit: Darcy Dietrich

- Creek Classics Antique Car Club
- Antique Tractor Club
- Youth Groups (4-H, Scouts, and Guides)
- Cowtown Rodeo Queen and Indian Princess Committee
- Traditional Craft Groups (Quilting, Rug Hooking, and more)
- Ranch Rodeo Committee
- Cowboy Poetry Committee

The historic buildings that are situated in the Heritage District and home to the cultural facilities are discussed in greater detail in Section 4.0 of this Plan.

Maple Creek Cultural Plan

The Town of Maple Creek recognizes the fundamental relationships between culture, heritage, revitalization, quality of life, and economic development. As such, the planning and visioning process that culminated in this Implementation Plan was fully integrated with a concurrent Cultural Planning process. A Culture Plan is being developed and, like the Implementation Plan, its purpose is to increase the community's vibrancy, quality of life, and appeal.

Under separate cover, the Cultural Plan identifies the needs, opportunities, and strategies to strengthen arts and culture in Maple Creek; the Plan can be obtained from the Town of Maple Creek. As a result of this strong integration, this Implementation Plan also includes a strong cultural component.

2.3 Economic Assets and the Heritage District

Organizations and Initiatives

Maple Creek Economic Development organizations are themselves assets to the Heritage District (e.g. promotions, business support, etc.) and include:

- Maple Creek Chamber of Commerce
- Tourism Maple Creek
- Maple Creek Main Street Program Committee

Earlier in 2012, a Maple Creek Business Retention and Expansion Initiative was also launched that identifies several local assets: provision of quality service; tourism and history; key services; willingness to survive; and volunteerism and community group contributions.

In addition to the Cypress Hills Destination Area Development Plan already discussed, recent Town planning initiatives include the development of the Strategic Plan (2012-2014) and the Official Community Plan. The former identifies people as assets, including: staff, Council, community groups, and businesses.

Tourism, History, and Authenticity

With nearly 275,000 visitors passing through the region in 2008 (up from 174,000 in 2004) between the months of April and September, the proximity to the Cypress Hills Interprovincial Park and other regional destinations offer tremendous opportunity to Maple Creek.

Maple Creek is, in its own right, also a tourist draw. Identified as a “core attraction” in the Cypress Hills Tourism Destination Area Plan, Maple Creek’s Heritage District is an economic asset to Maple Creek and the larger region. Downtown merchants estimate 50-70% of business comes from tourists, and there are four recognized streams of tourism in Maple Creek:

- Summer/Cypress Hills Tourism – ¼ million people come through Maple Creek on their way to the Cypress Hills
- Festivals and Event Tourism
- Retail and Culinary Tourism
- Medical/Veterinary Tourism (e.g. new hospital)

Maple Creek’s historic assets greatly appeal to visitors. Tourism Saskatchewan, through the Cypress Hills Destination Area Development Plan, recognizes that the Town of Maple Creek has a number of primary and secondary travel demand generators which include several unique local businesses, as well as cultural attractions such as the community’s Heritage District, museums and festivals.



1 Maple Creek's grain elevators, Land of Living Skies Park, and Heritage District gateway reflected in the window of The Star Cafe & Grill, a community and popular tourist destination that is housed in a restored historic building on Pacific Avenue

2 A clerk and her customers on Jasper Street

3 A cowboy walks down Jasper Street

Outside the Heritage District, other businesses that were listed in the Destination Area Plan are also historic in nature and/or reference Maple Creek's traditional Western identity and culture. Indeed, while agriculture and ranching are themselves primary contributors to the local economy, they also perpetuate the sense of authenticity that appeals to visitors. Indeed, many of the people living in Maple Creek and the region are real farmers and cowboys, and the nearby Nekaneet community continues to keep many of its customs and traditions alive. Maple Creek feels authentic simply because it is.

2.4 Built Assets in the Heritage District

Part of a Connected Community

Maple Creek’s “bones” - or its physical layout - are a major asset. It’s grid structure, with short blocks and a high degree of connectivity, allows for easy navigation and circulation by foot, bike, and wheelchair.

Economic analyses have shown that more walkable places perform better economically, and tourists are drawn to places where there is vibrant street activity. As vibrant streets and their businesses depend upon foot traffic, Maple Creek’s physical structure is indeed a significant resource. Virtually all residents are within a 10 minute walk (i.e. 800 metres or less) to the Heritage District, and visitors can park their vehicles (or not bring any at all) and safely and conveniently get around.

In addition to health benefits associated with active transportation, opportunities for social interaction also increase with walkability, which builds community and contributes to quality of life.



Pedestrians, shoppers, cyclists, wheel chair users, and baby strollers in the Heritage District

Intact Streetscapes

Maple Creek's Heritage District's intact streetscapes - which are comprised of buildings and public spaces such as sidewalks - are enviable. Not only are they outstanding examples of increasingly rare historic prairie streetscapes, but they have all the design ingredients for vibrant "Main Street" activity.

These design ingredients are assets and include the following:

- **A People-Friendly Scale** - The streets in Maple Creek's Heritage District were put in place before the advent of cars, which means that they were designed for people travelling at the speed of walking. Buildings are fine-grained with narrow frontages, abutting one another (or near one another), and built up to the sidewalk. Building proximity and short frontages - along with articulation of façades (see below) - create a rhythm for passersby moving at the speed of walking or cycling.
- **Plenty of Character and Texture** - Many of the buildings - namely those that have not been extensively altered in recent decades - have very distinct and historic character, including plenty of architectural expression that create visual interest and a unique and authentic sense of place. Examples include:
 - Architectural details - These include historic fenestration (e.g. traditional double-hung sashes), cornices, decorative brickwork, and many other examples of craftsmanship.
 - Materials - These include the presence of traditional building materials of high quality, including locally-made brick, stone, and wood, which provide texture and convey a sense of enduring warmth and authenticity.

It is also worth noting that architectural details on several of the buildings are hidden from view, concealed behind new façades. While currently not within view from the street, these historic façades are nonetheless assets to Maple Creek and the Heritage District, and are ripe for rehabilitation.

- **Permeable Storefronts** - Large windows at eye-level allow pedestrians to see past building façades and into interior spaces, and they allow customers/employees to see outside onto the sidewalk. This "permeability" allows for visual access into and out of the public and private realms, which encourages safety and makes Maple Creek's streets more interesting and dynamic places to be.
- **Public Realm** - The public spaces (e.g. sidewalks, streets, pocket parks, etc) in the Heritage District have received significant attention in recent years through the beautification efforts of volunteers and business owners. These public spaces are assets to Maple Creek, and are discussed on page 36.



1 An intact streetscape, looking south on the west side of Jasper Street from 1st Avenue
2 An intact streetscape, looking south on the east side of Jasper Street from between 1st and 2nd Avenues
3 An intact streetscape, looking west on the south side of Pacific Avenue from 1st Avenue
Photo credit for top two images: Royce Pettyjohn

Landmark Buildings

Peppering the Heritage District's streetscapes are a number of large historic buildings that serve as landmarks and are iconic of Maple Creek. Not only are these buildings rich with character and history, but they also house important cultural and community activities that enliven and draw people into the Heritage District.

In addition to their external heritage values, many of these buildings have maintained significant aspects of their original and historic interiors, such as molded-tin ceiling and hardwood floors.

These landmark buildings include (but aren't necessarily limited to):

- **Post Office** - Built in 1908 and serving as Maple Creek's post office for over 100 years, this building has been identified as a community focal point and historic landmark. As everyone in Maple Creek collects their mail at the Post Office, it is the most frequently visited building in the Heritage District and a place of social interaction. With the exception of its windows, most of the Post Office's historic exterior has been preserved over time and remains a local historic icon and treasure.
- **Jasper Cultural and Historical Centre** - Built in two stages in 1910 and 1913 as the town's school, which educated hundreds of local students until 1986, this



Maple Creek's Post Office
Photo credit: Royce Pettyjohn

large brick building now houses a museum and cultural centre. It contains exhibits depicting pioneer life and the Prairie Sky Gallery, which showcases the work of local artists and artisans.

- **S.W. Sask. Oldtimers' Museum** - While more modest in size, the log museum is nonetheless a historic and iconic building in Maple Creek's Heritage district. Built in 1935, it is the oldest purpose built museum structure in Saskatchewan. Its design and construction material was intended to reflect that of the structures common in the Cypress Hills area during the frontier period.
- **Jasper Hotel** - Built in 1903, the Jasper Colonial Hotel has always been a prominent fixture of Jasper Street, located on the corner at 1st Avenue in centre of today's Heritage District.
- **Commercial Hotel** - Built in phases in 1884, 1906 & 1911; the hotel was Maple Creek's oldest continually operated business until it closed following the flood of 2010. Aside from its landmark status in the community, it has placed a central role in community cultural life for more than a century. The building boasts a remarkably intact 1911 lobby featuring marble mosaic floors and furnishing dating back to the original 1884 building.
- **W.R. Orr Building** - Built in 1910 as the Union Bank of Canada, it later served as a Royal Bank and the Bank of Montreal before being acquired by the Burnett & Orr law firm in the 1950's. The building houses original Union Bank furnishings as well as the Burnett & Orr Law Office collection (1903-2005). The building now houses the Maple Creek Visitor Centre and the Maple Creek Main Street Program Office.
- **C.M. Glascock Building** - Built in stages between 1909 & 1930, this building was one of the oldest continually operated automobile dealership buildings in Saskatchewan. It is a historic anchor at the south end of the Heritage District. The building has been recently rehabilitated to serve as temporary exhibit space for the S.W. Sask. Oldtimers' Museum as well as community cultural programming space.
- **St. Mary's Anglican Church** - Built in 1909, St. Mary's is a Municipal Heritage Property that continues to be used by the congregation. "Canada's Historic Places" initiative describes it as follows: "With its prominent main street location, orange brick exterior and tall spire, St. Mary's Anglican Church has long been one of Maple Creek's most striking and valued community landmarks".

Public Realm

Where buildings provide the backdrop of public life in Maple Creek, the public realm provides the stage. Public life includes everything from day-to-day activities to special events such as the Farmers Market, festivals, parades, other community celebrations.

The public realm is essential to community development and quality-of-life, and includes all physical areas of Maple Creek that are not private, including sidewalks, streets, parks, plazas, and any other spaces (generally outdoor) that are publicly accessible.

Maple Creek has many public realm amenities and assets, including: relatively wide sidewalks, historic signs, murals, landscaping (flower pots and trees, though the latter are limited along streets), street furniture, decorative/themed garbage receptacles, parks and a community garden, memorial, and other open spaces such as those adjacent to the Post Office. Together with the Heritage District's buildings, the public realm is a critical part of a community's identity and sense of place.

A list of public realm assets or resources in Maple Creek must take into account the Communities in Bloom initiative, which is led by an exceptionally dedicated group of local volunteers who have implemented the following beautification upgrades in the Heritage District:

- Creation of a pocket park in front of the Post Office, which is to be expanded to other under-utilized areas around the building;
- Creation of a community garden with raised beds with fruit and vegetables;
- Installation of benches with a heritage aesthetic;
- Revitalization of the Land of Living Skies Park (formerly the CPR Park) with flowers, trees, and a gazebo that houses the Farmers Market;
- Installation of ornamental landscaping in front of the Jasper Cultural and Historical Centre;
- Hanging of floral baskets from the Heritage District street lights; and
- Installation of whiskey barrel tub planters along the street.

A contributions made by the Communities in Bloom to the Heritage District cannot be understated. When listing local "success stories", stakeholders continually Communities and Bloom and their projects, which have had enormously positive impacts on the visual quality of Maple Creek's Heritage District.

