

The University of Calgary

Revitalization Strategies for Small Towns -

A Proposal for Coleman

by

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A Masters Degree Project
submitted to the Faculty of Environmental Design
in partial fulfilment of the requirements for the degree of
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Abstract

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Supervisor: Professor John Brown

Professionals within the public sector have devised strategies in order to revitalize the gradually deteriorating economy and physical fabric of small towns. With an increasing interest, among tourists, in their heritage, 'cultural tourism' is gaining more and more success and popularity among small towns that possess significant historic resources. The small town of Coleman is one such example, whose declining economy and virtually intact historic resources lead one to believe that 'tourism' could successfully be introduced as a secondary and stabilising industry.

This Masters Degree Project is built on the above premis and recommends a revitalization strategy including a physical development plan and an implementation plan to carry it out. The development plan consists of an interpretive sequence through the commercial, industrial and residential architecture surviving from the early 1900's. It is hoped that the proposal would enable the tourists to understand the processes, products and people related to the mining era in the Pass.

This strategy may form part of the overall plan for the Crowsnest Pass to facilitate its promotion as an entire environment. It may be literally followed in its conceptual form only; specific details should be modified to ensure uniformity of development throughout the Pass and decided upon after adequate public participation in the design process.

The ideas expressed in this report may in part be accredited to the work done during the employment, with CHAPS (Coleman Historical Action Programme Society) from May to September 1986, and with Alberta Culture from September to November 1986.

Key words

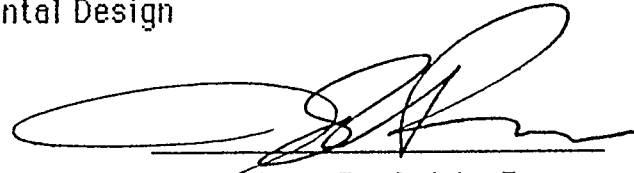
Revitalization Strategies, Cultural Tourism, Physical Development Plan, Implementation Plan,
Scenarios

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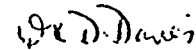
The undersigned certify that they have read, and recommend to the Faculty of Environmental Design for acceptance, a Masters Degree Project entitled

**Revitalization Strategies for Small Towns - A Proposal for
Coleman**

submitted by Bela Syal in partial fulfillment of the requirements for the degree of Masters in Environmental Design



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Date: December 1986

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A Proposal for Coleman

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The area of the Crowsnest Pass, approximately 27.2 kilometers long, is located in Southwestern Alberta. Extending from Lundbreck, Alberta in the east, and crossing the border to Elko, B.C. in the west, the Pass lies 269 kilometers south-west of Calgary and 125 kilometers due west of Lethbridge. It is surrounded by several tourist destinations that range from highly commercial ones, such as Banff and Waterton, to lesser commercial ones such as Fernie and Kananaskis Country (Figure 1).

Major economic development in the Pass took place after the coming of the railway in 1898. This resulted in a booming growth of the coal mining industry, and the development of ten communities, the major ones being Blairmore, Bellevue and Coleman (Figure 2). The coal industry has dominated the economy of the Pass single-handedly, with minor contributions from the limestone and lumber industries. However, the area's economy has been vulnerable due to the fluctuations in the supply and demand of the coal industry.

The residents of the Pass have seen both prosperous and lean times as the industry wafted between boom, with the increased demand of coal for the railway operations, and collapse, as it crumbled during the two World Wars. As is seen in Figure 3, the population of both Blairmore and Coleman have remained constant through these periods of boom and bust. The population in Coleman, however, suddenly declined in 1951

EXECUTIVE SUMMARY

'How will we know it's us, without our past?'

- John Steinbeck, the Grapes of Wrath.

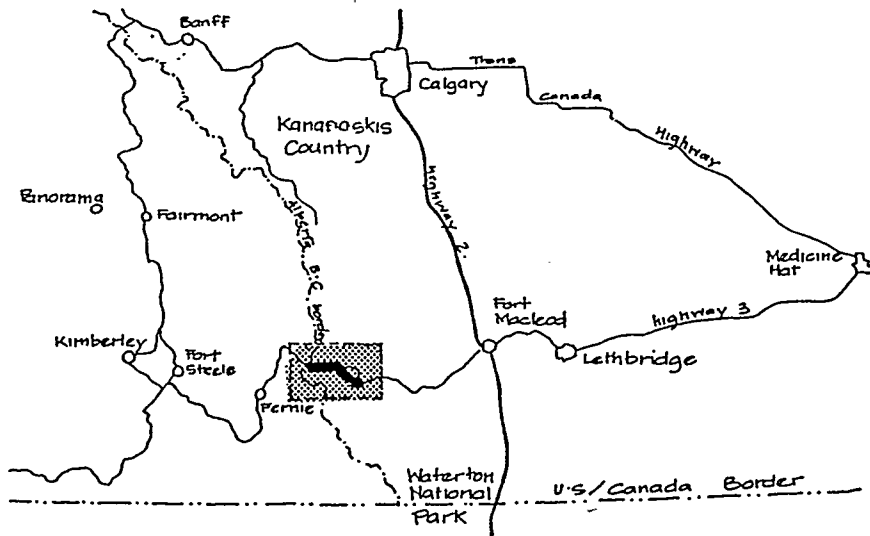


Figure 1
Regional Map

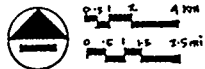
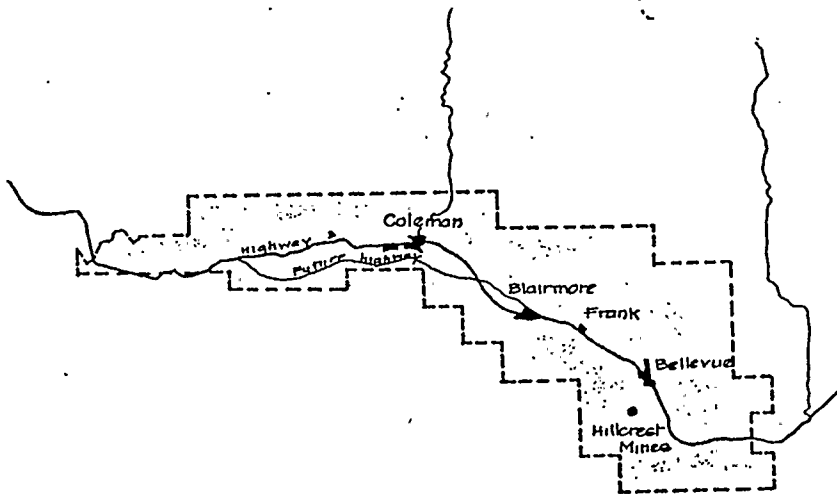


Figure 2
Municipality of the Crowsnest Pass

when oil and gas replaced coal as a fuel. Blairmore which had by this time assumed the status of the administrative centre of the Pass, survived this blow and continued to grow. (A comparison to the neighbouring non-coal producing community of Pincher Creek which grew tremendously in the same period, establishes the significant impact the coal industry had on the Pass). The five surviving communities in the Pass were amalgamated in 1979 to form one single Municipality, the Crowsnest Pass. The present population of the Pass is 7577 (Canada Bureau of Statistics, 1986 census) and it is afflicted with 26% unemployment rate (1986 census taken by the Economic Development Board, CNP), one of the highest in Alberta.

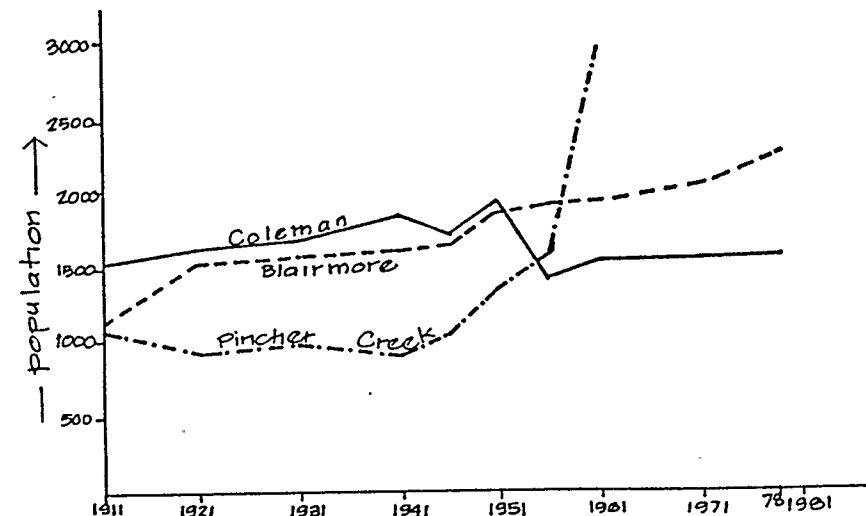


Figure 3
Comparison of Town Growth

At present, there are no mines operating on the Alberta side of the Pass. The poor economic conditions have adversely affected both the commercial viability and the physical environment of the Pass. An extreme option that has been adopted for towns with similar economic problems is that of demolition of the entire built environment, and the relocation of its residents. In spite of the ill-maintained and derelict condition of its man-made environments, it can be argued that the heritage resources of the Pass cannot be ignored. If preserved, such resources could not only provide important architectural, cultural and historical reminders of the past, but also provide the Pass with an amenity to capitalise on.

Unlike the main streets in many other small towns and centres, which have experienced economic prosperity, the buildings on the main streets in communities of the Pass, particularly Coleman, have undergone minimal changes in terms of their architectural character. Due to poor economic conditions which have plagued the town of Coleman since the 1950's, the merchants on the main street have done little to improve their buildings. Consequently, the historic boom town facades of the early 1900's escaped the modern facelifts popular in the 1950's and 1960's.

In addition to the main street, the mine structures located in each of the communities in the Pass also offer potential for interpretation. Through the use of industrial archaeology, the old mining facilities could provide valuable insight into the understanding for the processing and production of coal during

the early part of the century. Industrial archaeology, although still under consideration in Alberta, has been successfully employed in eastern Canada as well as Europe and the United States.

The towns of the Pass are also characterised by residential developments which once housed the various ethnic communities that enrich both the historical and cultural significance of the Pass. The settlement of these communities in the Crowsnest Pass, during the early 1900's, is still evident, particularly in the distinctive residential pockets that dominate the overall site planning of Coleman.

Several important events are associated with the history of the Pass, particularly the tragedies such as the landslide and mine explosions. Among the most significant are, the Frank Slide (1903) and the Hillcrest Mine disaster (1914). The former is presently the site of an interpretive centre, attracting a record number of tourists over the summer months. The Pass is also known to many because of the famous Crowsnest Pass agreement signed in 1983, which subsidised the freight rates for western farmers.

Apart from its unique historic resources and the associated significant events, the Pass is endowed with an exquisite natural setting. Flanked by mountains on either side, it offers breathtaking views for those driving through. Cross-country ski-hills, fishing lakes and hiking trails offer the outdoor enthusiasts a valuable amenity.

With these issues in perspective, the purpose of this Masters Degree Project is to design a revitalization strategy for the Pass. Such a strategy will attempt to address the problem of the declining economy and capitalise on the potential historic resources. Due to the constraints of time and given its virtually intact historic resources, this thesis focusses on Coleman for a case study. A revitalization strategy for Coleman's downtown area is proposed and it is hoped that it may form part of an overall strategy which would promote the Crowsnest Pass as a tourist destination.

Several studies have been conducted in recent years by the Department of Alberta Culture (Feasibility Study, 1986; Crowsnest Pass - Historic Resources Development Proposal, 1984; The Crowsnest Pass Historical Inventory Project, 1978-1980) and the Department of Travel Alberta (Tourism Alternatives for Southwestern Alberta, 1980; Coleman Tourism Theme Study, 1981) in order to address the problems of the declining economy in the Pass. Although carried out from varied perspectives, these studies have reached the common consensus that the most feasible alternative to stabilise the economy of the Pass is through the introduction of tourism as a secondary industry.

The 'Feasibility Study' published by Alberta Culture used several indicators which depicted a negative growth over the past years. This same study also proposed five development scenarios to promote tourism in the Pass. Differing in magnitude of development, these scenarios ranged from a development

proposal for the entire Crowsnest Pass area (scenario 1), to stabilisation of buildings on main street, Coleman only (scenario 5). During a public meeting, in which both residents of Coleman and representatives of Alberta Culture were present, a common consensus was reached to incrementally work towards the implementation of scenario 1. This MDP is built upon the premise that the development of the entire Pass area would enable the promotion of tourism as the secondary industry. The growth of the tourism industry is expected to bring an increase in the tourist-oriented services sector generating an economic spin-off, thus creating jobs for unemployed residents in the Pass.

According to the Coleman Tourism Theme Study, tourism in the Pass must offer unique facilities to overcome the competition it faces from surrounding tourist destinations such as Banff, Kananaskis Country, Waterton, Fernie, Kimberley etc. Coleman must, therefore, capitalise on its historic resources which lend it a rich and unique character. The development in Coleman must also be complimentary to the development in the other areas of the Pass to enable its promotion as an entire entity. It is expected that a holistic development scheme for the Pass is the only way to bring about substantial change in the economy.

The revitalization strategy for downtown Coleman is comprised of two parts: the physical development plan and the implementation plan (Figure 4). The physical development plan includes initiatives for improvement of the historic commercial, residential and industrial development. The approach taken will

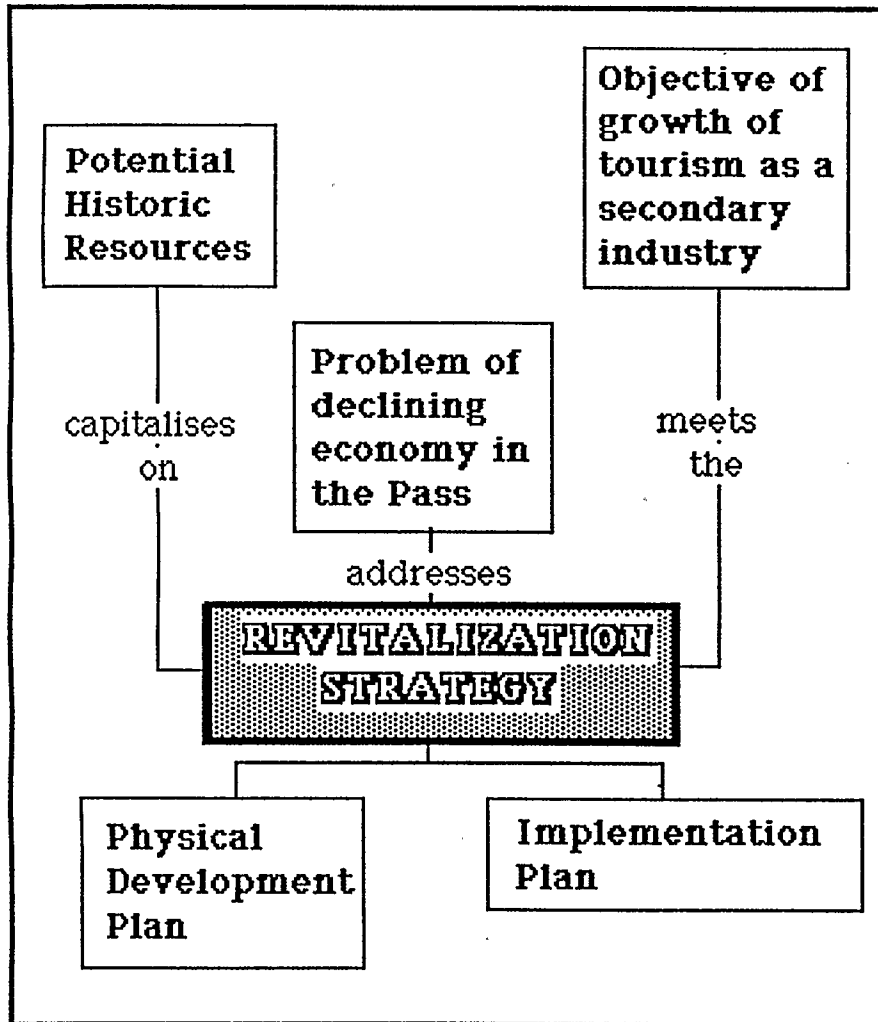


Figure 4
Revitalization Strategy

concentrate on the preservation of the man-made environment, with the objective of reviving the importance of the downtown area, both functionally and aesthetically. Proposals will be made to save as much of the original building fabric as possible without freezing a particular period in history. Proposed development will be geared towards creating an environment which allows the present generation to participate in a living space that speaks for the legacy of the past. It is recommended that any new development be kept to a minimum during the initial stages and that this development be implemented only in later stages when the demand increases and the town appears economically viable to support such growth. The built form of any new development should be designed to compliment the existing structures and the natural surroundings with no attempt to dominate them. A design for an interpretive sequence will be prepared for the downtown area and the mine site to allow the visitors to participate in the historic environment.

Given that the historic resources in Coleman are for the most part intact, the most suitable themes around which the interpretive sequence is proposed to revolve, will be 'life and times during the early mining days' and the 'process of production of coal'. Once the physical development plan is in place, it is hoped to increase the number of tourists visiting the town, subsequently making it an overnight tourist destination.

It is suggested that the implementation of the development plan should be carried out in a gradual incremental fashion. Community involvement should be an important consideration in

each step. The 'grass roots' approach of gradual incrementalism should help to build community support, thus helping to make changes more lasting. The proposed revitalization strategy is phased in three stages over a long term. The early phase should emphasise more visible, easily implementable and reversible improvements, involving minimal budgets. It may also have to be initiated through the provision of government grants. It is expected that over the years, the town will be able to financially support any new development scheduled in the later phases.

Although the financial support to implement development in early phases would have to come from the government, the first step in initiating organisation must come from the community. A strong organisational structure is important not only to make a convincing case for securing grants from the federal and provincial governments, but also to ensure successful implementation. An organisation with the status of a non-profit agency should be established in order to enable it to participate in various fund raising events. Initially, major portions of funding would have to come from outright grants or loans at low interest rates to act as incentives for the merchants and property owners to improve their buildings. In order to keep operating costs of the organisation to a minimum, the staff at large, should be voluntary or part time. However, a full time coordinator, supported by secretarial staff would be essential in order to carry out the implementation successfully.

A well devised promotional programme should also be put in place to support the development process. The Frank Slide

Interpretive Centre could play a significant role in the promotion of the Crowsnest Pass. Some idea of its potential to do so can be gauged from its success in attracting tourists over the past year. Brochures containing information about various other historic and archaeological sites in the Pass should be made available to all tourists visiting the Frank Slide Interpretive Centre. Bus tours or auto tours should also be initiated from this point to take the tourists through the other communities in the Pass.

An appropriate physical development plan accompanied by a strong implementation plan is expected to revitalize the downtown area of Coleman both physically and economically, through the promotion of tourism. Once the total programme is in place, a significant growth in the tourism-oriented service industry is expected.

In order to arrive at the recommendations listed above, a comprehensive planning process was followed. This process consisted of three major steps: identification of the problems and potentials, development of the goals and objectives of the residents and finally the development of the revitalization strategy. Various methods were employed to feed into each of the steps (Figure 5). The following is a brief description of each of these steps:

1. IDENTIFICATION OF PROBLEMS AND POTENTIALS -

A literature survey and on-site analysis were the major methods employed, supported by informal interviews with experts. The literature survey included an overview of revitalization strategies

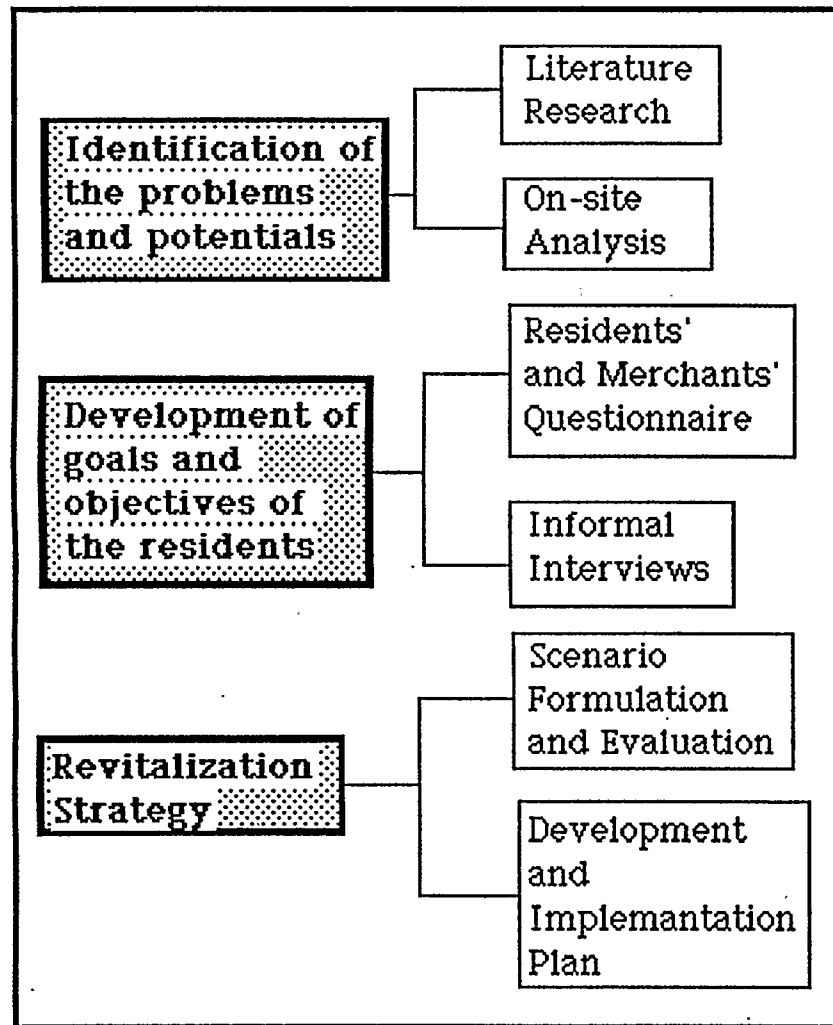


Figure 5
Methodology

employed in small towns across Canada and extensive research of previous studies related to the area.

On-site analysis was employed to assess the physical potentials of the commercial, industrial and residential architecture in Coleman. Kevin Lynch's five elements of urban design: paths, nodes, edges, districts and landmarks (Lynch, *Image of the City*, 1960) were employed to evaluate the downtown area. Each of the buildings on 17th and 18th Avenues were documented to assess their present condition and historic significance. Photo-documentation, literature research and personal interviews were the primary methods employed. Informal interviews with experts, such as the town's Economic Development Officer, were conducted to assess the present situation. These methods helped to define the problems and potentials of the study area.

2. DEVELOPMENT OF GOALS AND OBJECTIVES OF THE RESIDENTS - It was considered important to obtain input from both the public and private sectors in order to develop the goals. An opinion survey of a selective sample of the town's residents, and of the total population of the business merchants was conducted.

Merchants' Questionnaire (described in detail, Appendix 1a) The intent of this questionnaire was to find out how the merchants felt about the present condition of downtown Coleman, and what actions they felt could be taken to improve it. Both the downtown merchants and those on the highway

commercial strip were surveyed, and a detailed interview was carried out with representatives of the business associations.

Residents' Questionnaire (described in detail, Appendix 1b) -

The major objective of this questionnaire was to find out what the residents of Coleman thought of the downtown and what they would like it to be. A sample size of 2.5% (40) of the total population was surveyed through personal interviews. A geographically selective sample of an average of one house per block was also chosen to give a coverage in the area. In order to lessen the bias in the response, the survey was conducted after work hours. This helped to cover a broad cross-section of the population including varied age groups and employment categories.

Both questionnaires were analysed through the preparation of frequency tables in order to define the goals and objectives identified by a majority of the population. The intent of the questionnaires was both of education of the residents and of gauging the general and local attitudes of residents in order to supplement information obtained from other sources. Thus the tests were limited to frequency tables which provided the required information.

3. SCENARIO PROJECTION AND DESIGN DEVELOPMENT - After having assessed the present situation of Coleman, and defining its problems and potentials, three possible scenarios involving different approaches and magnitudes of development were projected. An evaluation

matrix was developed for the scenarios using criteria for evaluation developed from goals and objectives identified by the town's residents and merchants, and the problems and potentials of the area. This was followed by preparation of a detailed physical development plan and an implementation plan. Major components of the implementation plan include an organisational structure to implement the development plan, its phasing and financing, and a promotional programme to accompany it.