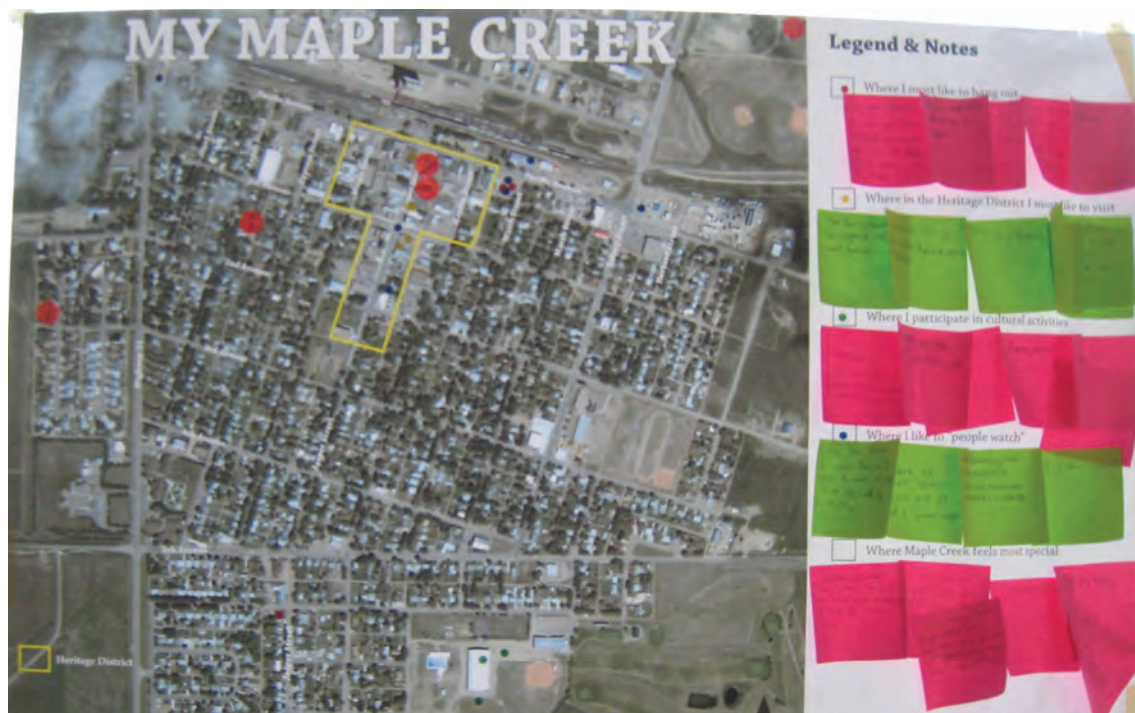


1 An attractive public realm - with flower pots, cafe seating, and sandwich boards - on Jasper Street
2 Land of Living Skies Park and venue for the Farmers Market (Communities in Bloom project)
3 Credit Union park, with public street furniture, flower pots, and a mural
Photo credit for all images: Town of Maple Creek and/or Royce Pettyjohn

2.5 Youth Destinations and Assets

Thirty grade 11 students were consulted about their top destinations and perceived assets in Maple Creek and the Heritage District. Emergent themes include:

- When asked where they “**most like to hang out**”, 14% of responses included locations in the Heritage District, including food destinations and businesses where they work or visit friends. Several other identified locations are adjacent to the Heritage District (i.e. namely the food/convenience stores on Pacific Avenue).
- When asked where in the Heritage District they “**most like to visit**”, most of the destinations were along Jasper Street, with the most commonly referenced places being restaurants (e.g. Bel Air, Cypress Pizza). The gym, movie store, Legion, and banks were also mentioned a number of times.
- When asked where in Maple Creek they “**like to people watch**”, 17% of the responses included destinations in the Heritage District. Examples include:
 - “Centennial Park - lots of benches and chill areas, so it’s comfortable to sit and relax watching people interact”
 - “Everyone goes by or into the post office eventually, centre of town, and lots of people, on the corner where you can see four ways.”
 - “The Star Cafe, big window front, lots of people walk by.”
- When asked where Maple Creek “**feels most special**”, 16% of responses include locations in the Heritage District (i.e. identified above).



One of the six maps that were used by youth to identify and discuss their identified destinations.

2.6 Perceptions and Attitudes

As evidenced in the public input summary in Section 2.1 and inventory of assets (which were strongly informed by public input), residents generally have a strongly positive perception of the Heritage District. From a tourism perspective - according to the Cypress Hills Destination Area Plan (CHDAP) - while the most well-known attraction in the region is the Cypress Hills Interprovincial Park, there are a number of travel demand generators specific to Maple Creek's Heritage District itself.

Consultation with key stakeholders from the local tourism sector, Chamber of Commerce, Town of Maple Creek, and Council about how they think residents and visitors perceive the Heritage District revealed both positive and negative attitudes. They are outlined below.

Positive Perceptions/Attitudes

The positive perceptions identified by stakeholders - which apply to both residents and tourists - align with the values expressed during general public consultation:

- It is **reminiscent of the "old days"** and so generally positive about revitalization; heritage is an asset to the community;
- It provides a **good balance** between small town environment and urban amenities;
- Great and/or **unique shopping; and**
- **Growing awareness** about heritage assets.

Negative Perceptions/Attitudes

Negative perceptions - mainly applicable to residents/locals - are as follows:

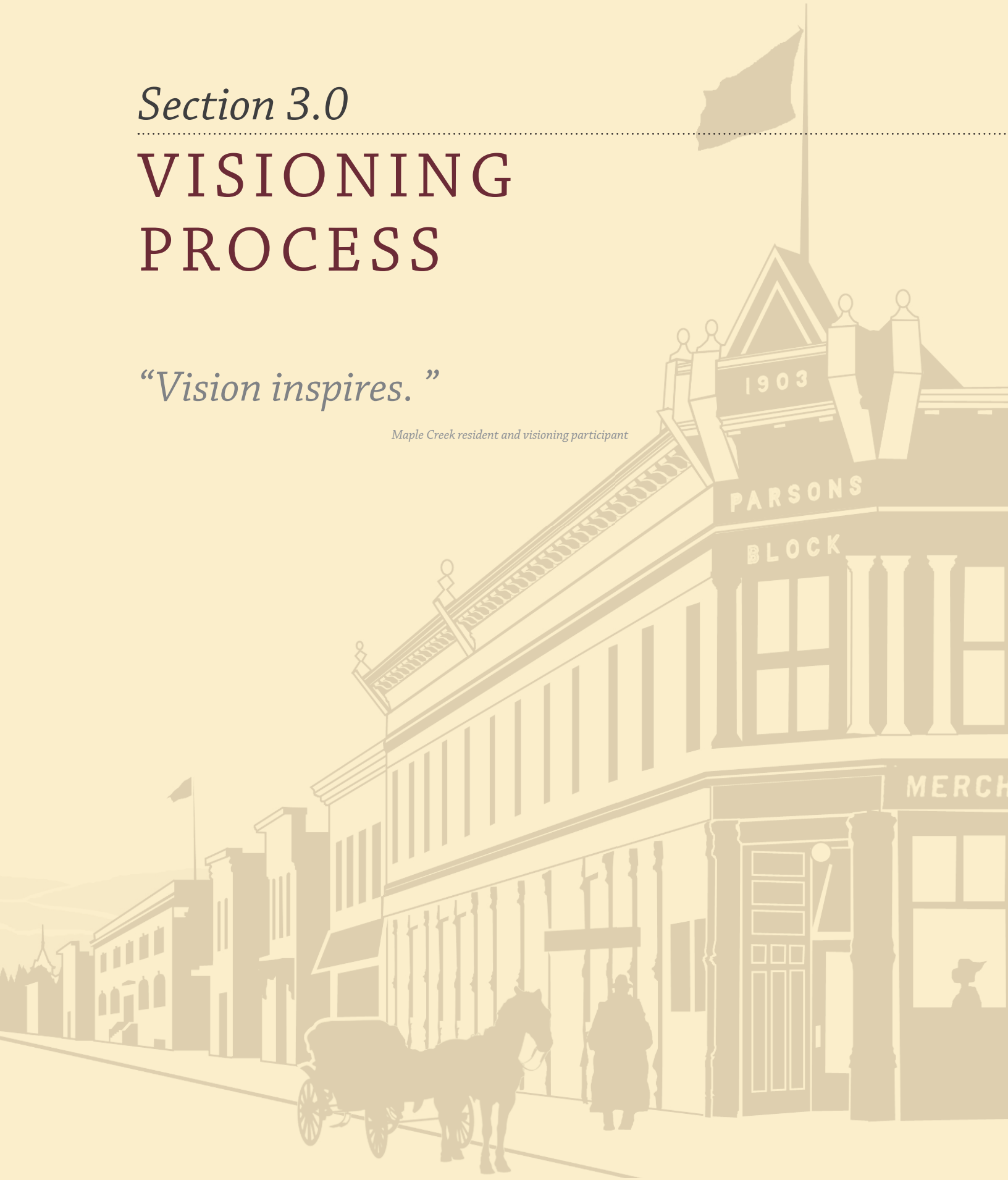
- **Lack of understanding** of the purpose of the Heritage District's designation and some concern about tax payer costs;
- Locals seem to appreciate the heritage values less than tourists/visitors; there can be the thinking that heritage means "**being stuck in the past**"; lack of foresight that heritage draws tourists;
- Anger / frustration about many **businesses being closed on Saturdays** (i.e. it's "too dead" on weekends); and
- **Buildings in need of face lift**; concern about "depleting" area.

Section 3.0

VISIONING
PROCESS

“Vision inspires.”

Maple Creek resident and visioning participant



3.1 A Vision for Maple Creek's Heritage District

Crafting an implementation plan begins with a vision.

Before community stakeholders were brought together to discuss actions, priorities, and responsibilities for the Heritage District Implementation Plan, an extensive public and stakeholder visioning process was undertaken. Summarized in Section 1.3 and detailed in Sections 3.2-3.5, the visioning process included the following key components:

- Community Booth at the Multi-Cultural Mosaic - This focused on values and perceived assets in the Heritage District.
- Stakeholder Workshops - This included discussion about needs, challenges and opportunities, but also included significant visioning.
- Community Visioning Forum - This was the keystone public event that focused on developing and building on a vision for the future of the Heritage District.

Other community engagement activities that focused on implementation included: a Strategic Planning Workshop with stakeholder representatives; and consultation with historic building property owners about rehabilitation opportunities. The detailed outcomes of each of these visioning components are outlined in Section 3.0, and have been used to develop the Implementation Plan, culminating in the following vision for Maple Creek's Heritage District:

The Heritage District is the heart and soul of Maple Creek. It is a daily reminder of our past - a source of identity and civic pride. It is the backdrop of our present - the vibrant place where we live, work, play, shop, learn, and participate in public life. It is a beacon for our future - an opportunity to strengthen our quality of life, prosperity, and role as the hub of the South West.

3.2 Community Booth - Multicultural Mosaic

The purpose of this event was to promote the Main Street Program, advertise for the upcoming Community Visioning Forum, and obtain an early understanding of top destinations and perceived community values and assets as they relate to the Heritage District.



1 & 2 Participants interact with the "What is your #1 destination in the Heritage District?" board
 3 Top destinations in the Heritage District, as represented by clustering of red dots
 4 Maple Creek Main Street Coordinator, Royce Pettyjohn, serving up perogies and cabbage rolls to participants
 5 & 6 Participants interact with the "What do you value about the Heritage District?" board

Overview

The 4th annual Maple Creek Multicultural Mosaic was held in the Legion Hall from 2-5 pm on Saturday, March 31, 2012. It is an annual event organized by the Newcomer's Welcoming Committee that features local cultural groups serving ethnically-diverse food, as well as music and performers.

At the Community Booth, Main Street Coordinator Royce Pettyjohn served food to participants while the consulting team staffed three informational and interactive boards. According to event organizers, this year's event drew approximately 300 people, the majority of whom visited the Community Booth.

Outcomes | Community Input

What is your #1 destination in the Heritage District?

This interactive board included a large aerial map of the town with the Heritage District delineated in yellow (see previous page). Participants placed red dots over the place they most frequently visit in the Heritage District.

Most commonly identified destinations were along Jasper Street, with the strongest clustering of activity at the 1st Avenue intersection, namely because of the Post Office and Bank of Montreal. Another focal point was the bank at Pacific Avenue and Jasper Street. Generally speaking, participants indicated that they most commonly visit the Heritage District to access services. However youth participants tended to focus on commercial destinations, such as restaurants and the video store.

What do you value most about the Heritage District?

At this interactive board, participants were asked to jot down on sticky notes what they most value about Maple Creek's Heritage District. A total of 99 comments were posted, with virtually all input being positive. The emergent themes are described in Section 2.1 and include:

- the unique character of the historic storefronts and buildings;
- friendliness and sense of community;
- the "small town feel" and "quiet easy living";
- shopping, restaurants, and other destinations; cultural facilities; and
- amenities and general character.

3.3 Stakeholder Workshops

The purpose of the stakeholder consultations was to undertake preliminary visioning, and to identify local challenges, and opportunities (i.e. “what’s working and why” and “what’s not working and why”) with respect to the success of the Heritage District. There was also discussion about current perceptions of the Heritage District, which are summarized in Section 2.5.