1. REVITALIZATION STRATEGIES FOR SMALL TOWNS

"Viewed at any one time, the settlement pattern of a nation is a mirror of both past and future settlement patterns. Towns and villages have always been an important part of the settlement fabric of Canada. Today nearly five million Canadians live in small towns and villages across the length and breadth of the country, one million more than lived there only twenty years ago (Hodge, Towns and Villages in Canada: The Importance of being Unimportant. 1983)"

Small towns in Canada, which are characterised by a wide range of sizes, perform an array of functions, primary ones being resource and service centres. Over the past few years these towns have faced certain problems that have been a cause of concern to professionals within the public sector. A common problem among Canadian towns is a declining economy and tends to be prevalent in single industry towns which lack a diverse economic base (Jamieson, Planning for Commercial Area Revitalization in Alberta Journal for Planning Practice, 1984). This decline usually begins when the town's industrial resources are exhausted or when their demand is reduced. This is followed by a fall in population, resulting in a decreased demand for services and retail facilities. As sales are reduced, merchants are unable to invest in the maintenance of their buildings, allowing them to deteriorate over time. In Canada, most small towns that have survived on a single resource base are gradually losing their vitality and turning into 'ghost towns'.

Another major problem faced by small towns is the growth of regional shopping malls. This phenomenon, which contributed to the decrease in vitality of downtown areas of many Canadian cities in the 1960's and 1970's, has recently begun to affect small towns. Whereas, on the positive side, the location of shopping malls has had significant economic benefits for the immediate region, they have nevertheless succeeded in siphoning off vitality from the retail centres of adjacent towns. Unable to compete with newer and more sophisticated malls, the main street is quickly losing its historic role as the commercial centre. The climate controlled shopping malls seem to have a definite advantage over main street both in terms of convenience to the customers and their organisation and management. The management generally retains strict control over the store hours and co-ordinates promotion, advertising and special events. The physical appearance of the shopping malls is particularly inviting due to controlled signage and display techniques.

However, according to Kalman, a recent study reveals that there has been a decline in the construction of shopping malls (Kalman, 'Crisis on the Main Street' in *Reviving Main Street*, 1985). This study claims that the construction of suburban and regional malls has already reached its peak and is now in the process of decline, giving a reason for hope to the proponents of main street.

These problems have concerned both residents of small towns and professionals within the public sector. An added reason for

an increased interest in small towns may be attributed to a study conducted by Robinson, which revealed a reversal in the trends in population movement in favour of small towns (Robinson, *Canadian Urban Growth Trends*, 1981). According to this study, changing values towards the quality of life, ease in mobility, and a change in government economic benefit policies, have all contributed to more and more Canadians opting to live in small towns. This theory has recently been challenged on the basis of the claim that this reversal in trends is short-lived and will not persist for a long time. However no concrete numbers are available so far to back-up this argument. Planners, therefore, continue to shift their focus to address the problems of small towns and to devise strategies in order to revitalize them. In many cases, revitalization strategies have differed a great deal in their focus and direction. This appears largely due to a disagreement among professionals regarding the term 'revitalization' and its implications. According to Beauregrad -

'Revitalization' literally means to put new life into an area. Revitalization implies growth progress and infusion of new activities into stagnant and declining areas which are no longer attractive to investors' (Beauregrad, *Revitalizing Cities*, 1981, page 19).

Until recently a distinct dichotomy existed between physical and economic revitalization. However, past experiences have shown that both physical improvements and economic promotion are important aspects of a revitalization strategy (Jamieson, *Alberta Journal for Planning Practice*, 1984). This

implies that an economic feasibility study be conducted before the implementation of physical improvements, and the emphasis from one to the other may shift thereafter at different stages of the revitalization process.

REVITALIZATION STRATEGIES FOR SMALL TOWNS - AN OVERVIEW OF THE CANADIAN SITUATION

Moderate modifications have been made in revitalization strategies at both the federal and provincial levels of government to address specific problems of small towns. While there are a number of programmes available at the provincial level, the 'Heritage Canada Foundation Programme' is the only programme which exists at the federal level for the revitalization of main streets across Canada.

THE HERITAGE CANADA FOUNDATION PROGRAMME

Started in 1973, the goal of the programme is to combine preservation techniques with economic and social revitalization of a community's commercial centre through a gradual process of incremental change. 'Preservation' as defined by the programme means capitalising on the community's history and character without changing it into a theme town.

The programme was first implemented in seven towns across Canada: Nelson, British Columbia; Fort Macleod, Alberta;

Moose Jaw, Saskatchewan; Cambridge and Perth in Ontario and Windsor and Bridgetown in Nova Scotia. Its tremendous success has led to its expansion as of 1985, including several other communities from all over Canada.

An important role is played by the co-ordinator of the programme who provides design advice, assists in promoting the downtown, is an advocate for the area, identifies funding sources, and maintains economic development. The approach of this programme is divided into four components:

1. Organisation - This is related to understanding and working with the business community to create positive public relations. According to John Edwards, co-ordinator of the Main Street Programme in Perth, the key to efficient organisation is that the expert must establish a sense of trust through controlled discussions (Edwards, 'Organising for Change' in Reviving Main Street, 1985). The co-ordinator should become a part of the community and project a feeling of caring for the area. A few prominent figures that make the decisions should be identified and a merchants' association be organised.

2. Physical Change - The Main Street Programme places emphasis on three types of improvements in bringing about physical change: improving store fronts, developing appropriate signs, and proposing appropriate infill development. Physical improvements form a good short term goal before the longer term economic objectives become visible. The programme stresses the importance of amassing as much historic data as

possible to develop a complete understanding of the building's past metamorphosis. Little or no emphasis is placed on public works or street furniture under this programme.

3. Retail Recruitment - Pelham and Macintosh, main street co-ordinators at Perth and Cambridge in Ontario, suggest that the main street should capitalise on the mall's approach to marketing and sales for revitalization (Pelham and Macintosh, 'Taking Care of Business' in Reviving Main Street, 1985). One of the first things suggested for the co-ordinators is to conduct a market analysis by identifying the users' shopping habits within the geographic trading area.

4. Promotion - This includes marketing, organising special events and increasing tourism. According to Jim Mountain, co-ordinator of the Main Street Programme in Fort Macleod, the key element in the renewal of economic and social activity is innovative promotion (Mountain, Promoting and Marketing Downtown in Reviving Main Street, 1985). One of the roles of the co-ordinator is to get the merchants to work towards the promotion of a positive image for the main street.

The experience of the main street co-ordinators has shown that the approach of gradual incremental change has worked very successfully to encourage community involvement and thus make the change more lasting. This also allows time to train the local skills and create employment within the community. A full time co-ordinator, although expensive, has proven worthwhile for efficient implementation. The programme has, however,

been accused of creating main streets that look too clean and too perfect. The restoration to a particular period in history also makes them look like a frozen set as opposed to a real and authentic environment.

STRATEGIES AT THE PROVINCIAL LEVEL

Ontario and British Columbia have been the most active provinces in implementing revitalization strategies in their small towns. The major focus of the programmes in Ontario has been on improvement of public works and efficient management. British Columbia, on the other hand, has attempted to revitalize its small towns, through the promotion of cultural tourism, by adopting a 'theme' for development.

ONTARIO - The Main Street Programme in Ontario was implemented with partial success until 1983 (Main Street - Planning and Design Guidelines, Ministry of Housing, Ontario, 1980). The major objective of this Programme was the beautification of communities with a population of 35,000 or less. The Programme was subsidised through the National Government's Neighbourhood Improvement Program (NIP) and was discontinued in 1984, due to the lack of funding for loans at a low interest rate. The experience of the Main Street Programme showed that beautification through improved public works, without community support, has done little to revitalize main streets of small towns. The town of Milton is one such example, where the revitalization process ceased after the completion of sidewalk improvements and placement of street

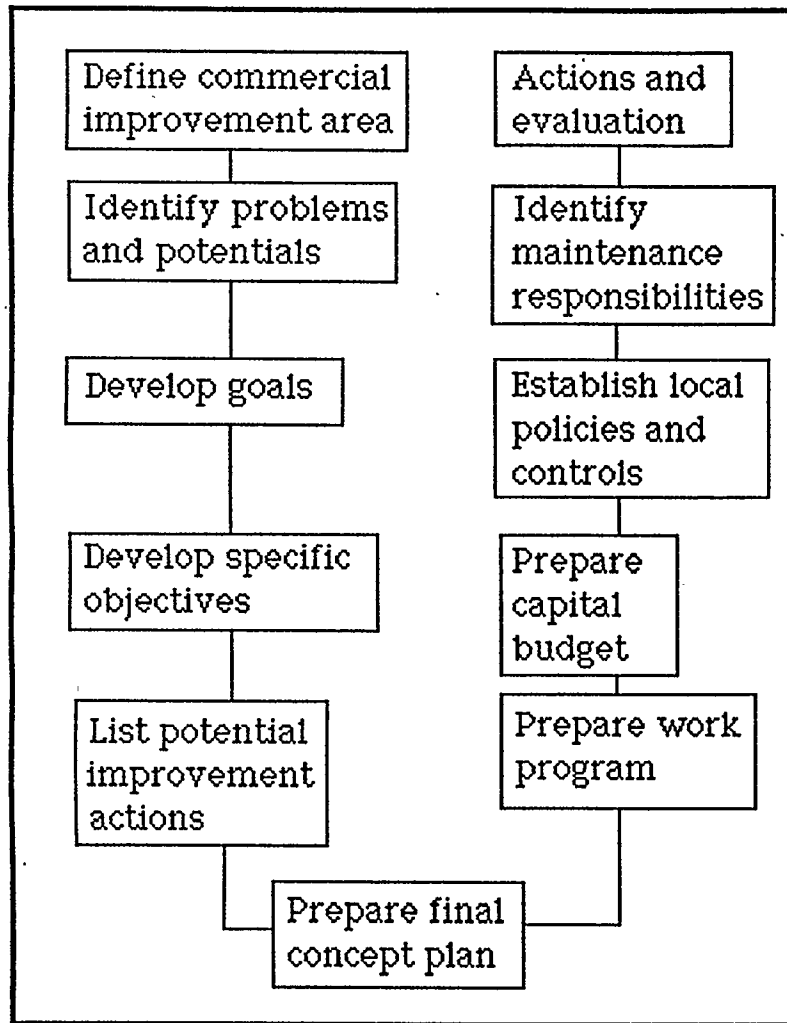


Figure 6
The Comprehensive Planning Process - CAIP

furniture. Although the town's council is very optimistic about the future of the town, the merchants seemed to have gained little from the so-called revitalization programme.

Small communities, in Ontario, can now apply for funding individually or through the Commercial Area Improvement Programme (CAIP), although the latter caters mainly to medium-sized cities. The CAIP proposes a very comprehensive planning process that seems too sophisticated for smaller communities to implement (Fig. 6). The province has recently started to shift its focus towards the 'self-help' approach in order to involve community members.

In Ontario, a great deal of emphasis is also placed on successful downtown management. Various case studies of the major Business Improvement Areas' (BIA's) have been conducted recently to establish key features of successful downtown management. According to these studies (Downtown Management - the State of the Art in Ontario, Ministry of Municipal Affairs and Housing, Ontario, 1985) 'the will to manage well' and 'the presence of a BIA type of organisation' is a prerequisite to successful and effective management. The same study claims that merchants' associations are ineffectual, as they have a low operating budget. This may be true in the case of large urban centres but in smaller communities a strong merchants' association has proven to be successful. Finally, the study also establishes that a downtown organisation striving for excellence will maximise its returns by an early focus on physical improvements. Once the physical improvements are in

place and the message that progress is taking place has been conveyed, the organisation can shift its focus more effectively to economic promotion and communication strategies.

BRITISH COLUMBIA - An increasingly popular approach employed to revitalize small towns in British Columbia is the promotion of cultural tourism. This is based on the recent trend of the growing importance of the tourism industry. According to Bill Pattison, Chairman, Tourism Advisory Council:

'From 1973 to 1983, international travel and tourism has grown at the rate of 15% per year. The new eras of computers, robots and satellite communications has had two major impacts on tourism - it has increased the leisure time for millions of people and it has greatly speeded up communications throughout the tourism industry'.

The Province of British Columbia has devised varied programmes, an important one being the 'Downtown Revitalization Programme' to upgrade the physical appearance of its small towns in the hope of capturing the spin-off dollars from the tourist draw for EXPO '86.

'This decade is the era of downtown revitalization. With EXPO '86 less than two years away, some are scrambling to implement revitalization, tourist oriented activities and marketing programmes in the area to capture some of the business this international event will bring to this province' (Downtown Advocate, 1985).

By 1985, forty municipalities were involved in the programme, a large increase over the fifteen that joined in 1984. The starting point of the Downtown Revitalization Programme is the formulation of a strong merchants' association, followed by the preparation of a concept plan. The small communities can then apply for funding in order to carry out the physical improvements.