Overview

The stakeholder consultations were undertaken over the course of two days, in a series of ten 60-90 minute workshops. Approximately 80 individuals participated, with stakeholder representation from: the Town of Maple Creek; Town Council; Chamber of Commerce; Nekaneet Pow Wow Regalia Group; Arts, Culture, and Heritage Coalition; Heritage Advisory Committee; Seniors Centre; Legion; High School students; Communities in Bloom; Maple Creek Arts Club; S.W. Sask. Oldtimers’ Museum; and Jasper Cultural and Historical Centre.

The consulting team facilitated the discussions and, recognizing that the “experts” are the locals, posed a small number of questions but invited participants to identify the specific discussion topics.

In addition to visioning, consultation with youth also included a mapping exercise whereby youth identified destinations in the Heritage District, and described their vision for its future. A total of six youth maps were generated; the outcomes of this particular component of the exercise are summarized in Section 2.5.

Stakeholder Input | Visioning

Imagine the Heritage District 10 years from now. What does it look like and what’s happening there?

Themes emerged across all stakeholder groups and are as follows (specific comments are provided as examples in quotations):

- **Historic character maintained and enhanced** (e.g. “storefronts, streets, sidewalks, lighting re-done to reflect past heritage”; “buildings to have original character, not just flat front siding”)
- **Vibrant street activity** (e.g. “sidewalk full of people”; “more people spaces”; “full of people going about their everyday life”)
- **Prosperous, thriving shops and businesses** / no empty buildings (e.g. “full and operating store fronts”)
- **Many tourists** “looking, shopping, coming back”
- **Attractive public realm** (e.g. “trees, flowers, benches, nice street lights”; “flowers



*Clockwise from top left: Town Council; Tourism Coalition and Chamber of Commerce Executive; Arts, Culture and Heritage Coalition, and Maple Creek Heritage Advisory Committee; Seniors Centre and R.C. Legion; Maple Creek Composite High School, Grade 11 Class; Communities in Bloom Group; Art Club; and S.W. Sask. Oldtimers' Museum and Jasper Cultural and Heritage Centre
Interviewed but not pictured here: Newcomers Welcoming Committee; Pow Wow Regalia Group; and Town Administration*

blooming everywhere”; “colourful and beautiful”; “mature green space”)

- **Lots of events and festivals**
- **Locals working** in growing businesses
- **More arts and culture** (e.g. “theatre”; “bookstores, art galleries”; “multi-cultural”; “murals on store and town buildings, fences”; “Aboriginal presence”)
- More youth destinations (e.g. “more recreation for kids”)
- **Seniors housing** and/or assisted living

Stakeholder Input | Needs, Challenges, and Opportunities

Within the context of “what’s working and what’s not”, several themes emerged in the discussion about needs, challenges and opportunities. They were distilled into eight (which were since refined into six) goals:

- Beautify Streets, Sidewalks, Storefronts, and Special Places
- Uncover, Rehabilitate, and Conserve Heritage Assets
- Find Synergies and Efficiencies through Integration
- Support Volunteers and Prepare for Succession Planning
- Focus on User Experience and Creative Financial Models
- Explore Diverse Financial Models
- Promote “Authentic Maple Creek” both Locally and Beyond

These goals were used as the basis for consultation at the Public Visioning Forum, and are detailed in Part B: Implementation Plan.

3.4 Community Visioning Forum

The purpose of the Community Visioning Forum was to provide for an opportunity for a community-wide visioning for the future of the Heritage District. Other objectives were to raise awareness, share information, and break down silos by bringing together all of the great work being undertaken by community stakeholders toward the future success of the Heritage District.

Overview

The 3.5 hour event was held in the Glascock Building, which provided the opportunity to showcase a local success story of a historic building rehabilitation. The event was comprised of:

- supper and a keynote presentation;
- a “speaker’s corner” that featured local community leaders discussing local initiatives; and
- opportunities to interact with graphic-rich boards to learn about other success stories, provide visioning input, and build on the themes and goals that emerged during the stakeholder consultations.

The atmosphere was very positive and celebratory, with lots of mingling and the evening concluded with the cutting of a cake modeled after the Glascock Building.



The welcome board and tent, which was situated in the plaza area near the entrance of the Glascock Building, providing inspiration for rethinking how that area can be used as a community space

“What Makes a Place Great?” Presentation

After supper was served, Jennifer Keesmaat - DIALOG principal and community planner - delivered a presentation about community revitalization and place-making by bringing together culture, heritage, design, and economic development. The presentation provided new ideas and perspectives to set the tone for the public visioning that was to come later in the evening.

Speakers’ Corner

Following the presentation, representatives from 12 community groups spoke for 1-2 minutes about initiatives, programs, and opportunities for public involvement:

- Anne Weisgerber, Heritage Advisory Committee
- Betty Abbot, Chamber of Commerce
- Blaine Filthaut, Business Retention and Expansion Group
- Rachel Casponi, Arts, Culture and Heritage Coalition
- Nola Sanderson, Communities in Bloom
- Carolyn Connaroe, Art Club
- Heather Wickstrom, Jasper Cultural and Historical Centre
- Pam Lashmore, Metis Cultural Centre
- Ken Walker, S.W. Sask. Oldtimers’ Museum
- Hailee Berreth, Chinook Musical Theatre and the Speak-Easy
- Elouise Mosquito, Nekaneet Regalia Group
- Katimivak Youth Group

Public Input | Visioning

Following the presentation and Speakers’ Corner, participants reviewed and provided comments on interactive boards. Emergent themes were very similar to the outcomes of the stakeholder visioning discussions, with a strong focus on vibrant street life, prosperous businesses, beautiful and proud public realm, heritage conservation and celebration, rich cultural and entertainment scene, places to gather and socialize, and diversity of users.

More detailed visioning input is as follows, with specific comments provided as examples in quotations:

It’s a regular Saturday, 10 years in the future, and Maple Creek’s Heritage District is thriving. Describe your vision. Who is there and what’s happening at 1 pm?

- Stores are open and busy; people are going for mail, attending appointments, lunching, going for coffee, and shopping;
- People are socializing on the streets;



Jennifer Keesmaat delivers the "What Makes a Great Place?" presentation to community members



Community leaders share information about their projects and initiatives during the Speakers' Corner

- There are cultural activities (e.g. “cowboy poetry”, “busking”, “music fills the street”, open air performances are held regularly”); and
- There is a diversity of users, including families, youth, seniors, tourists, artists and artisans.

And who is there and what’s happening at 8 pm?

- There are crowds of locals and tourists socializing, enjoying entertainment (both indoor and outdoor), and participating in cultural activities and celebrating local heritage;
- People are attending films and live performances, including theatre, dance, music, and other entertainment;
- There are special events;
- There are extended evening shopping hours; and
- Restaurants and cafes are full.

The same questions was posed for Wednesday scenarios, and comments were very similar.

What sort of gathering places would you like to see in the Heritage District? Where would you like to see your neighbours? Where would you like to socialize? Where would you like to partake in events?

- Top responses were: arts and performance venues; coffee shops and restaurants; green and other open spaces; on the sidewalk; and park benches and rest areas.
- Other ideas ranged from outdoor festivals to a pedestrian mall.



Participants interact with visioning boards

What should the “look and feel” of the Heritage District be like? What do buildings look like? What amenities are on the sidewalk and other outdoor public spaces?

- Heritage-themed, with a focus on authenticity;
- Western aesthetic / “modern West”;
- Clean, inviting, and proud-looking; and
- Lots of public realm amenities (e.g. outdoor seating, awnings, street lights, flowers, green landscaping and murals).

How would you like to get around the Heritage District? What would you like your experience to be like as a pedestrian? Cyclist? Wheelchair user? Driver?

- Many opportunities to stroll (e.g. “stroll and eat ice cream”);
- Accessible for seniors and people with mobility challenges;
- Plenty of seating and opportunities to rest (e.g. “benches”);
- Easy to walk and cycle in winter (e.g. use trees to protect from wind and elements);
- Wider sidewalks and marked crosswalks; and
- Use of horses and horse-drawn wagons / buggy rides.

Imagine you are the mayor for the day. What would you do to support arts and culture in Maple Creek?

- Prioritize the rehabilitation or development of a performing arts/movie theatre;
- Support the establishment of an arts and culture venue to see, sell, and buy local arts and crafts (also farmer’s market and/or flea market);
- Encourage arts and culture programming, fundraising campaigns, youth participation, festivals, organizations, and collaboration across groups.



A visioning board (left) and piece of the “Glascocock Building” celebratory cake (right)

Public Input | Needs, Challenges, and Opportunities

The public also weighed in on each of the goals that emerged during the stakeholder consultation. As these themes form the basis of Part B: Implementation, the outcomes of this public input exercise are integrated in the actions, priorities, and responsibilities outlined in Sections 4-8.

3.5 Implementation-Focused Workshops and Meetings

Two key consultation events moved the vision toward implementation: the Strategic Planning Workshop and Historic Property Owner Consultation.

Strategic Planning Workshop

This 3-hour event was held the morning after the Community Visioning Forum, which provided stakeholders with the opportunity to build on the work to-date and discuss how to move the vision toward implementation. Approximately 15 individuals representing the previously-consulted stakeholder groups, as well as representatives of the Province’s Main Street Program, participated in the workshop.

The Strategic Planning Workshop began with a presentation by Jennifer Keesmaat, who outlined important considerations and potential implementation ideas that relate to the Heritage District’s vision, needs, challenges, and opportunities. The rest of the session involved small-group discussions that strategized around the goals with respect to actions, priorities, and responsibilities. These are detailed in Sections 4-7.

Historic Property Owner Consultation

The consulting team’s heritage architect consulted with nine property owners in the Heritage District who own buildings that are good candidates for rehabilitation. The consultations included building tours with the property owners and/or Maple Creek Main Street Coordinator, and discussions about possible rehabilitation measures. The outcomes of these discussions, which culminated in nine building façade and three streetscape renderings, are detailed in Section 5.



Implementation workshop: The consulting team reports back on strategic planning discussion (left) and Maple Creek Main Street Coordinator, Royce Pettyjohn, sketches the Post Office Pocket Park concept (refer to Section 5)

PART B

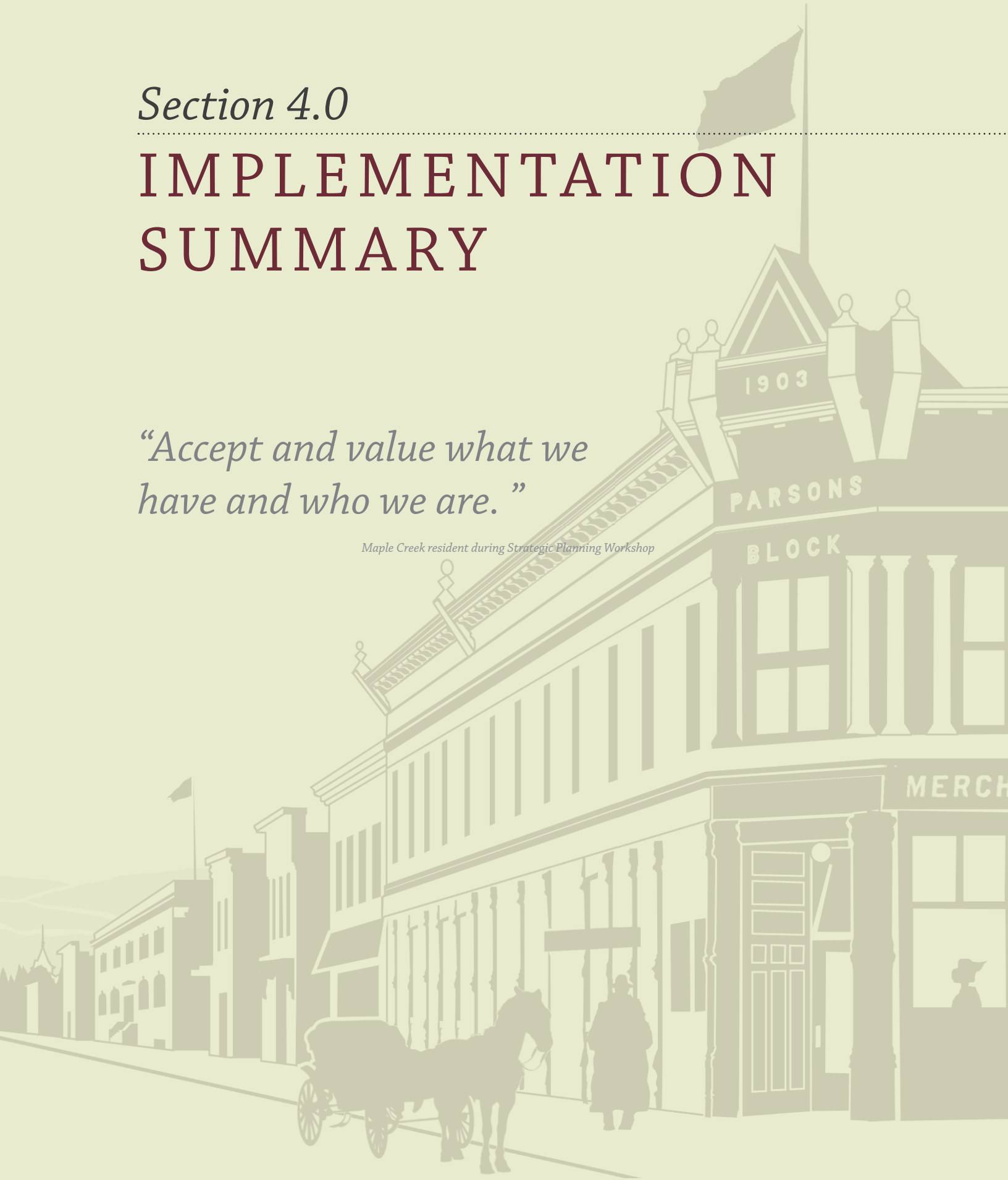
IMPLEMENTATION

Section 4.0

IMPLEMENTATION
SUMMARY

*“Accept and value what we
have and who we are.”*

Maple Creek resident during Strategic Planning Workshop



4.1 From Vision to Reality

Implementing Maple Creek's vision for the future of the Heritage District is an ongoing process that requires continuous attention and investment. Through a series of actions, this Implementation Plan charts this course for Maple Creek's citizens and its partners. The Plan includes the following elements:

- **Vision** - The vision paints an over arching picture of the community's desires and dreams for the Heritage District. It is the "end state" toward which Maple Creek aspires.
- **Goals** - The goals root the vision in tangibles. They are strategic in nature, and direct planning and investment. Each goal description speaks to Maple Creek's strengths and opportunities (discussed in detail in Section 2.0) as well as many of the challenges (i.e. weaknesses and threats) that emerged during the stakeholder consultation. These goals were vetted by the community during the Visioning Forum and used as the basis for action-planning during the Strategic Planning Workshop.
- **Actions** - Each of the actions in this Plan correspond with one of the goals. Most of the actions were developed during the Strategic Planning Workshop and property owner consultation, and are informed by best practices. The list is not exhaustive as the actions are specific and generally immediate, intended to be achievable and manageable in the short term.
- **Timing Priority** - Recognizing that there is a limit to human and financial resources, each action has been assigned with a timing priority. They are as follows:
 - 1 - Short Term (1-3 years) - This corresponds with secured/available Main Street funding, aligns with existing initiatives (and therefore interest/capacity) such as Communities in Bloom, indicates high priority, and is generally deemed achievable over the relative short term.
 - 2 - Medium Term (4-8) - This generally suggests lower priority or a need for significant resources, either or both human and financial.
- **Responsibility** - This identifies those who have a role to play in executing the actions. All of the stakeholders identified were involved in the process that culminated in this Implementation Plan.

Public and Stakeholder Review

As the Implementation Plan comprises a set of actions to be undertaken by the Maple Creek Main Street Program and community stakeholders, there was opportunity for public and stakeholder review, including:

- **Public review** and comment on the rehabilitation and streetscape enhancement renderings at the Heritage Festival (July 20, 2012) - which was very positive - and ongoing display of the renderings in the windows of the buildings they depict; and
- **Stakeholder review** and comment of the Draft Implementation Plan (July-August 2012) - which was very positive and resulted in minor changes to this document.



Public review of rehabilitation and streetscape enhancement renderings at the Maple Creek Heritage Festival
 Photo credits: Darcy Dietrich

Role of the Maple Creek Main Street Program

Key roles of the Main Creek Main Street Program and Coordinator are:

- **Coordinator** - To liaise with and bring together residents, volunteers, business owners in the ongoing implementation of this Plan. This primarily involves steering the Maple Creek Implementation Plan Committee (refer to Section 6.0) and arranging meetings.
- **Administrator** - To administer the Main Street Program funds toward the rehabilitation of heritage assets. This primarily involves ongoing discussions and planning with historic property owners about the design/architectural interventions outlined in Section 5.0, and administrating the funds as appropriate.
- **Champion and Promoter** - To continue moving forward and elevating the profile of the Implementation Plan, both locally (e.g. to businesses, local industry, community groups, etc) and externally (e.g. to funders, heritage resource providers and support networks, etc). (Refer to Section 8.0).

4.2 Overview of Goals, Actions, Timing, and Responsibilities

What follows is a summary of this Plan's goals, actions, timing, and responsibilities, organized into a framework of the 4-Point Approach. Each is detailed throughout Section 5-8 of this Plan.

DESIGN AND HERITAGE CONSERVATION		
Goal	Action and Timing Priority (#)	Responsibility
Beautify Streets, Sidewalks, Storefronts, and Special Places	<ul style="list-style-type: none"> • Focus public realm enhancements at the intersection of Jasper Street and 1st Avenue, beginning at the Post Office (1) • Continue ongoing streetscape beautification efforts, focusing on Jasper Street and Pacific Avenue (1) 	Maple Creek Main Street Town of Maple Creek Communities in Bloom Canada Post Businesses and property owners
Uncover, Rehabilitate, and Conserve Heritage Assets	<ul style="list-style-type: none"> • Offer façade rehabilitation funding to the nine properties identified in this Plan, and encourage other heritage properties within the Heritage District to also be put forward for funding consideration (1 and 2) 	SaskPower Provincial Heritage Resources Branch

COMMUNITY ORGANIZATION		
Goal	Action and Timing Priority (#)	Responsibility
Galvanize Residents and Stakeholders in Developing a Vision and Plan for the Future of the District	<ul style="list-style-type: none"> • Prepare for and undertake an extensive visioning and planning process with the public and diverse range of stakeholders (complete) 	Maple Creek Main Street Town of Maple Creek Major Facility Owners/ Users Existing community groups and committees (e.g. Chamber of Commerce / BRE Committee, Heritage Advisory Committee, Communities in Bloom, etc.)
Work with the Community to Implement the Maple Creek Main Street Program	<ul style="list-style-type: none"> • Profile existing volunteers and promote new volunteer opportunities (1) • Collaborate with existing groups, partners, and initiatives (1) • Create opportunities for direct involvement of residents and downtown property owners (1) 	Individuals/volunteers

ECONOMIC RESTRUCTURING		
Goal	Action and Timing Priority (#)	Responsibility
Retain and Expand Existing Downtown Businesses	<ul style="list-style-type: none"> • Integrate with the Business Retention and Expansion Committee (1) 	Maple Creek Main Street Town of Maple Creek
Attract New Business to the Heritage District	<ul style="list-style-type: none"> • Reach out to prospective new businesses through promotions and incentives (2) 	Communities in Bloom and other organizations involved in revitalization Businesses Business Retention and Expansion Committee
Create New Experiences and Utilize Creative Financial Models	<ul style="list-style-type: none"> • Create experiential and non-commercial destinations (1) • Incorporate revenue generation into revitalization efforts (1) 	Chamber of Commerce Tourism Maple Creek Local community groups and committees Individuals (artists, artisans, musicians, crafts people, etc)

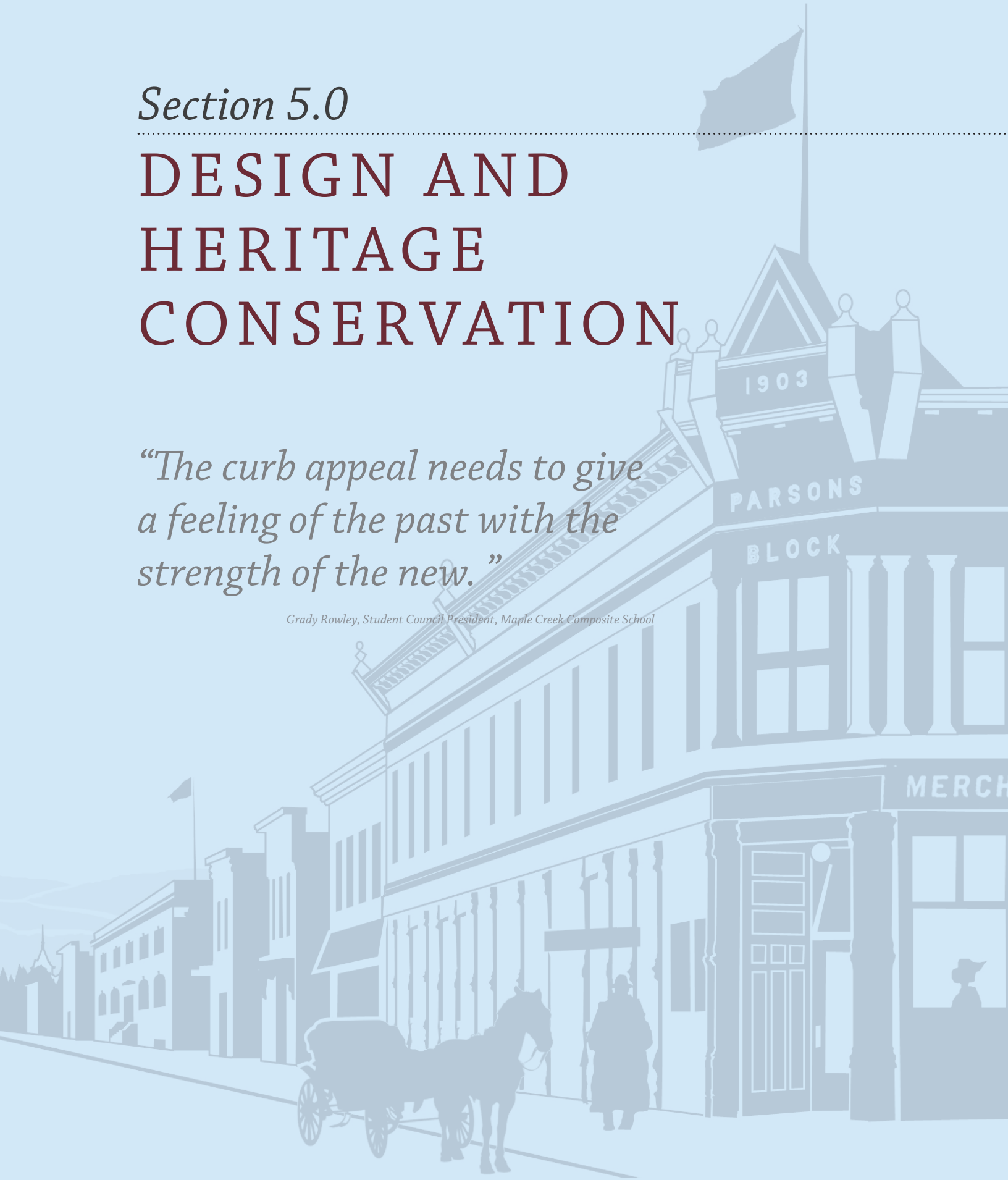
PROMOTION		
Goal	Action and Timing Priority (#)	Responsibility
Raise Community Awareness about the Main Street Program	<ul style="list-style-type: none"> • Use a suite of outreach channels to educate and increase the visibility of the Main Street Program (1) 	Maple Creek Main Street Town of Maple Creek Chamber of Commerce
Promote “Authentic” Maple Creek Both Locally and Beyond	<ul style="list-style-type: none"> • Undertake an identity-clarification / branding exercise (1) • Package and promote the authentic experiences offered by the Heritage District (1) • Showcase and celebrate successes (2) 	Maple Creek Tourism Business Retention and Expansion Committee Regional and provincial tourism organizations

Section 5.0

DESIGN AND
HERITAGE
CONSERVATION

“The curb appeal needs to give a feeling of the past with the strength of the new.”