Adoption of a theme design to create a pleasant environment for the tourist, has been the key feature of the Downtown Revitalization Programme. However, this has also attracted a lot of controversy and the example of the Bavarian theme at Kimberley is worth mentioning. Although the town has been commercially successful, the authenticity of the choice of its theme is questionable. The implementation of the theme is restricted to the painted plywood facades and has little to do with the original building structure, making the downtown area appear like a mere stage set. In the words of Martin Thomas, co-ordinator of the Downtown Revitalization programme:

'If you are going to go 'theme', do it with panache and standard, not painted plywood. You must also have a strong and wealthy maintenance programme in place and you must train the locals of what is expected of them to bring the theme alive, otherwise it stays like a cheap paint job '.

It is important that the theme adopted is authentic and relates to the town's historic background in some way, or the chances of its deterioration over a short time span are increased. The

Kimberley experience has also shown that theme alone is not enough to bring about revitalization. The Bavarian Society in Kimberley found it difficult to clear its debts until the money was raised through the organisation of the 'July-fest' and 'Winter-fest', thus establishing the importance of additional promotional strategies.

In other towns in British Columbia, cultural tourism is promoted by capitalising on the historic resources as an amenity. Structures from the early 1900's are preserved to become major tourist attractions. Studies show that this approach has proven to be very popular among the present day tourists, many of whom are in quest of their heritage. The later part of this chapter focusses on this approach in detail.

The success of the approach adopted in British Columbia can be measured only after EXPO '86. Designing the towns for the tourist influx of the EXPO may leave too many small communities competing for the same tourist dollar. So far figures show that the expenditure of tourist dollars has been limited to Vancouver, and that smaller communities have been unable to capture the anticipated spin-off.

Similar programmes have been implemented in other provinces with varied success. A list of these programmes, with the period of their commencement and termination, is listed in Figure 7. Presently no such programme exists at the provincial level in Alberta although the Alberta Main Street Programme is being worked on and is expected to be operational in January,

1987. The province has primarily adopted the policy of encouraging 'self help' and a number of grants are available once the merchants organise themselves. Formation of a Business Revitalization Zone (BRZ) allows the merchants to raise funds for upgrading the area. Municipal Affairs has recently published a revitalization kit which encompasses both the organisational and technical tools required for self-help. Small communities may approach varied sources for funding and technical assistance, such as Alberta Culture and Alberta Historic Resources Foundation, depending upon the town's approach to revitalization. Small towns in the past have also been substantially funded by private organisations such as the Devonian Foundation. The Foundation allocated a sum of 2 million dollars to 160 small towns across Alberta over a period of five years (1979-1984), for the purposes of landscaping main streets (figures obtained from Devonian Foundations, Calgary).

Alberta Culture has recently adopted a strategy to introduce tourism as a means of initiating physical and economic revitalization in small towns. The location of the Tyrrell Museum in Drumheller is an excellent example of the physical manifestation of this strategy. The proximity of such a facility to the service sector plays an important role in its effectiveness to generate an economic spin-off. The Drumheller experience has also shown that when the major development is implemented by outsiders, the community fails to feel a part of the process, thus bringing little changes in the town.

The type of revitalization strategy for a particular area should

Province	Programme	Year of commen- cement	Year of termina- tion	Remarks
Saskatchewan	Main Street Programme	—	1983	Programme ter- minated due to exhaustion of funding
Nova Scotia	—do—	1978	—	mandate - clean-up of the gateway towns
Manitoba	—do—	1982	—	Beautification of towns to compete with the malls
Quebec	—do—	1982	—	—do—
Prince Edwards Island	_____no provincial programme_____			
New Foundland	_____no provincial programme_____			

Figure 7
Strategies at the Provincial levels

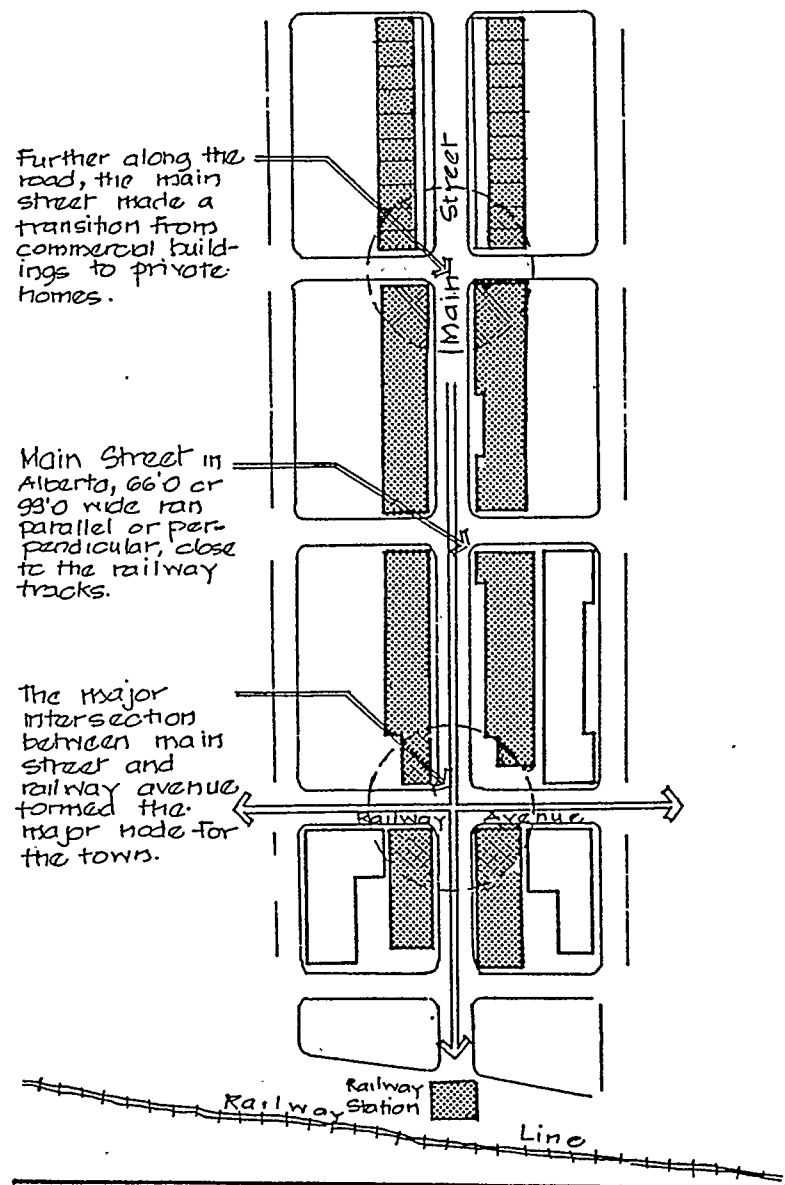


Figure 8
Typical Main Street, Alberta

be chosen in accordance with the problems and potentials of an area and the goals and objectives set by residents of the area. The ultimate image acquired by an area is dependent on the type of revitalization strategy adopted. Given that many heritage resources exist in the downtown areas of many small towns and with more and more tourists becoming interested in learning about their heritage, a strategy which has become increasingly popular and successful is the 'promotion of cultural tourism'. According to the census carried out in 1980, as many as 25% of Albertans indicated historic places to be their primary tourist destination. Apparently this figure is on the increase (report by The Federal Government Secretary of State, 'The Museum and The Canadian Public', 1974).

A large part of the strategy of 'promoting cultural tourism' in small towns is related to the revival of the commercial development along the main street. However, the stabilisation of industrial and residential architecture is also gaining popularity. The physical fabrics constituting the commercial, residential and industrial environments of the small towns have gone through periods of evolution resulting in their metamorphosis over time.

In Alberta, main streets usually developed in close proximity to the railway tracks; either perpendicular or parallel to it, with commercial development concentrated along its length (Figure 8). This can be attributed to the fact that the railway was the most significant factor in the germination of many Albertan towns. In these towns, the major road running perpendicular to the main street took the form of a major highway through town.

The intersection between the main street and the major route became an important node characterised by the most significant community buildings e.g. the Post Office and the Town Hall. The main street also housed the major stores e.g. grocery, clothing, hardware etc. Further along its length, it made a transition from commercial buildings to private homes, which were primarily owned by the rich.

One of the earliest areas to develop in the town, the main street is the repository of many historic buildings. With the advent of new and synthetic materials, the 1950's and 1960's brought a change in the style of the commercial architecture on the main street. In an attempt to modernise their buildings the main street merchants covered the original building facades with once trendy, low-maintenance materials such as metal and tiles. With the increased popularity of the automobile, the facades went through another transition. Disproportionately large neon signs, designed to be seen by fast moving traffic replaced the original signs thus dominating the total streetscape. The 1970's saw the rapid growth of shopping malls, finally disrupting the traditional role of main street.

Alberta is also characterised by small towns, supported by industries, which were once booming but are no longer in operation. The physical environments which housed these industries now stand derelict and ill-maintained. Recently, residents and professionals have begun to look upon them as valuable historic resources in order to understand the past and as vital elements in economic revitalization strategies.

With more and more tourists expressing preferences to visit heritage sites, efforts are being directed at the preservation of the historic sites and environments. This strategy, is presently in an evolutionary stage, in an effort to meet the sophisticated tastes of present day tourists.

'CULTURAL TOURISM' AS A REVITALIZATION STRATEGY IN SMALL TOWNS

Realising the value of historic resources, and overtaken by a sense of nostalgia, residents of small towns have engaged in various levels of preservation activities with the aid of the public sector. A whole different image has emerged for the main street, which is now seen as an orientational device:

"The cultural objective of all preservation activities may be said to be didactive: to teach the citizen to better understand 'where he came from as a means of understanding 'where he ought to go'. Preservation is thus an orientational device - conceptually, intellectually and psychologically".
(Gilbert, Kellogg, William., Readings in Historic Preservation Why? What? How?, 1983).

This new image for main street has helped it to regain some of the business lost over the years. Facade improvements have played a major role in the main street rejuvenation and revitalization with an attempt to restore the buildings as closely as possible to their original appearance. Designers have essentially taken the 'scrape' approach, removing the later

additions and replacing original material, color and detailing. Although a significant improvement over its previous appearance, the new look of the main street has been accused of being too static, too monotonous and too perfect. Likened to the displays in the museums, the restored buildings are considered to be devoid of contributing vitality to main street. These allegations have opened the doors for the proponents of 'anti-scrape' approach, who wish to preserve the working of time in the building fabric. This issue still is equally debatable from either approach and the resolution can only be based on the ultimate image the main street environment strives to achieve. In other words, if the objective is to convert the main street into a heritage resource to, 'scrape' may be the appropriate approach, whereas to enhance it as a socio-cultural place, minimal cleaning may suffice. Even when designed for tourists, the hazard of freezing the street to a particular period in history, which refuses to integrate with the present environment, should be avoided.

Adequate illustrations in the form of signs or panels have been used to accompany the preserved artifacts to facilitate the tourists' interpretation of the environment. The panels must be designed and located in such a way that they are noticeable yet unobtrusive to the building fabric. Other methods which have been employed in order to facilitate interpretation include narration in first person and active participation. Both display panels and first person narration by people dressed in costumes, unless implemented sensitively, have a tendency of deviating from authenticity. As far as possible, first person narration should be limited to occasions of particular importance, so that

they are interesting and educational for both tourists and residents. Honesty and truthfulness are important qualities for any preservation activity. No attempt should be made to deceive the tourist through replication or re-creation. Should the application of any of these methods become necessary, the audience must be rightfully informed.

INDUSTRIAL ARCHAEOLOGY - There has been an increasing interest and concern for the industrial past, making it an important focus of many preservation programmes. The interest of the tourists is limited not only to the processes and products, but includes the social and economic histories related to it. Factories, mine sites, warehouses and railroad facilities all constitute important aspects of industrial heritage. When the history of industrial sites and facilities is integrated into a well developed strategy, society can begin to understand its past as it is related to the role of industry. Industrial archaeology, as an important sector of the historic preservation field, is concerned with the retention of facilities, sites and structures, and the economic and social activities that were supported by the processes and products of these environments.

RESIDENTIAL ENVIRONMENT - The historic importance of the residential environment is derived from the residents who once lived in them. In some cases old homes have been renovated or rehabilitated both on the exterior and interior, with an attempt to take them back to their original appearance and opened for the tourists. Narration of the story of these homes in first person is becoming increasingly popular to give the tourists

a more interesting experience.

Preservation of the commercial, industrial and residential historic environments is becoming more and more popular and successful as an amenity to promote cultural tourism. Such a strategy is particularly suitable for towns with rich historic resources, and whose one and only industry is on the decline. In such cases tourism can act as a secondary and stabilising industry.

CONCLUSION

Having presented an overview of revitalization strategies, the following concluding points may be listed:

1. Both physical improvements and economic vitality form equally important aspects of the revitalization process. An economic feasibility study must precede the implementation of physical improvements.
2. The type of revitalization strategy to be implemented should be chosen in accordance with the problems and potentials of the area and the goals and objectives of the residents.
3. Strong organisation and promotional programmes are key elements in making revitalization strategies a success.
4. Cultural tourism is becoming an increasingly popular strategy

to stabilise the economy of single industry towns which have rich historic resources.

5. Commercial, industrial and residential environments which have survived from the past, are considered to be valuable resources and provide a vehicle through which to understand our past heritage.

6. Historic preservation should be employed with discretion. Care should be taken to integrate historic environments with present day activities.

2. THE SITE - PROBLEMS AND POTENTIALS

THE PASS

The Crowsnest Pass, approximately 27.2 kilometers long and 1 to 8 kilometers wide, is located in Southwestern Alberta and extends through the Rocky Mountains into British Columbia. It is the most southerly of the three passes used by the railway. The municipality of the Crowsnest Pass, the third largest in Alberta in area and with a population of 7527, was amalgamated on January 1, 1979 (Crowsnest Pass Local Information, 1982). According to the 1986 census, the population of the Pass is 7757 (Alberta Bureau of Statistics, 1986).

HISTORICAL CONTEXT

The Pass has had a long and complex history, which extends back from today's residents to those who inhabited the area 10,000 years ago. Various cultures including Clovis, Agate Basin, Mummy Cave, Pelican Lake etc. have made the Pass their home since then. Over the last 1500 years, the area was dominated by the Kootenai settlements until they were displaced by the Blackfoot Indians around 1000 A.D. According to all available sources, the presence of the first white man was that of Father de Smet in 1845. Michael Philips was the first man to traverse through the Pass in 1873 (Crowsnest Pass and its People, 1979). A dispute exists over the origin of the name 'Crowsnest'. Some support the Blackfoot Indians' claim that the area was so named

after the Blackfoot successfully trapped a marauding band of Crow Indians who were trying to escape westwards. Others prefer to believe that it was named after a large crow's nest located at the base of the mountain, which later took that name (Coleman Historic Area - a Feasibility Study, Alberta Culture, 1986).

The coming of the railway in 1898 was a significant event for the Pass. It made possible viable coal mining activity and several mines sprung up in the Pass. Ten communities over a distance of 23 kilometers developed, out of which only five have survived. Of the various events associated with the Pass, the most marked are its tragedies. The Frank Slide that took place in 1903, was the biggest landslide to occur in North America claiming about 600 lives. In 1914, Canada's worst mining disaster occurred in Hillcrest, killing 189 people (Anderson, Turnbull, Tragedies of the Crowsnest Pass, 1983). The Pass is also known to many for its famous 'Crowsnest Pass Agreement' signed in 1983.

ECONOMIC CONTEXT

The economy of the Pass has undoubtedly reflected the state of the coal industry and its fluctuations. At the turn of the century, the demand for coal was largely related to railway, although a small percentage was also used for domestic heating purposes in Western Canada. In 1906, half of the coal extracted was used for coking purposes. Economic trends, world wars and unpredictable demand for coal affected the lifestyles of the people living in the Pass. The unrecoverable collapse of the coal industry began in 1950, once oil and gas gradually started to displace coal. The final

and most recent blow to the last of the operating mines on the Alberta side of the Pass occurred in 1983, when Japan announced major cuts in its imports of coal from Canada (Interview with Allan Walkey, Economic Development Board, CNP).

Supply gluts, the coke industry collapse, high operating costs and eventually the falling demand for coal resulted in lay-offs, lowering of wages and mine closures. The Pass today is afflicted with a 26% unemployment rate (1986 census, Economic Development Board, Crowsnest Pass). The recent 'Feasibility Study' published by Alberta Culture used several indicators to assess the economic situation of the municipality. The indicators showed a negative growth over the past few years. At present there are no coal industries operating on the Alberta side of the Pass and the probability of their operation in the near future seem rather bleak (Allan Walkey, Economic Development Board, Crowsnest Pass). Two secondary industries operating on a very small scale, are those of limestone and lumber. Residents still working in coal mines, commute across the B.C. border to Elkford and Sparwood on a daily basis. Attempts made by the Economic Development Board to attract high-tech industry to the Pass have failed due to various limitations.

Former studies conducted by the Department of Tourism and Small Industry (MTB Consultants, Tourism Alternatives for South Western Alberta, April 1980) and the 'Feasibility Study' sponsored by Alberta Culture suggest that (given the present situation) the most feasible recourse for the community's declining economy is to promote tourism as a stabilising industry. Apart

from complimenting the existing variety of tourism potentials that the Pass possesses, it also follows the global trend towards the growing importance of the tourism industry.

FEASIBILITY OF TOURISM IN THE PASS

According to a study conducted by Travel Alberta, the tourist market for the Crowsnest Pass appears to be concentrated in Southwestern Alberta and in the Edmonton Region (EDA Collaborative Inc, Coleman Tourism Theme Study, 1981). The same study shows a healthy growth rate for tourism at the provincial level and a moderate tourism growth rate for the Pass. Other indicators show rapid growth of the tour bus industry and an increasing interest of Albertans in historic sites. These tourists are interested in an experience that is informal and fun and prefer to be involved in activities as opposed to more passive and static displays.

The Crowsnest Pass faces competition from several highly commercialised tourist destinations including Banff, Fernie, Kimberley, Waterton Lakes, Kananaskis Country and museums in Fort Steele and Fort Macleod. The construction of the Trans Canada Highway (Highway 1) in the early 1960's and the relocation of Highway 3, have both resulted in a decreased number of vehicles passing through the communities of the Pass. The extension of the Red Coach Trail (historic route of the RCMP) terminating at Fort Macleod is one alternative to increase the tourist traffic on Highway 3, but its implementation is not under

consideration presently. According to the assessment done by EDA Consultants, in spite of these factors, it would be feasible to market the Pass as a tourist destination due to the unique potentials it offers (Coleman Tourism Theme Study, 1981), but the nature of the development should avoid direct competition through duplication and capitalise on its significant location as well as its historic and natural features. The development should also be consistent with the needs and desires of its residents.

The Pass is gifted with several natural and historic resources. The Allison Lake Recreational Area and the West Castle Ski-hill both offer potentials for development as tourist resorts. Fishing, hiking, cross-country skiing and camping facilities are available on both sites. The Pass is also marked by historic sites such as the Frank Slide, Hillcrest Cemetery, Lille Townsite, Leitch Collieries and the site of the Sentinel train robbery. Both the Frank Slide and Leitch Collieries are designated historic sites and have been developed by Alberta Culture. The tourist record from the Frank Slide Interpretive Centre already shows an encouraging figure with an average of 1000 tourists per day in the summer months. Both downtown Coleman and Blairmore possess valuable historic resources with structures intact from as far back as 1904.

To meet the requirement regarding the unique nature of the tourism development and given the potentials existing in the Pass, the 'Feasibility Study' (Alberta Culture, 1986) proposes to capitalise on the historic resources of the Pass. It recommends that an attempt be made to preserve and improve the remnants of both the commercial and industrial environments that tell the

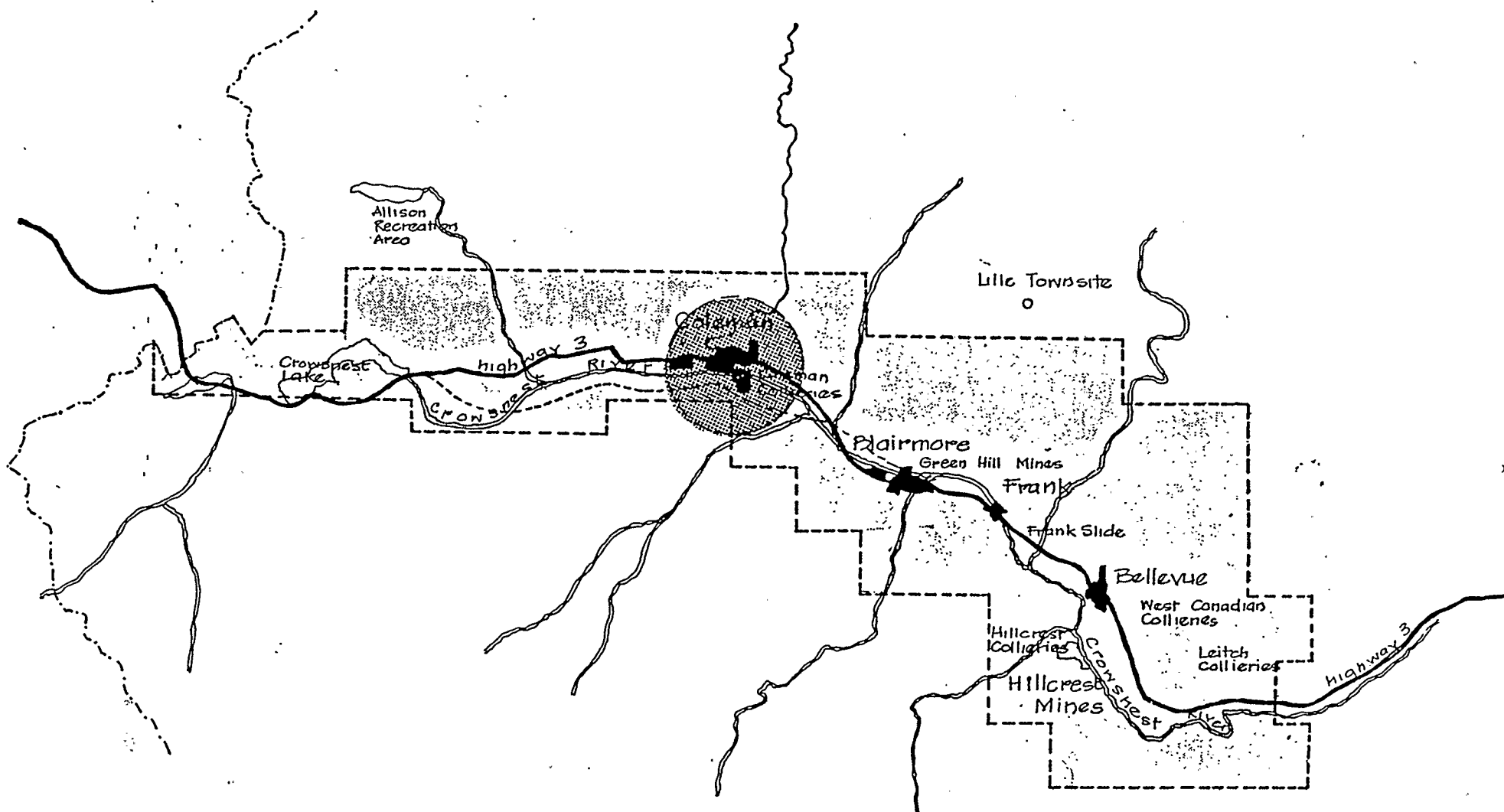


Figure 9
Map of the Crowsnest Pass

legacy of the Pass during the mining days. Complimented by appropriate interpretive methods, these resources are expected to draw a significant number of tourists. The same study further proposed five scenarios for development depending on the magnitude of development. These are: Scenario 1- Historic Crowsnest Pass Concept; Scenario 2 - Mining Village Concept (Coleman); Scenario 3 - Mining Interpretive Centre and Rehabilitated Main Street, Coleman; Scenario 4 - Revitalized Main Street Commercial Area, Coleman and Scenario 5 - Building Stabilisation on Main Street Coleman.

A town meeting attended by Pass residents and representatives from Alberta Culture revealed that in order to bring about a significant change in tourism, the Pass should be promoted as a whole i.e. the implementation of scenario 1. This thesis is built on the above premise and concentrates on the town of Coleman, which may form a part of the overall plan for the Crowsnest Pass.

THE STUDY AREA

The town of Coleman (Figure 9) lies in a very strategic location within the Pass. Situated along Highway 3, 160 kilometers west of Lethbridge, it began as a community in 1903. Coleman was named after the daughter of Mr. A.C. Flumerfelt, president of the International Coal and Coke Company, which owned the mines at Coleman for a major part of the town's history. In 1905, the population of Coleman had climbed to 500.