Grady Rowley, Student Council President, Maple Creek Composite School





Design and Heritage Conservation Goals

The bulk of community input focused on design and heritage conservation, which focuses on enhancing the built and public realm. The applicable goals for design and heritage conservation are:

- **Beautify Streets, Sidewalks, Storefronts, and Special Places**
- **Uncover, Rehabilitate, and Conserve Heritage Assets**

Goal: Beautify Streets, Sidewalks, Storefronts, and Special Places

Maple Creek is a proud community. Locals value the character of their Heritage District and recognize that tidiness, visual appeal, amenities, artistic and cultural expression, and a unique “sense of place” attract visitors, tourists, and new residents.

Building on the successes of volunteer efforts in revitalizing the Heritage District, it will be important to ensure that streetscapes – including streets, sidewalks, and storefronts – receive continued investment. Special places and major community destinations such as the Post Office should be considered as central part of this effort. Beautification includes striking a balance between “small town feel” and urban amenity.

Action 1: Focus public realm enhancements at the intersection of Jasper Street and 1st Avenue, beginning at the Post Office

The Post Office is an iconic heritage building, key community focal point, cherished landmark, and seemingly the most frequently visited destination in the Heritage District. These qualities - in addition to its location in the centre of the Heritage District and commercial core, and close proximity to other key community destinations - make the Post Office an ideal candidate for revitalization efforts.

Focusing on one intersection also avoids spreading efforts too thinly throughout the Heritage District. Directing preliminary funds and efforts at 1st Avenue and Jasper Street (i.e. beginning with the Post Office) will help create a beacon - a success story - to inspire future beautification and enhancements elsewhere in the Heritage District. The neighbouring Bank of Montreal - an intact and attractive heritage building and major community destination - already contributes to this intersection’s vitality.



Before: The Post Office and surrounding area as it looks today

The Communities in Bloom group has already demonstrated the power of small successes in building community pride and confidence. They have also realized the potential of the Post Office to play a heightened role as a community destination and gathering place, for both daily life (e.g. informal visiting) and planned events. As such, the group has identified the open space to the north of the building as a “project site”, beautifying it with landscaping. Building on the work of Communities in Bloom, the following steps should be undertaken:

Post Office Building

- Reinstall historically appropriate windows.



After: The Post Office and surrounding area after identified steps have been taken to implement Action 1. This particular image is portraying a community event, whereby the street has been closed to cars and a tent has been pitched.

- As an interim step, add a mural painting of the original double doors and round-top transom window to mitigate the adverse visual and functional effects of having a prominent doorway blocked up while important steps lead to a blank wall.
- When it becomes feasible, reinstate the doors and transom window.

Post Office Pocket Park

- Add additional landscaping (e.g. flowers) along the base of the building between the second set of steps and pergola, which is already planned for installation by the Communities in Bloom group.
- Provide seating under the pergola.
- Put in place new lamp posts that have a historic sensibility.

Action 2: Continue ongoing streetscape beautification efforts, focusing on Jasper Street and Pacific Avenue

Beautification efforts - namely those provided by Communities in Bloom - have resulted in significant improvements in the Heritage District, including flower pots, themed garbage receptacles, "Western" benches, and the Land of Living Skies park.

Continuing to focus improvement to the two key corridors in the Heritage District, Pacific Avenue and Jasper Street, will strengthen visitors' first impressions (i.e. as Pacific Avenue is a gateway to the community and the Heritage District) and beautify the parts of the Heritage District that have the most destinations and heritage buildings, and that are most often used by residents and visitors.

Beautification efforts include floral displays, banners, public art, interpretive panels, public realm furnishings, re-purposing of unsightly/under-utilized spaces, the introduction of retractable awnings, and more. In addition to existing and ongoing efforts, the following steps can be undertaken on Pacific Avenue and Jasper Street:



Before: The south side of Pacific Avenue (looking west) as it looks today

Pacific Avenue

- Celebrate the approach to the Maple Creek Heritage District from the west by continuing to plant vegetables and flowers in the boxes along the east elevation of the historic former Williamson and Fleming building.
- Install street lamps, hanging flower baskets, and sidewalk seating (e.g. benches) for rest, people-watching, and social interaction.
- Create and install a “Heritage District Gateway Mural” that is affixed to the east wall of the Williamson and Fleming building; it should serve as a welcome and invite exploration of the Heritage District, enhance the streetscape with a new piece of original public art, and celebrate local heritage.
- Build on the success of the Star Cafe by partially and fully rehabilitating the Avenue’s historic buildings:
 - Refer to Action 3 for direction on how to fully rehabilitate the Former Williamson and Fleming building.



- 1 A high-quality public in a historic community is portrayed here, including historic lamp posts, inward and outward-facing sidewalk benches and other informal seating opportunities, street trees, and distinct sidewalk pavers. Location: Niagara-on-the-Lake, ON
- 2 A historic prairie streetscape with historic lampposts and temporary/movable seating and potted plants Location: Gravelbourg, SK
(Photo credit: Town of Gravelbourg)
- 3 A mural of a historic streetscape animates an otherwise blank wall (which should only be painted on non-historic bricks/walls; they provide a temporary solution on inappropriately painted historic buildings until rehabilitation is possible). Location: Moose Jaw, SK





After: Pacific Avenue after ongoing public realm enhancements and identified steps have been taken to implement Action 2.

- When feasible, remove the siding from the large blank upper story of the SEARS building to expose the (assumed) historic façade beneath. Upper windows should be double-hung timber sashes and the ground floor shop fronts should reflect their historic precedence.

Jasper Street

- At the high profile corner and entrance to the main commercial street in the Heritage District, drape a banner down the side of the Visitor Centre where there are no windows. Reinstall appropriate windows on the ground floor of the Visitor Centre.
- Build on the ongoing Communities in Bloom initiative to install street lamps, hanging flower baskets, and sidewalk seating (e.g. benches) for rest, people-watching, and social interaction.
- Work with Communities in Bloom and property owners on maintaining general tidiness and upgrades to the areas around and between buildings within the Heritage District. (This task also applies to Pacific Avenue).
- Where they do not exist, provide outdoor sidewalk seating at restaurants and cafes during month of moderate and warm temperatures.
- On the east side of Jasper Street, which receives a considerable amount of sun exposure, install retractable fabric awnings in profiles and sizes that are consistent with historic precedence. The awnings would not only serve an important functional purpose - including the provision of shade in the summer



Before: The east side of Jasper Street (looking south) as it looks today.

and protection from the elements in winter - but they would also add colour and texture to enrich the character of this prairie "Main Street".

- Rehabilitate the historic buildings along both sides of this street. Refer to Action 3 for direction.
- Reinstate the historic character of buildings on the east side of the street and southern half of the block between Pacific and 1st Avenues by rehabilitating the upper floors as much as possible. This can include: removing the recently applied siding and re-using existing (assumed) historic window openings to install traditional double-hung timber sashes and window hoods. Cornices can be reinstated to achieve a significant positive impact on the historic character of this part of the Heritage District.
- Replace the large projecting sign at B.C. Cafe with a sign that is of a scale and material compatible with the historic character of the building. The green plastic canopy could also be replaced with a retractable fabric awning. (Refer to Action 3 for further detail).



After: The east side of Jasper Street after identified steps have been taken to implement Action 2.



Examples of streetscape beautification initiatives on Jasper Street implemented by Communities in Bloom.

1 - Streetscape beautification can include simple but effective measures, such as the hanging flower pots.
Photo credit: Royce Pettyjohn

2 - Existing beautification includes western-themed sidewalk benches and flower pots,
Photo credit: Royce Pettyjohn.

3 - Western-themed garbage receptacles, put in place by Communities in Bloom through work with female residents of the Healing Lodge

Goal: Uncover, Rehabilitate, and Conserve Heritage Assets

Residents value the historic buildings in the Heritage District. They feel the buildings tell the story of the history of the community, contributing to sense of place, sense of identity, and sense of pride. Residents and several businesses also recognize that the historic qualities of Maple Creek's streetscapes strengthen tourism and economic development.

Successes have been achieved with the restoration of a handful of buildings. To realize the full potential Maple Creek's heritage assets have to offer, investment must be made to restore and conserve the community's other historic buildings.

Action 3: Offer façade rehabilitation funding to the nine properties identified in this Plan, and encourage other heritage properties within the Heritage District to also be put forward for funding consideration

While Action 2 generally focuses on the public realm, Action 3 focuses specifically on the private historic buildings in the Heritage District. With existing Main Street and leveraged funding, the following nine key historic buildings can be rehabilitated to further revitalize Pacific Avenue and Jasper Street: Jasper Hotel; Grand Theatre; Cobble Rock; Daily Grind; BC Cafe; Home Hardware; Cooil Bros; Former Williamson and Fleming (larger building); and former Williamson and Fleming (smaller stone building).

It is important to note that these nine buildings are not the only properties of interest and that others will be considered for participation and funding in the Main Street Program. These nine buildings were identified as those that the Main Street Program Committee felt would affect the greatest positive improvement to the visual appeal and overall heritage character of the District if they were to receive façade rehabilitation treatment.

For the first nine buildings, two phases have been identified throughout this section. The first phase generally includes interventions that represent "low hanging fruit" that would be appropriate for existing Main Street funding. The second phase generally includes interventions that may require more effort and funds.

The character sketches in this section were developed by the project's heritage architect (Murray Miller) in consultation with the property owners; they are intended to offer visual representations of "what could be" and so not commit the property owners to implement the specified designs.

Jasper Hotel

The interventions that would result in the greatest visual impact along Jasper Street involve the following phase 1 steps:

- Reinstall the historic window openings throughout the upper floor.
- Reinstall traditional windows consistent with historic precedent.
- Remove the horizontal siding and reveal (assumed) pressed-metal cladding.
- Repair the cornice and reinstall the missing components.

The main floor was recently altered, however the following steps (phase 2) would serve to reinstall the heritage value:

- Replace the corner window with a corner door that is consistent with historic precedence.
- Reconfigure the recently constructed build-out at sidewalk level to be more compatible with the historic character.
- Apply wood trim all around existing windows to give the appearance of a continuous storefront rather than individual windows. This will be significantly aided by the reinstatement of the continuous ground floor cornice.
- Reinstall the "Stern's Block" sign.
- Reinstall the painted sign on the southern exposure of the third floor.



Original building
Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Building as it looks today



Rehabilitated building

Grand Theatre

Once a theatre and important community destination, this historic building has significant value in terms of both its appearance and use. There is a tremendous amount of community interest in seeing this building be rehabilitated and returned to its use as a theatre for live performances and/or movies. Refer to the Maple Creek Cultural Plan for further discussion on its potential future use and programming.

The façade has undergone major transformation and as such, a significant opportunity exists to reinstate a storefront that is more compatible with historic precedent, including the following interventions:

- Reinstall the upper floor windows and window hoods.
- Reinstall the cornice.
- Remove the sign and canopy, and introduce a projecting sign of a scale and material that is compatible with historic precedence as a theatre or that would be compatible with the character of a prairie Main Street.
- Reinstall continuous ground floor cornice and arched feature over the entrance.

More ambitious (phase 2) interventions can include the following interventions:

- Remove the lava rock and reinstall the ground floor in a manner that is consistent with historic precedence as a theatre; or
- Remove the lava rock and reinstall the ground floor in a manner that is compatible with the historic character of a prairie Main Street.

There is also significant heritage value in the building's interior that may warrant the attention of rehabilitation efforts. The Cultural Plan recommends that a feasibility study be undertaken to determine the costs and feasibility of rehabilitation and re-use as a theatre.



Original building
Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Building as it looks today



Rehabilitated building

Cobble Rock and Daily Grind

The interventions that would have the greatest visual impact, undertaken as part of phase 1, are as follows:

- Cobble Rock (left): Reinststate the upper floor windows and missing cornice finials.
- Daily Grind (right): Reinststate the cornice.

Secondary interventions (i.e. phase 2) are as follows:

- Cobble Rock: Reinststate transom lights above the storefront, introduce raised panels below the storefront windows, and install a more traditional timber door.
- Daily Grind: Reinststate the traditional storefront, recognizing the need to retain access to the second floor.



Original buildings

Photo credits: S.W. Sask. Oldtimers' Museum & Archive



Buildings as they look today



Rehabilitated buildings

B.C. Cafe

A minimal intervention approach for phase 1 would be as follows:

- Remove the large projecting sign.
- Introduce new signage in a new fabric awning.
- Replace two fixed windows on the upper floor with double-hung timber sashes.
- Repair cornices as required.