Coleman was incorporated as a town in 1909, shortly after the opening of an additional mine run by McGillivray Creek Coal and Coke Company Limited. At this time and for years to come, its population exceeded that of any other settlement in the Pass. However, it was Blairmore that became the commercial and administrative centre. The reasons for this may be attributed to the dominance of the coal mine and the coal dust factor in Coleman that inhibited the spread of the institutional and service sector. The coal industry faced its first set back during World War 1 and subsequent depressions came as the demand for coal fluctuated in the coal market. As stated earlier, the most fatal blow occurred in 1950, with the introduction of the oil and gas industry. The mine continued to operate at a much smaller scale and finally closed down in 1983. The town's residents are presently employed in timber mills or commute to the B.C. mines on a daily basis.

The overall growth of the town cannot be called anything but 'organic', emerging as a result of topography, ethnicity and the laissez-faire system of planning. After the opening of the coal mine by the International Coal and Coke Company, the town grew rapidly. It developed in a series of pockets, dictated partially by the geography and often predominated by specific ethnic groups. The town to this day is comprised of distinct districts. Bush Town or East Coleman is one of the oldest residential settlements (Figure 10) and is mainly characterised by old timber houses, a few of which are in good condition. The core of the district houses the Ukrainian and Polish Hall. The latter building is of good architectural character, however the Ukrainian Hall stands in an ill-

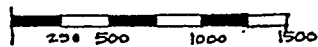
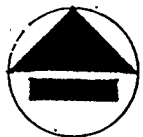
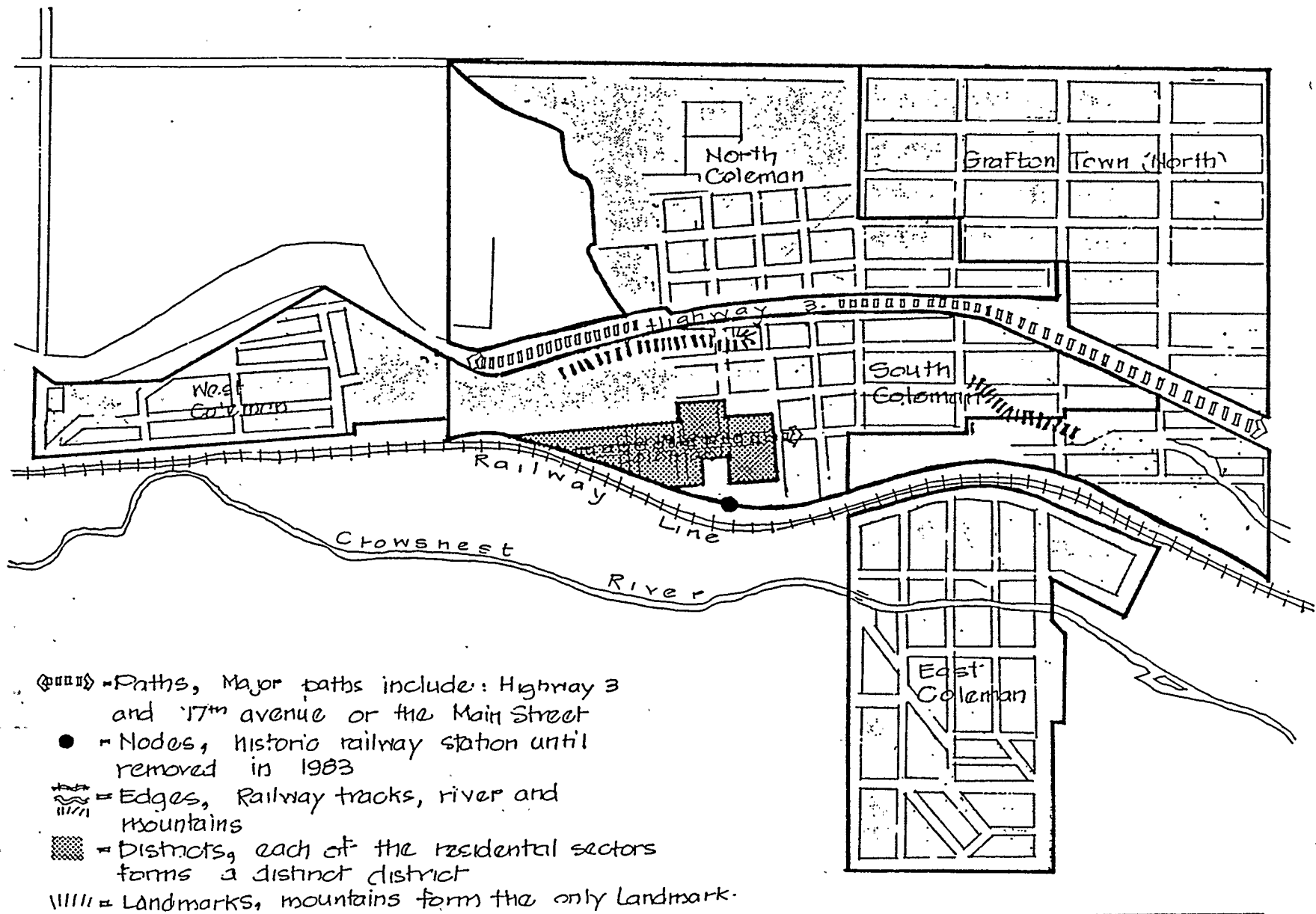


Figure 10
Map of Coleman

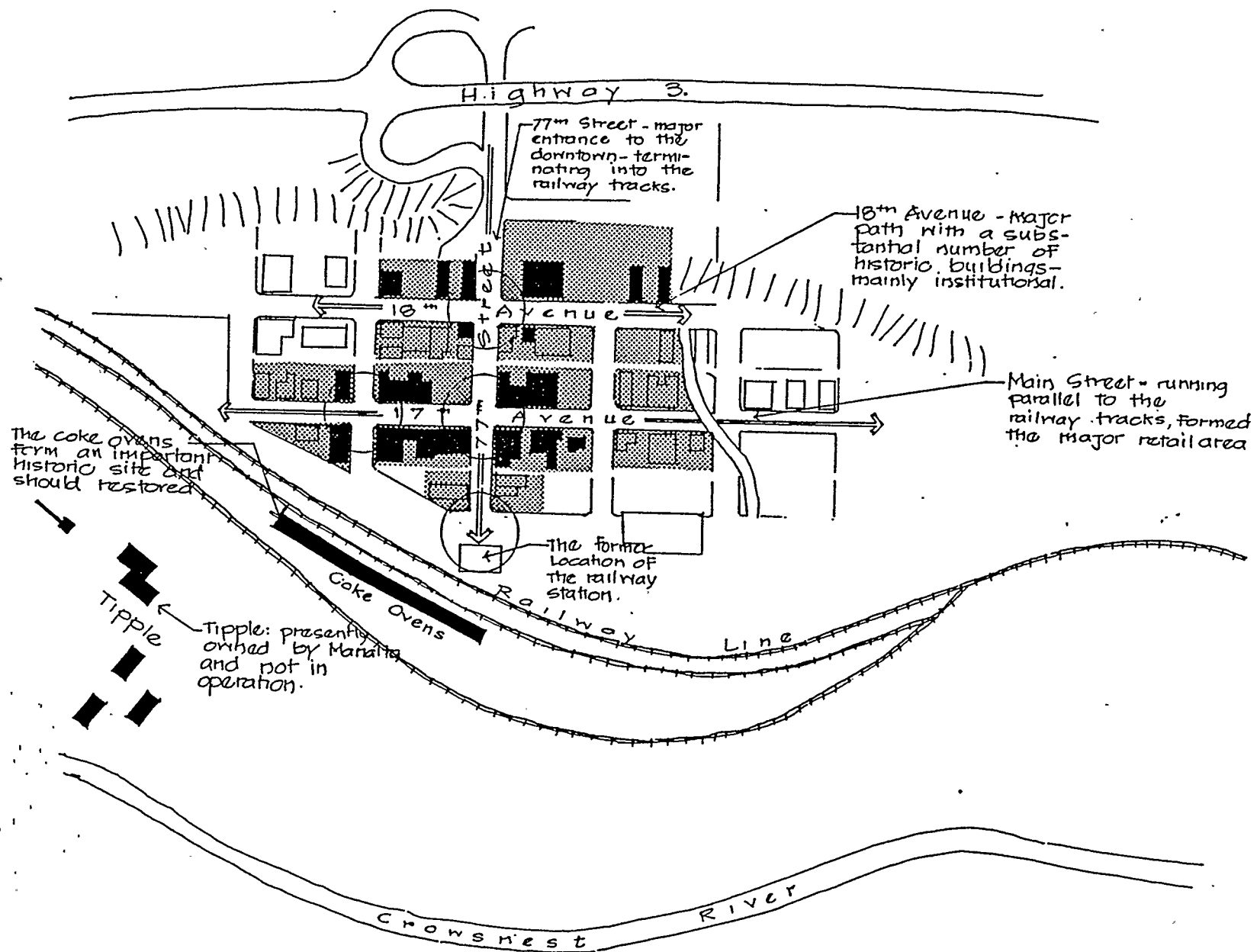


Figure 11
Downtown Coleman



maintained condition.

Slav Town or West Coleman, is separated from the downtown area by existing natural topography. It is primarily characterised by old miner's houses and cottages. In its core area it has a school building built in brick which stands in very sound condition. The development of both Bush Town and Slav Town was very rapid, sometimes at the cost of quality. Examples of this are houses built very close to each other or to the front property line and buildings built with no particular regard for the total streetscape.

Other residential districts north of the present location of Highway 3 are relatively newer developments farther away from the mines and coal dust. The highway commercial area was developed after Highway 3 was rerouted in 1977. Various facilities e.g. apartment buildings, municipal office, gas stations etc. have emerged since then, strengthening the commercial area and offering competition to downtown Coleman.

Downtown Coleman (Figure 11), bounded by the river in the south and Highway 3 in the north is contained in a pocket formed by ridges on three sides. Little development and changes have taken place since it was first built and hence, most buildings can be used to tell the legacy of the mining era in Coleman. The potential architectural resources in downtown Coleman may be divided into three categories: commercial, industrial and residential.

COMMERCIAL ARCHITECTURE

This is comprised of the commercial buildings on 17th Avenue and institutional buildings on 18th Avenue, and 77th Street.

17th Avenue (Figure 12) - This was formerly Highway 3 and runs parallel to the railway tracks. It constituted the booming commercial strip for miners for several years and may be equated to the main street in a typical Albertan small town. Most buildings on 17th Avenue date back to 1904 or 1905 and are constructed in wood frame with boom town facades (Alberta Culture, The Crowsnest Pass Historical Inventory Project 1978 - 1980). Abousaffy Block is the only building constructed in brick from this time period.

Another set of buildings with a different architectural character were built after 1923. On the Main Street or 17th Avenue, the Grand Union Hotel, the Coleman Legion and Roxy Theatre are examples of these. A few buildings subsequently underwent changes with the popularity of modern architecture and were either covered with stucco or other maintenance-free materials such as metal or tiles. The Italian Hall is one such example that went through a significant transformation in appearance from a boom town to a stuccoed art-deco facade. Other buildings such as the theatre or Zak's grocery store were covered with metal siding or tiles. However, on the whole a fair number of buildings still retain their original appearance.

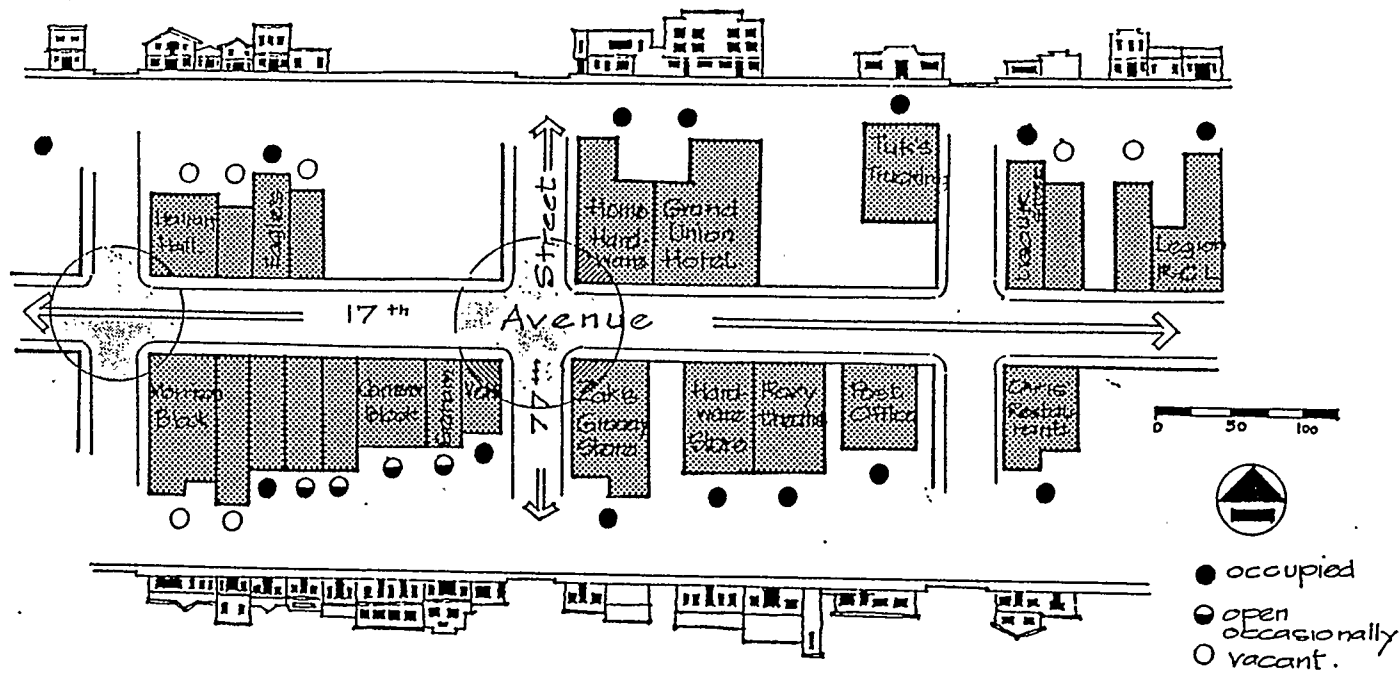


Figure 12
17th Avenue

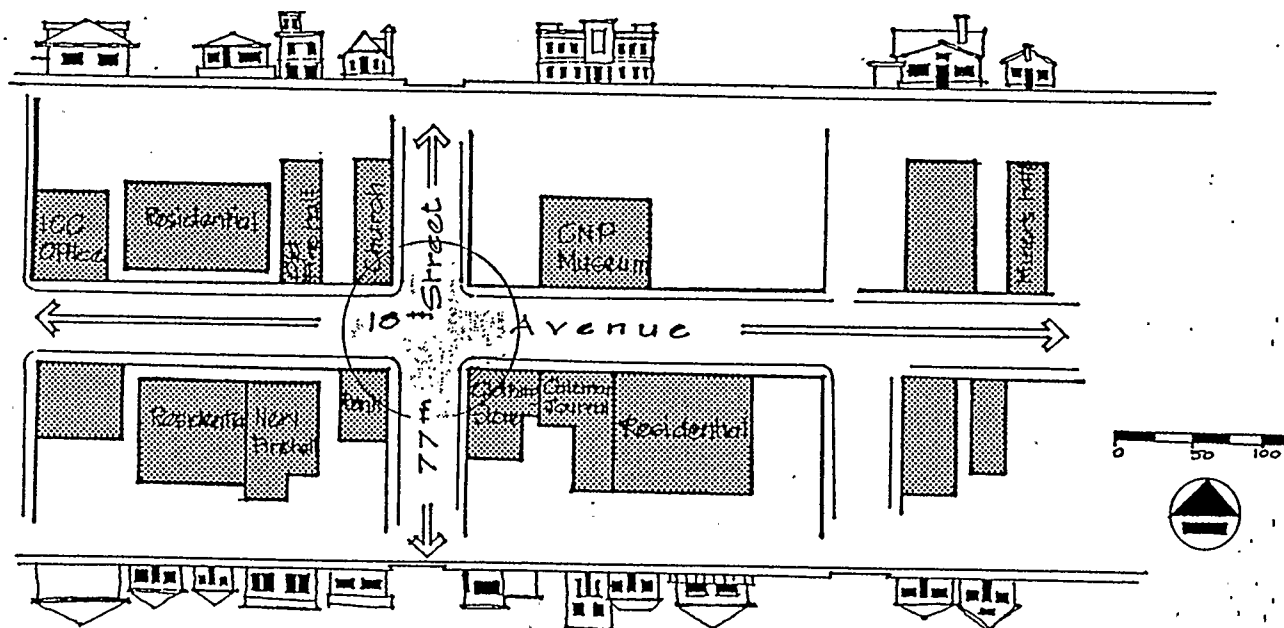


Figure 13
18th Avenue

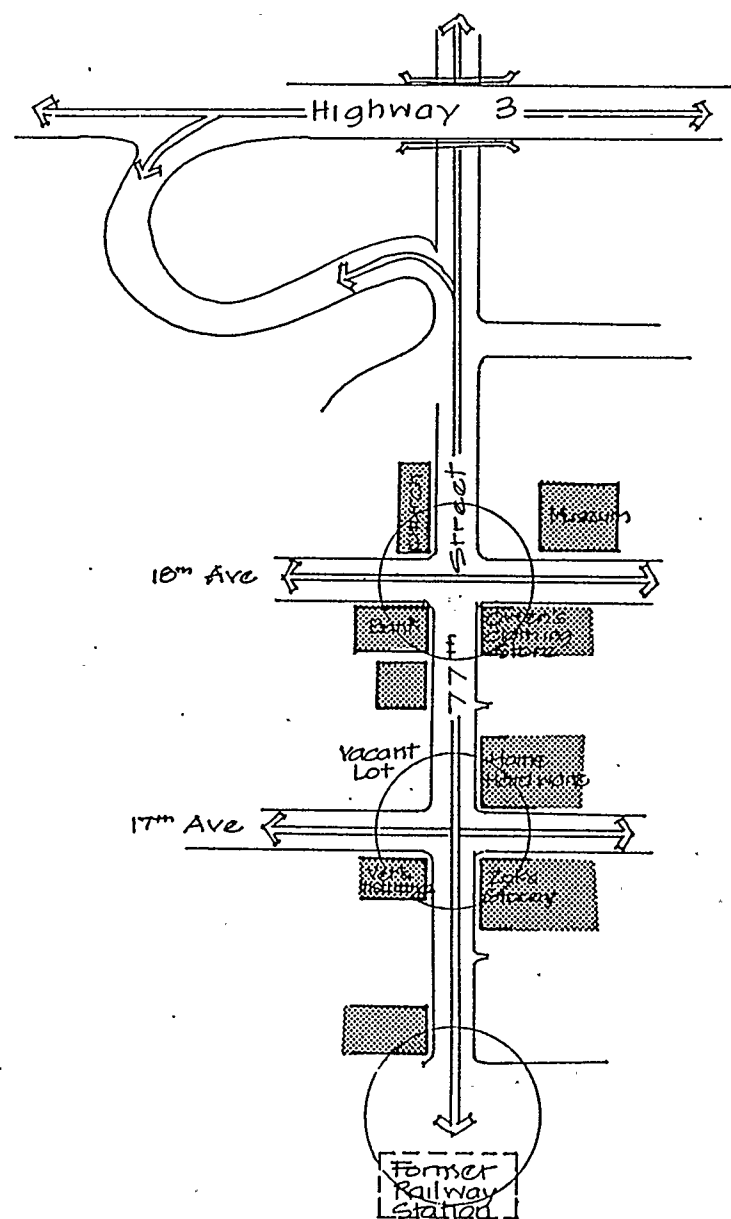


Figure 14
77th Street

At present the Main Street is plagued with 28% vacancy and 16% of the businesses open occasionally. Buildings with fairly good architectural merit such as the Morrison Block and the Italian Hall are presently vacant. The businesses presently in operation are - the Hardware store, Zak's grocery store, Downtown Confectionary store, the Grand Union Hotel, Vet's Insurance, the Liquor Store, Mountain Man's Crafts, the Shoe String, Chris' Restaurant, Huffman's and the Post Office. Others such as the ceramic store, housed in the Cameron and Graham Block and David's New and Old, a second hand store, open only occasionally. The Coleman Legion is presently being renovated and extended to cover the adjacent vacant lot. Several infill or development potentials exist e.g. the lot adjacent to the Zak's grocery store, the lots owned by AGT across from Home Hardware and the lot adjacent to the Celli block. There is little or no street furniture on the Main Street. The concrete sidewalks are both cracked and undulating in places.

18th Avenue (Figure 13) - This constitutes the second most important area in downtown Coleman. It is comprised of several buildings of historic importance. Among these are the High School building - adaptively being used as a museum, the Bank of Commerce, the Coleman Legion, the Fire Hall and Town Office, the office of the International Coal and Coke Company, the Miner's Hospital and the Police Barracks. Except for the last three buildings, all others belong to the era of brick construction in Coleman. The office of the International Coal and Coke Company displays a very good architectural character and has been

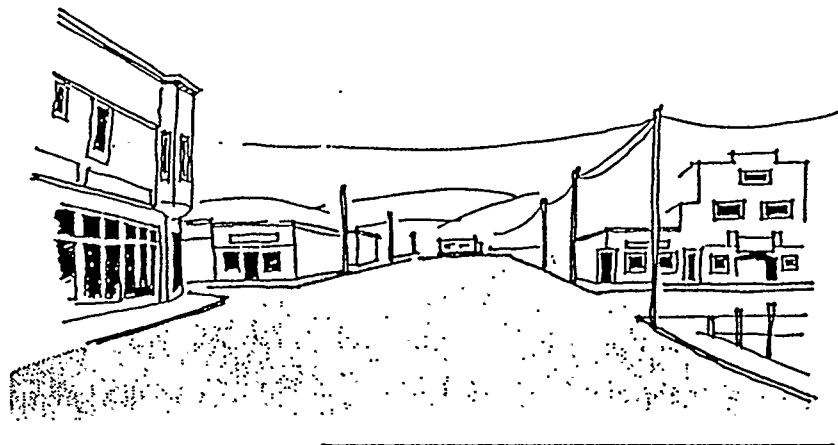


Figure 15
Main Street - Major Intersection

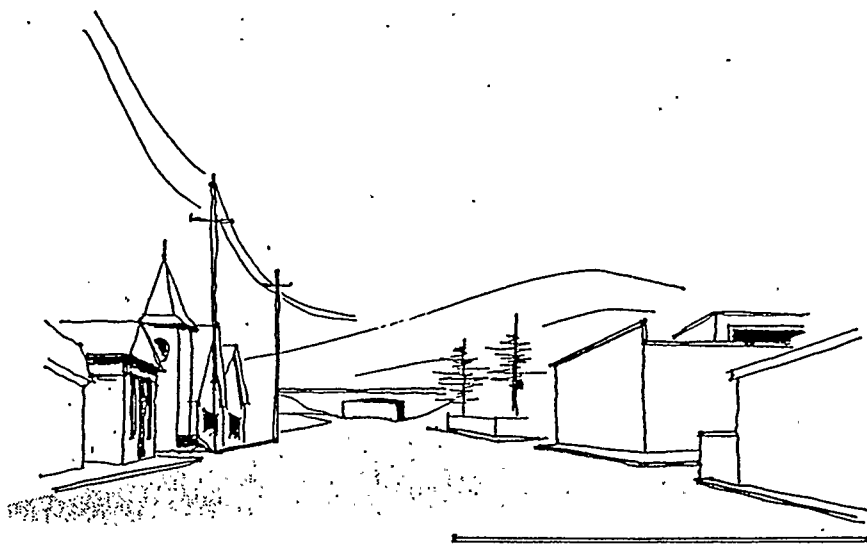


Figure 16
18th Avenue - Intersection

designated a historic resource by the Province.

77th Street (Figure 14) - The significance of this Street is derived not so much from the character of the buildings that front it, but from its location. Running perpendicular to the Main Street and formerly terminating into the Railway Station, it may be equated to the major Avenue in a typical Albertan small town. Its importance also comes from the fact that it forms the link between the Main Street and Highway 3. The Street is characterised by short blocks and sides of the buildings that front on either 17th or 18th Avenue. Thus it fails to exhibit a significant architectural character. Since the removal of the Railway Station in 1983, the Street lacks a focal point. This has also resulted in a very unclean and ill-maintained area south of 17th Avenue.

Major Intersections - 17th Avenue and 77th Street (Figure 15) constitute the major intersection, however fail to make any visual impact. Once characterised by the corner turret of Home Hardware, the balcony of the Empire Hotel, the corner entrance of the two storeyed Zak's Meat and Grocery Store and the Post Office, the intersection seems to have lost its importance both functionally and aesthetically. The corner lot across from Home Hardware offers a major potential for development. Both Zak's Meat and Vet's Insurance have limited architectural merit.

18th Avenue and 77th Street (Figure 16) form the next major intersection and still retain the major institutional buildings consisting of the Bank of Commerce, the High School and the

Church. Architecturally all three buildings lend character to the intersection. Leslie Owen's clothing store, the fourth building on the intersection has been recently closed due to poor business.