Phase 2 should include:

- Remove PVC siding and reinstate traditional storefront.
- Recess the entrance of the new storefront to be consistent with historic precedence.
- Introduce an additional fascia sign above the awning.



Original building
Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Buildings as it looks today



Rehabilitated building

Home Hardware

The interventions that would have the greatest visual impact, undertaken as part of phase 1, are as follows:

- Remove box sign immediately above the entrance and replace with individual letters in the same Home Hardware style type.
- Remove wood siding over historic (assumed) pressed-metal cladding.
- Reinstall substantial fascia and cornice to be consistent with historic precedence.

Secondary interventions would be to reinstall the historic storefront.



Original building | Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Buildings as it looks today



Rehabilitated building

Cool Bros

The façade has undergone major transformation and, as such, a significant opportunity exists to reinstate a storefront that is more compatible with historic precedent, including the following interventions:

- Remove vertical metal siding.
- Reclaim historic round-top openings to windows.
- Reinstall double-hung timber sashes.
- Remove existing fixed canopy.
- Reinstall heavy cornice that separates the ground floor from the upper floor.
- Reinstall new storefront with recessed central entry.
- Retain access opening to second floor, using a traditional timber door.



Original building

Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Buildings as it looks today



Rehabilitated building

Former Williamson and Fleming (larger brick building)

Rehabilitation steps are as follows:

- Remove paint from brick in accordance with conservation standards.
- Replace the altered storefront with a new one compatible with historic character.
- Remove the existing projecting sign and reinstate fascia signs above the east and Pacific Street ground floor windows.
- Replace the eastern upper floor window with appropriate double-hung timber sash.
- Reconstruct the cornice.
- Remove the exterior ramp at the front and reconfigure the main floor access.
- Remove non-historic materials.



Original building

Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Buildings as it looks today



Rehabilitated building

Former Williamson and Fleming (smaller stone building)

Rehabilitation steps are as follows:

- Remove paint from stone in accordance with conservation standards.
- Remove aluminum storm windows.
- Replace the existing storefront with one that is consistent with historic character.
- Recess the entrance to match the historic precedence.
- Remove the projecting fascia sign above the door and reinstate a continuous fascia sign over the new storefront.
- Reconstruct the urns, with placement to be adjusted to accommodate the altered parapet.
- As an option, provide an addition to the parapet to reflect as much historic profile as is practical given rear roof alterations.



Original building

Photo credit: S.W. Sask. Oldtimers' Museum & Archive



Building as it looks today



Rehabilitated building

To deliver on the goal to “Uncover, Rehabilitate, and Conserve Heritage Assets”, other tasks and considerations include:

- Follow-up with owners of other heritage properties (i.e. outside of the nine targeted properties) within the Heritage District to determine if there is interest in participating in the program.
- Create an information package that is branded “Maple Creek Main Street Program” that can be left with property owners after follow-up visits. These packages should contain information about the Main Street Program, including: its vision and community benefits; opportunities for involvement of property owners; and other information to encourage participation.
- Continue working with the Heritage Resources Branch on approvals for façade rehabilitation proposals and sourcing reproduction building and finishing materials.
- Maintain the relationship with the Thundering Hills Loans Cooperative as an alternative opportunity for property owners to source the funding they require to match the funding being offered by the Main Street Program.
- Explore options to develop a loans cooperative that is specific to the Main Street Program.

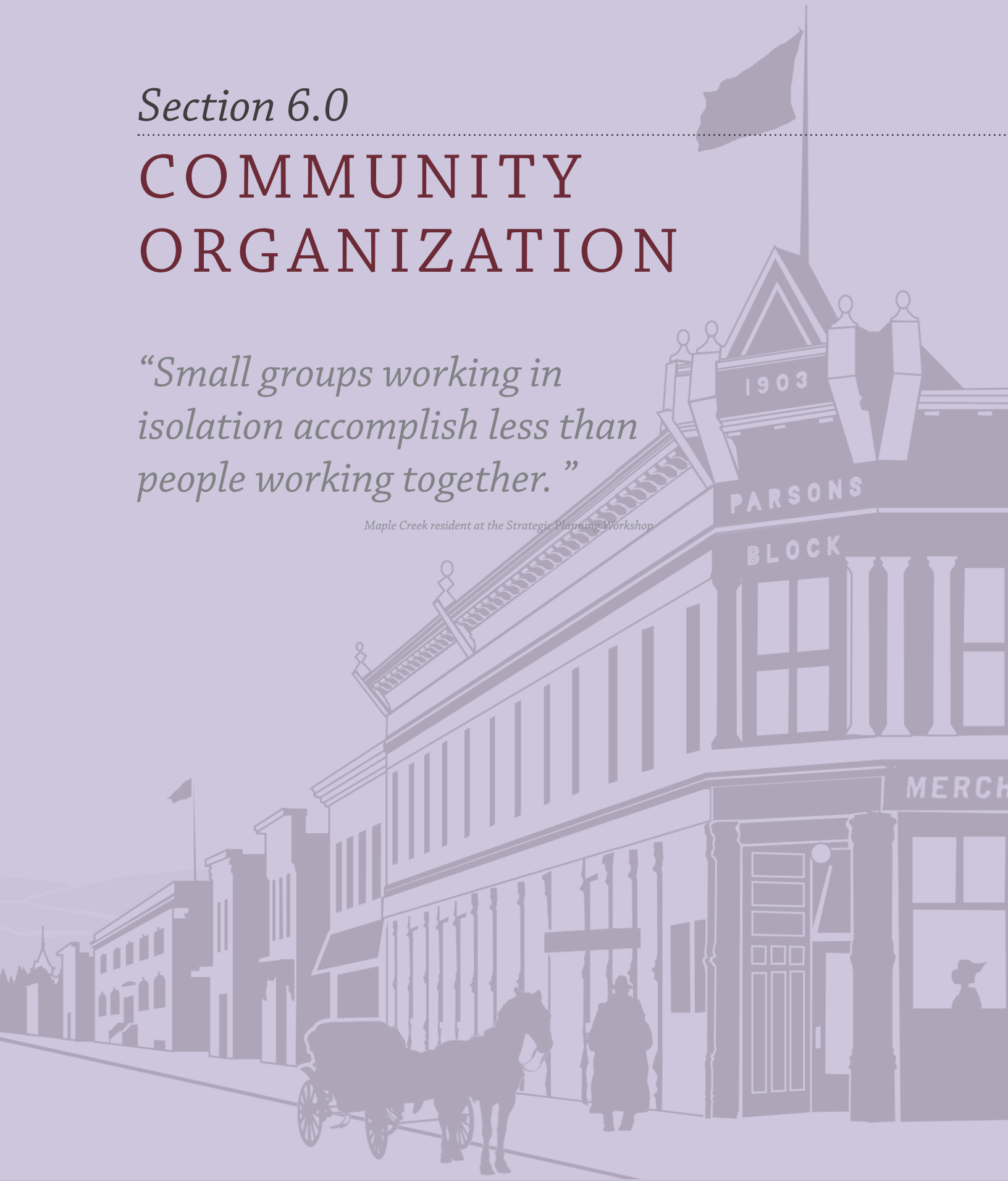
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Section 6.0

COMMUNITY
ORGANIZATION

*“Small groups working in
isolation accomplish less than
people working together.”*

Maple Creek resident at the Strategic Planning Workshop



Community Organization Goals

The visioning and planning process that has resulted in this Implementation Plan was a key element of the “community organization”, which covers community involvement and self-help according to the Main Street Program’s 4-Point Approach. Indeed, the implementation of this Plan began the moment residents and stakeholders gathered to vision and strategize together.

This Implementation Plan includes the following Community Organization goals:

- **Galvanize Residents and Stakeholders in Developing a Vision and Plan for the Future of the Heritage District**
- **Work with the Community to Implement the Maple Creek Main Street Program**

Goal: Galvanize Residents and Stakeholders in Developing a Vision and Plan for the Future of the Heritage District

An Implementation Plan begins with a vision, and its success hinges on the involvement and support of the community. As such, the process that culminated in this Plan represents the first major step toward implementation. While this key step has been completed, it is included here as it is a significant achievement and an important component of the “Community Organization” point of the Main Street Program.

Action 4: Prepare for and undertake an extensive visioning and planning process with the public and a diverse range of stakeholders

The first year of the Maple Creek Main Street Program has been focussed on Community Organization. This has included establishing committees and recruiting volunteers to aid with the administration and execution of the program, as well as striking strategic alliances with existing community groups whose objectives are complementary to those of the Main Street Program.

The S.W. Sask. Oldtimers’ Museum serves as the host organization for the Maple Creek Main Street Program, with the administration and management of the program being overseen by the Maple Creek Main Street Program Committee.



Maple Creek residents and diverse stakeholders sit around the table together at the Community Visioning Forum

Members include representation from: the Maple Creek Chamber of Commerce - Businesses Retention and Expansion Committee, the Maple Creek Heritage Advisory Committee, Communities in Bloom, and Tourism Maple Creek. The majority of committee members are also members of the Maple Creek Municipal Heritage Advisory Committee (MHAC), which includes a broad representation of community organizations and individuals with an interest in heritage conservation.

Also, as the Maple Creek Arts, Culture and Heritage Coalition serves as the committee to oversee the Maple Creek Cultural Planning initiative, and as there are cross-overs between the Main Street Program Implementation Plan and the Community Cultural Plan, the Maple Creek Arts, Culture and Heritage Coalition is an important relationship and resource for the Main Street Program Committee.

To prepare for the visioning and planning process, the Maple Creek Main Street Program Committee has undertaken the following:

- Given Maple Creek's smaller size (i.e. relative to other Main Street communities in Saskatchewan) and the strong presence of existing volunteer committees and initiatives, the Main Street Program has sought to strike strategic alliances with the existing community organizations/committees, to avoid spreading volunteers too thin and duplicating efforts.
- New members have also been recruited to assist in the growth of existing committees and ensure all elements of the Main Street Four Point Approach have been addressed.
- The broader community, including diverse stakeholders and property owners, has been engaged through the assistance of DIALOG, who were contracted to undertake the development of this Implementation Plan.

For the remaining years of the Main Street Program, the focus of the "Community Organization" component of this Plan will be centred on maintaining the relationships required at the outset of the program, expanding the scope of these relationships as required, and forging new alliances as opportunities present themselves.

Goal: Work with the Community to Implement the Maple Creek Main Street Program

Maple Creek is a caring and “roll up your sleeves” community. Volunteerism and sweat equity have been key ingredients in local success stories, including: revitalization efforts such as Communities in Bloom; heritage projects such as restoration of the Glascock Building; and cultural initiatives such as the Nakaneet Regalia project.

However volunteers are spread thin and there is a need to educate and inspire youth to take champion projects as others retire or move on. Supporting volunteers and preparing for succession planning - which involves youth engagement and leadership - will be important as Maple Creek grows its revitalization activities.

Further, this Implementation Plan is integrated in nature, offering multifaceted solutions that require involvement of diverse stakeholders across diverse sectors. This requires the ongoing of collaboration and planning across community groups, cultural and economic organizations, businesses and industry, the Town of Maple Creek, and other stakeholders. Further, there are several tasks associated with each action that require ongoing planning, discussion, and execution. Ongoing engagement of the community and stakeholders is key.

Action 5: Profile existing volunteers and promote new volunteer opportunities

As a treasured and critically important resource that can run the risk of becoming fatigued, volunteers need to be recognized and celebrated in the community. Raising the profile of volunteers also inspires others to get involved, and fosters appreciation, pride, and sense of empowerment in the community.

An important audience is youth, who have been identified as a target group whose volunteering and civic participation - now and when they mature into the successors of today’s volunteers - are critical to the success of the Heritage District and Maple Creek.

Tasks and considerations for this action include:

- Reward and showcase community volunteers through a monthly “volunteer spotlight” in the *Maple Creek News* and/or through an annual BBQ that celebrates volunteers.
- Include Heritage District Implementation “volunteer sign-up” opportunities during Community Registrations Night, encouraging volunteers to participate

in specific projects (“can you give an hour?”) that do not require a long-term commitment.

- Connect the Heritage District implementation process with a mandatory volunteer school program, focusing on initiatives/destinations that have been identified by youth during the visioning process (e.g. restaurants, public realm amenities such as benches, etc).
- Undertake a youth consultation in order to better understand and match youth interests with Heritage District needs, and to maintain ongoing ownership and enthusiasm about the Heritage District as an asset and resource to be enjoyed and maintained by all.

Action 6: Collaborate with existing groups, partners, and initiatives

To ensure that all the appropriate stakeholders are at the table and have a hand in implementing this Plan, the Maple Creek Main Street Program Committee should ensure ongoing collaboration with the many existing groups, partners, and initiatives in Maple Creek. Since many community leaders and volunteers are already stretched thin, an aim for this Committee would also be to avoid duplicated efforts/discussions that are currently taking place.

Tasks and considerations for this action include:

- Ensure involvement from each of the stakeholder groups identified under “responsibility” in the tables on pages 60 and 61. Ensure both decision-makers and “do-ers” are actively engaged on the Maple Creek Main Street Program Committee.
- Continue collaborations with the Maple Creek Chamber of Commerce and their Business Retention and Expansion (BRE) Sub-Committee on the implementation of the BRE initiative.
- Continue collaboration with the Maple Creek Heritage Advisory Committee on the development of heritage façade rehabilitation treatments, Statements of Significance, and heritage interpretation in the Heritage District.
- Continue collaborations with Tourism Maple Creek and Cypress Hills Destination Area - Destination Marketing Organization (CHDA-DMO) on branding, development of marketing plans, and join marketing initiatives.
- Work collaboratively with the Town of Maple Creek and SaskPower on the installation of pedestrian-friendly streetlights that are in keeping with the historic character of the district.
- Continue collaborations with the Maple Creek Communities in Bloom Committee with regard to beautification, streetscape design, and other place-making initiatives in the Heritage District.



Examples of Communities in Bloom projects in the Heritage District. The top image shows beautification improvements to the Post Office, which forms an important component of the development of the pocket park (refer to Action 1).
Photo credits: Royce Pettyjohn

- Work corroboratively with diverse groups on the planning and execution of downtown festival events, including but not limited to: the Maple Creek Heritage Festival, the Taste of Maple Creek, and Cowtown Christmas.
- Find ongoing opportunities to bring together new groups and initiatives wherever possible to work together in executing the actions in this Plan.

Action 7: Create opportunities for direct involvement of residents and downtown property owners

In addition to engaging community groups and committee in the implementation of this Plan, individuals - including downtown property owners - should be welcomed and encouraged to contribute.

Tasks and considerations for this action include:

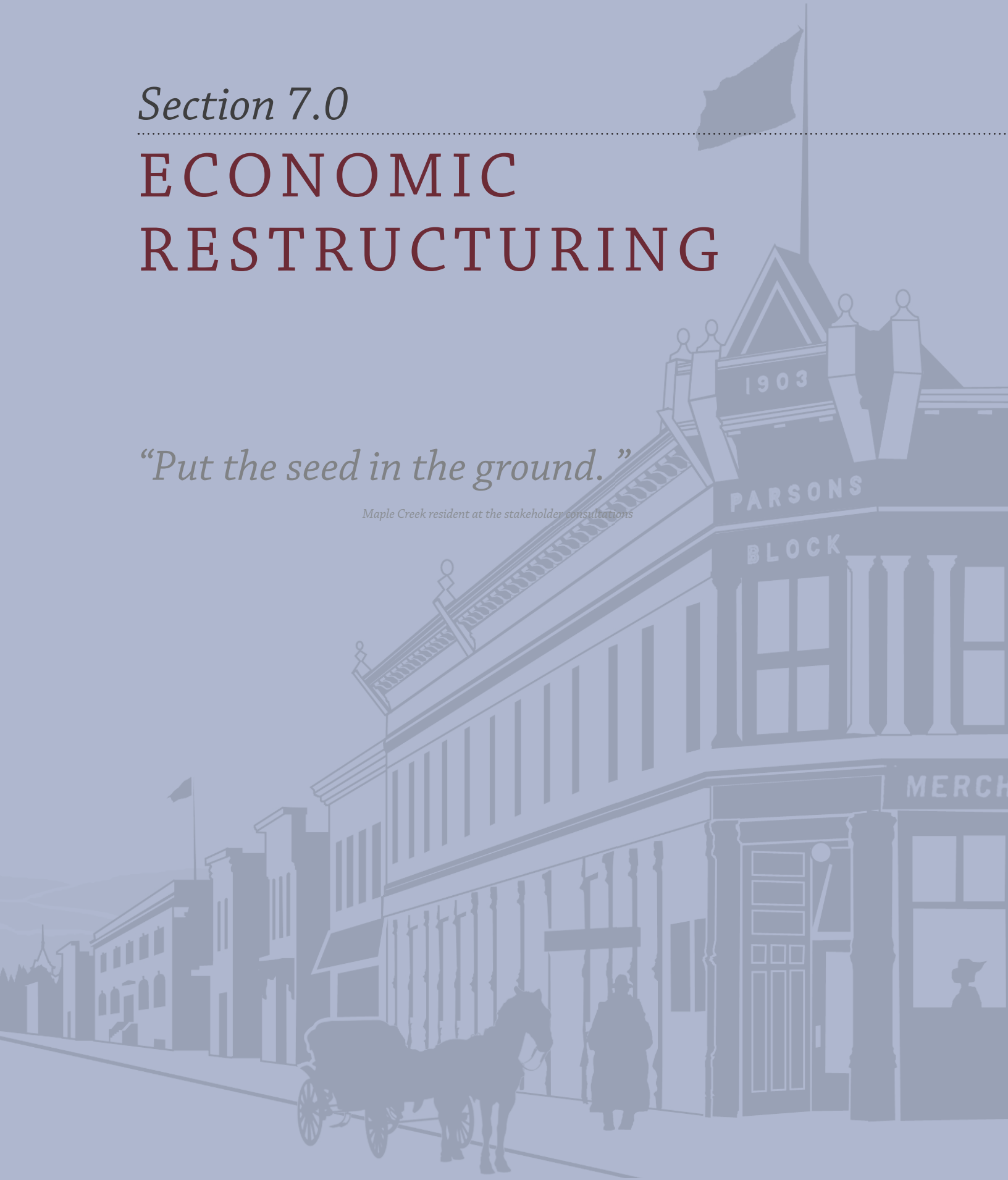
- Encourage and support all property owners in making enhancements to or undertaking maintenance of their building façades.
- Identify and advertise opportunities for volunteers to assist with community beautification initiatives, festivals, and downtown cultural activities. Also formally recognize volunteers for their efforts.
- Encourage general public participation in public domain beautification projects, such as downtown clean up on Earth Day, and giving attention to spaces between buildings.
- Invite businesses to participate in sidewalk sales on special event days.
- Coordinate window and store decorating contests seasonally or in conjunction with community festivals.
- Encourage community organizations to situate special event activity within the downtown.
- Explore opportunities for professional and business development training and/or workshops, such as: service best training; and tourism awareness/"familiarization" tours.

Section 7.0

ECONOMIC
RESTRUCTURING

“Put the seed in the ground.”

Maple Creek resident at the stakeholder consultations



Economic Restructuring Goals

The stakeholders involved in the Heritage District planning process have already spent considerable time developing economic strategies that include tourism development, business expansion and retention, and other approaches to strengthen Maple Creek's economy. As such, this Implementation Plan focuses on specific economic restructuring elements that emerged as themes during the consultation and relate specifically to the other actions in this Plan.

This Implementation Plan includes the following Economic Restructuring goals

- **Retain and Expand Existing Downtown Businesses**
- **Attract New Business to the Heritage District**
- **Focus on Experiences and Utilize Creative Financial Models**

Goal: Retain and Expand Existing Downtown Businesses

A significant amount of wealth in a community is generated by its existing businesses. Given global economic trends, it is anticipated that new business start-ups will be slower and more challenging than before. Therefore, retention and expansion of existing businesses is a foundational piece in any current community economic development strategy.

Action 8: Integrate with the Business Retention and Expansion Committee

As noted in Section 2.3, a Maple Creek Business Retention and Expansion (BRE) Initiative was launched in 2012, and the vision of its committee is as follows: “Maple Creek boasts a stable local economy where the business environment is conducive to expansion and reinvestment.” The mission of the BRE Committee mission is to:

- Gather and maintain a baseline of community and business related data;
- Evaluate and measure trends;
- Identify barricades to and opportunities for business retention and expansion; and
- Share data and work to enhance communication among businesses.

Given shared imperatives and strategic opportunities, Maple Creek’s Main Street Implementation activities should dove-tail with the vision, mission, and efforts of the BRE Committee.

Tasks and considerations for this action include:

- Complete data gathering via the BRE survey, work with the Saskatchewan Economic Development Association (SEDA) to coordinate data entry into the BRE data analysis software, and share the outcomes with the business community and municipal leaders.
- Based on the survey data, identify actions that can be undertake with Main Street Program partners to support business retention and expansion.

Goal: Attract New Business to the Heritage District

Regardless of how strong a community's economy is performing, empty storefronts convey an overall sense of decline that has a direct impact on the confidence of residents, visitors, and potential investors. Encouraging new and/or existing businesses to locate themselves in currently vacant or under-utilized downtown buildings tremendously aids in renewing the sense of vitality, stability, and prosperity that can service as an inspiration for further economic development.

Action 9: Reach out to prospective new businesses through promotions and incentives

As part of the overall promotions activities (refer to Section 8.0) and existing economic development initiatives in Maple Creek, the tasks and considerations for this action include:

- With "amenity migration" trends in mind, update and distribute a new Community Profile for the Town of Maple Creek that showcases local amenities, for posting and promotion via the Town of Maple Creek website, Chamber of Commerce, Visitor Centre, and at trade shows.
- Undertake a review of the Town of Maple Creek's current suite of business attraction tax incentives to determine whether they should be updated or expanded to attract businesses to the downtown.
- Work with realtors to ensure that information about the Main Street Program funding is communicated to clients making inquiries about commercial property in Maple Creek. The availability of funding for façade rehabilitation could serve to influence the decision of local business owners to locate in the downtown.

Goal: Create New Experiences and Utilize Creative Financial Models

Revitalization and heritage conservation can be expensive and labour-intensive. Also, while there is interest in seeing more destinations in the Heritage District, there is likely not be enough current demand to support the establishment of several new businesses in the short term.

In order for implementation to be sustained, partnerships need to be nurtured and established between public, private, and non-profit stakeholders. This includes pursuing creative options for “experiential” (i.e. non-commercial) destinations and exploring revenue generation opportunities for revitalization projects. Indeed, local success stories have been a result of creative thinking and strong collaboration between partners.

Action 10: Create experiential and non-commercial destinations

Residents value the businesses and social places in the Heritage District, and tourists are attracted to the area’s heritage character and speciality shops. Indeed, this uniqueness, married with the genuineness of local social activity and distinctiveness of local culture, contributes to the competitive appeal of Maple Creek’s downtown.

Residents and business owners have identified a need to increase the number of downtown destinations overall, particularly as locals who look outside Maple Creek’s borders for services are increasingly drawn into purchasing daily goods from larger urban centres. However it is likely - give current commercial activity - that the establishment of many more businesses over the short term is unlikely.

Increasing access during the evening and on weekends is also a priority. With businesses closed in the evening and many shops also closed on Saturday, it will be important to ensure that both tourists and locals still have attractive options to shop, socialize, and access services at diverse times of the day and week.

As such, creating destinations and activities that focus on experience - rather than just product consumption - will help social spaces and vitality in the Heritage District, including on those days when many businesses are closed.

As an example, the Maple Creek Heritage Festival activities (pictured on the following page) included music, interactive activities, demonstrations, and other live/experiential activities. According to an informal door-to-door business survey conducted by the Main Street Coordinator following the event, every merchant reported an increase in traffic and sales in their businesses (of which between 50-90 percent was tourism-related), with three businesses reporting that it was their most profitable day so far this calendar year.



All photos are from the Maple Creek Heritage Festival on July 20, 2012. Photo credits: Darcy Dietrich

1 - Buskers and other performers create experiential destinations

2 - Experiential activities - including festivals, events, and demonstrations - also support local businesses

3 - Demonstrations are educational and entertaining, and can raise the profile of local businesses, talent, and culture

Tasks and considerations for this action include:

- Continue to support Maple Creek's annual and year-round festivals and events;
- Erect signage to raise the profile of important destinations such as the Visitor Centre, as well as restaurants and shops, including those outside Jasper Street and Pacific Avenue.

- Develop and install heritage interpretive panels through the Heritage District that augment historic walking tours by showcasing the distinctive heritage of the community.
- Create opportunities for memorable signature experiences, such as horse drawn wagon tours that originate and terminate in the Heritage District.
- Set up and coordinate a rotating Saturday schedule for demonstrations and performances that can take place in the Heritage District, both outdoors (e.g. at the Post Office Pocket Park) and indoors (e.g. in the Glascock Building). Examples include cooking demonstrations by local restaurants/chefs; local craft/industry demonstrations (e.g. quilting); competitions/contests; busking; drama; and other performances from local cultural groups (e.g. Nekaneeet Pow Wow dancing). Piggy-back on existing activities and anchors such as the Farmer's Market to create an agglomeration affect, strengthening the Heritage District as a destination and vibrant hub.
- Generally encourage a blend of retail, personal services, professional services, and niche/tourism-based businesses and attractions.
- Explore opportunities to extend the public use and appeal of the Heritage District beyond the regular 9-5, Monday-Friday, use through development of business opportunities and public activities that occur in the area in the evenings and on the weekends.

Action 11: Incorporate revenue generation into revitalization efforts

Revitalization efforts in Maple Creek - including beautification initiatives and historic building rehabilitation - have been made possible through funding/grants and a tremendous amount of volunteer work. Building on the existing support of government programs and local sweat equity, the creation of other revenue generation opportunities can supplement and strengthen existing funding schemes.

Tasks and considerations for this action include:

- Without compromising the ability of local groups to use facilities, create revenue generation for the maintenance and rehabilitation of historic buildings through space rentals.
- Provide ongoing structured opportunities for volunteers to invest time in downtown revitalization activities, and offer a program for volunteer recognition.
- Ensure ongoing investigation of additional grants and funding opportunities from a variety of sources and for a variety of initiatives that could augment the work of the Main Street Program.



At left: Sponsor-a-bench initiative
 At right: Donor/sponsored plaques that can be showcased on or in rehabilitated historic buildings
 Photo credits: Flickr - beige alert (left); Flickr - alykat (right)

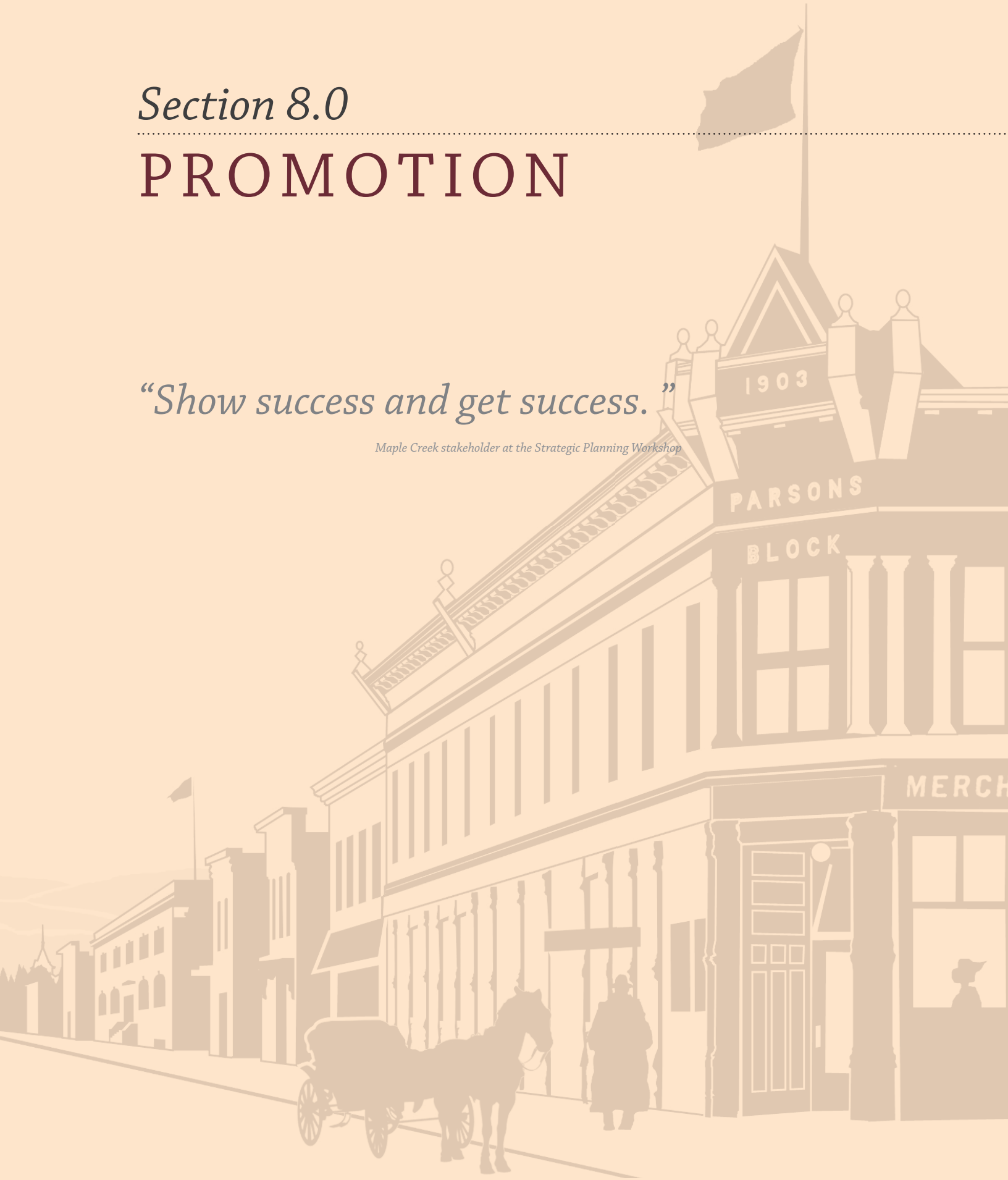
- Offer sponsorship opportunities for green spaces and/or public realm furnishings, such as memorial plaques for benches and/or selling bricks engraved with a donor's name for incorporation in a walkway within a downtown park, etc. According to the local Communities in Bloom group, this also helps people "feel connected to that place."

Section 8.0

PROMOTION

“Show success and get success.”

Maple Creek stakeholder at the Strategic Planning Workshop





Promotion Goals

Promotion of the Heritage District is already taking place through the efforts of the Town of Maple Creek, the Tourism Maple Creek group, and the Cypress Hills Destination Area initiative. Within the context of the 4-Point Approach, promotion refers to highlighting the strengths and unique local assets of the community to improve consumer and investor confidence, activity and investment.

This Implementation Plan includes the following Promotion goal:

- **Raise Community Awareness about the Main Street Program**
- **Promote “Authentic Maple Creek” both Locally and Beyond**

Goal: Raise Community Awareness about the Main Street Program

A great deal of awareness and enthusiasm for the Main Street Program was raised at the time of the program announcement and community consultation. To sustain community support and momentum as the program unfolds, there is a need to continually remind the community of the importance of the program, and to ensure ongoing engagement and ownership of the Plan.

Action 12: Use a suite of outreach channels to educate and increase the visibility of the Main Street Program

Ongoing engagement that takes place via a myriad of outreach channels helps ensure it is reaching diverse demographics who get and share information in diverse ways. For example, a high school student may get her information in different ways than a senior. Many of these outreach efforts should also be considered with other audiences (e.g. visitors, tourists) in mind.

Effective outreach also includes a high degree of visibility.

Tasks and considerations for this action include:

- Develop a Main Street Information Package that can be provided to all property owners and local realtors, posted on the Town of Maple Creek website, and available for distribution at the Main Street Program office and Maple Creek Visitor Centre.
- Develop a space on the Town of Maple Creek website that is reserved for information related to the Maple Creek Main Street Program.
- Link Main Street Program messaging with complementary messaging related to community revitalization, place-making, tourism, and economic development provided by Communities in Bloom, the Maple Creek Chamber of Commerce, the Town of Maple Creek, Tourism Saskatchewan, and other organizations.
- Increase the presence of the Maple Creek Main Street Program throughout the Heritage District as a way to define and create cohesiveness in the area. An example of an effective and visible manifestation of this is through Maple Creek Heritage District streetlight banners that create a unified identity for the area. These banners could grace every streetlight in the Heritage District, reminding residents and visitors of the amenities in the area through inclusion of the interchangeable text such as: "dining", "museums", "galleries", "shopping", and "festivals". The banners are currently proposed for installation in the spring of 2013.

- Increase the visibility of the Main Street Program office by upgrading signage at the office’s building.
- Expand the use of the Maple Creek Main Street Program’s Facebook page.



Existing Maple Creek Heritage District and Main Street Program facebook page, which is regularly updated.

Goal: Promote “Authentic Maple Creek” Both Locally and Beyond

With all of these historic assets and cultural vitality, there is no doubt that Maple Creek community is well positioned to strengthen its hold as the “Hub of the Southwest”. As part of strengthening Maple Creek’s Heritage District, it will be important to focus on authenticity in its continued promotion of its unique assets - new and old - to visitors and potential tourists, and to also grow awareness among local residents about the vital links between community prosperity and living, working, playing, learning, and shopping at home.

Action 13: Undertake an identity-clarification / branding exercise

While there has already been much discussion and generally a shared understanding about Maple Creek’s “identity”, there have also been diverse views about the Town’s motto and the types of messages that should be used to convey Maple Creek’s identity or “brand”. As such, before a promotions strategy is in place, the Town should undergo a branding exercise to articulate exactly how it wishes to position and portray itself. The Heritage District Implementation Plan visioning process provides a significant head start on this exercise.

Tasks and considerations for this action include:

- Using the vision and public input that was gathered as part of this process as a starting point, bring together key stakeholders (Tourism, Chamber of Commerce, Town of Maple Creek, community groups) for a facilitated discussion about Maple Creek’s identity.
- The process should result in a defined identity or brand - which include key words, phrases, imagery, etc - that is both meaningful to locals and resonant with tourists and other potential visitors and newcomers. With its historic assets and cultural vitality, Maple Creek has a naturally strong value proposition, and should endeavor in this process to remain as true as possible to its authenticity.

Action 14: Package and promote the authentic experiences offered by the Maple Creek Heritage District

The Maple Creek Main Street Program should promote its authentic identity and unique experiences through several new and existing marketing initiatives.

Tasks and considerations for this action include:

- Develop a Marketing Plan that identifies target markets, strategies for meeting those markets’ expectations, and a proposed methodology for capturing the attention of these markets.

- Support continued involvement in the Cypress Hills Destination Area - Destination Marketing Organization (CHDA - DMO) and its regional marketing activities.
- Undertake joint marketing activities with the CHDA, Tourism Maple Creek, other tourism-based businesses, attractions, and/or events. Joint marketing broadens the appeal of the overall visitor experience and increase the cost effectiveness of advertisements.
- Find opportunities to showcase and present on the Heritage District and Main Street Program at information kiosks at Cypress Hills Interprovincial Park, and at conferences, symposiums, trade shows, and other related events.
- Work with the media, which can include assisting with or providing articles of historical interest, good news pieces related to successes experiences by the Main Street Program, news stories showcasing unique cultural and recreational activity, and articles tailored for tourism publications.
- Establish way-finding signage in and around the Heritage District that reveal and showcase local assets, hidden historic gems, and recent success stories such as the restoration of the Glascock Building and the renewal of the Land of Living Skies Park.
- Create a “destinations” directory for visitors/tourists, which could include a historic walking tour component.

Action 15: Showcase and celebrate successes

According to residents and stakeholders, local success stories provide inspiration and install pride in the community. They also attract visitors and tourists. Recent examples include beautification initiatives and the Heritage Festival.

Examples of achievements to be celebrated are awards received by the community and its residents, beautification and heritage conservation projects, cultural and recreational activity, and areas of growth such as tourism.

Tasks and considerations for this action include:

- Collaborate with the Maple Creek Chamber of Commerce on a Business Awards of Excellence program that focuses attention on businesses that have shown leadership in heritage conservation, customer service, tourism, beautification, and/or other demonstrations of support for downtown revitalization efforts..
- Formally recognize the contributions of individuals/volunteers. (Refer to Action 5).
- Ensure success stories are highlighted on the Town of Maple Creek website and Facebook page.
- Submit press releases highlighting Main Street success stories to the media on an on-going basis.