77th Street and the railway tracks (Figure 17) formed a major node for the town at the time when the railway served passengers. The town's resident received and bade good bye to their friends and relatives making it an important meeting place. As the railway ceased to operate for passengers, the Railway Station became redundant and was torn down in 1983.

Entrance to downtown (Figure 18) - The entrance to downtown is through Highway 3. Presently there is no significant signage on the Highway to announce the approach to the business centre either from the east or the west. Coming from the east, the overpass provides a good view of 77th Street, but before users can make the decision they have already missed the turn. The entrance through the underpass, flanked by a park and a small information centre, is obscure enough to go unnoticed from the Highway as well. For the visitor coming from the west, the turn along the hill heightens anticipation but once again fails to attract the attention of the user. Good and appropriate signage is therefore critical to the downtown entrance.

Evolution of the Downtown Area - Main Street Coleman, which at one time constituted Highway 3, extended over two blocks in the early 1900's. Most structures were one or two storeys high and built in wood frame. Stores, cafes and hotels mainly characterised

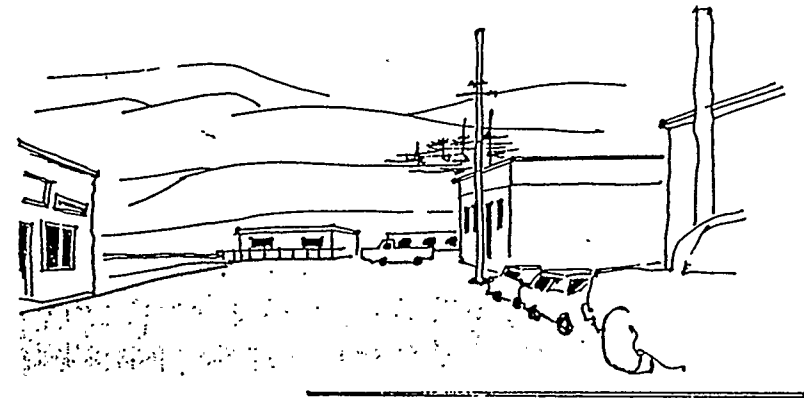


Figure 17
Location of the former Railway Station

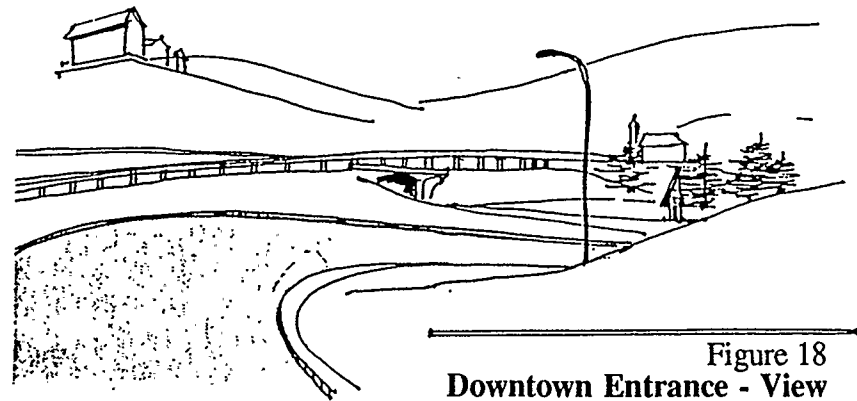


Figure 18
Downtown Entrance - View

the street. Little expansion took place between 1905 and 1912. Most of the development during this time was infill. The only brick structure during this time was the Abousaffy block. In 1905, a fire struck the Main Street burning down the whole block across from the Grand Union Hotel and Home Hardware. Oddly enough the block was rebuilt almost exactly according to its original appearance (Crowsnest Pass and its People, 1979). Little construction took place in the war years after which the core area expanded to the north and west. The reconstruction of the Grand Union, on the Main Street was the first building in masonry construction, followed by the Bank of Commerce, the High School and the Fire Hall on 18th Avenue. Thus construction after 1923/1924 brought a new architectural style for brick offered less flexibility in facade detailing than wood. Occasionally brick buildings were stuccoed on top. Apart from providing large monotonous facades, stucco was also more vulnerable to coal dust and gave the core area an unclean appearance. Some wood frame buildings were also stuccoed giving them a totally new look. The Italian Hall with its art-deco facade and the Graham Block are good examples of this.

In the mid forties, another fire took place in downtown Coleman and the entire block from Zak's Meats to the Post Office was built over again. This time, however it took on the style of the forties. The new Zak's store had a painted stucco facade with rounded corners. The Post Office which was earlier located on the intersection of 77th Street and 17th Avenue was moved one block east. The sidewalks, originally built in wood also underwent

changes over the years. As the sewer lines and the water supply system were installed, the sidewalks were constructed in concrete and the road surface was upgraded.

Few changes have taken place in the last three decades except for some demolition and the closing down of stores. Some owners have tried to upgrade the appearance of their buildings by adding maintenance-free siding in metal or tile. Today the core area is marked by more vacant stores and absentee owners than ever before. The reason for this may not be solely attributed to the declining economy but also to the shifting of the Highway to its present location. This new location forced a number of merchants to either shift their stores to locate along the Highway or to close down permanently due to the lack of business. The growing commercial strip along the Highway offers as much competition to downtown Coleman as does the Blairmore Commercial Area.

In short, it may be said that the slump in development on the Main Street after the fifties has proven to be a positive factor by helping to maintain its historic resources, as stated in the report by Alberta Culture:

- because the CBD is an undesirable location for new businesses, it has not suffered modern development pressures and remains virtually as built, a nearly perfect example of the turn of the century mining town. It is probably the finest genuine example in Western Canada (Alberta Culture, The Crowsnest Pass Historical Inventory Project 1978-1980).

INDUSTRIAL ARCHITECTURE

This is comprised of the tipple (Figure 19), the coke ovens and the railway tracks. The International Coal and Coke Company's surface works (now owned by Manalta) are separated from the Coleman townsite by the CPR main line. The washery forms the focal point looking westwards on the Main Street. Most of the surviving buildings on the mine site have been translated to accommodate modern equipment. The old power house constructed in stone and brick in 1903 or 1904, is an exceptional building in terms of both architecture and industrial history.

Another important feature of the mine site is the battery of beehive coke ovens. According to reports prepared by Alberta Culture, they are the best intact examples of beehive coke ovens in the province, and as such, provide the last link with a very important aspect of early coal mining technology in Alberta. The ovens, if lit at night, have the potential to become a major tourist attraction.

The two mile long underground mining tunnel has been closed for some time now. In order to open it for tourism it will have to be tested for safety. The expertise to do this is available in the town and work has been started to this end. At present, there is no direct access from downtown to the mine. The only vehicular road goes across the downtown and along the boundary of Bush Town. A large expanse of land adjacent to the mine is owned by Manalta and lies between the tracks and the Crowsnest River. The feasibility of a bike path along the tracks is presently being

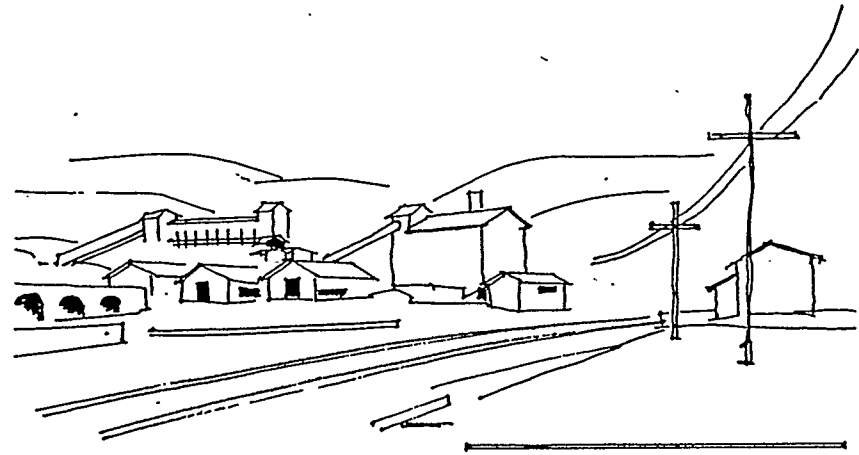


Figure 19
Coleman Tipple

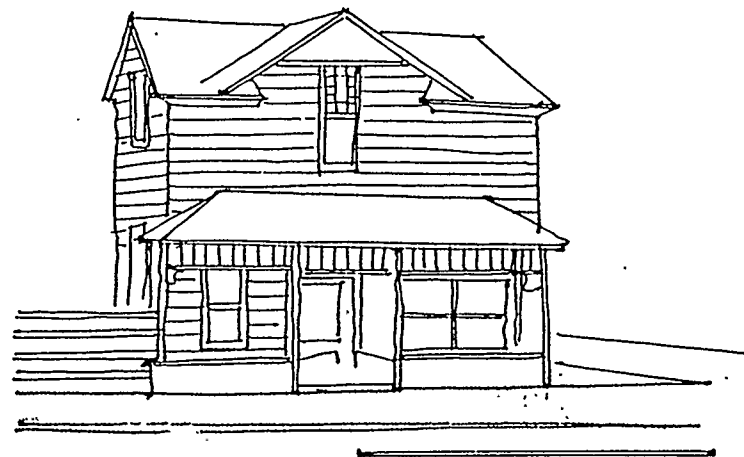


Figure 20
Wes Johnson's House

considered to connect Coleman to Blairmore.

RESIDENTIAL ARCHITECTURE

On its northern, eastern and western periphery, the core area is flanked by residential development housed by different ethnic groups. The color choice and detailing of the buildings vary with ethnic backgrounds. The houses, constructed in wood were usually two to two and a half storeys in height. Among the important houses in the downtown area are the two belonging to the Johnson Brothers (Figure 20) and the Edmund Disney House. Located on 18th Avenue, both form significant historic resources, with a potential to be opened for tourists.

ATTITUDES OF RESIDENTS

Besides conducting a visual survey of the downtown area, a questionnaire was conducted of the total merchant population and a geographically selective sample of the residents. The intent of the questionnaire was both education of the residents and to find out their awareness of the downtown area and what they thought of its future. A sample size of 2.5% (40) of the total population were surveyed. To lessen the bias, the survey was conducted after work hours in order to allow the participation of a variety of age and employment categories.

The first part of the questionnaire was directed at what the residents and the merchants felt about the present situation of the Main Street and also about its future prospects. Results showed

that 80% of the interviewed residents visited the Main Street on a daily basis. Of these, 75% limited their visit to collection of mail from the Post Office and shopping at Home Hardware or Zak's Grocery Store. Residents' shopping habits revealed that 92% of those interviewed, preferred to shop at the Crowsnest Mall in Blairmore. They also shop in Sparwood, Pincher Creek and Lethbridge frequently and occasionally in Calgary and Edmonton. This clearly shows that Main Street Coleman has largely lost its importance as the commercial centre to Blairmore. The neighbouring shopping centres in larger cities have also contributed to this factor, although to a much smaller extent.

As many as 42%, of the population surveyed, expressed their principal attitude to the Main Street as one of nostalgia. A high percentage (81%) felt that it was worth preserving and therefore should not be pulled down. When asked to comment on the future prospects of the Main Street, 54% of the interviewed residents felt negatively about it and only 42% felt that it could be revived once again. However among the merchants, a much higher percentage (80%) expressed a positive opinion on its revival. The poor state of the economy was the main reason cited by those who expressed no hope for the future of the Main Street.

An attempt was made to find out what image the merchants and the residents would like to see adopted on the Main Street through upgrading. A high percentage of the merchants (80%) and a significant percentage of the residents felt that they would like to see the main street improved as a socio-cultural, historic place. Although most realised that it was difficult for Coleman to

compete with Blairmore as the shopping centre, 50% of both merchants and residents expressed that they would like to see efforts made to revive the commercial importance of the Main Street. It is recognised that the merchants would favour such a development, however the support of the residents for a significant retail component on the Main Street makes it an important case to be considered.

The next part of the questionnaire was aimed at the residents' and merchants' opinion on the promotion of tourism in the Pass. On ranking of 'high', 'moderate' and 'low' commercial tourism, a majority of both residents (54%) and merchants (80%) opted for a moderate degree of commercial tourist activity. Besides the fact that it would have to overcome the stiff competition offered by Banff and Waterton, the residents were not prepared to live with the negative externalities of pollution and congestion that may accompany a highly commercial development. Both merchants and residents felt that they would benefit if tourism was promoted as a secondary industry through extra employment and better sales. The residents also felt that it would be reason for increased civic pride. Only 16% percent of the residents felt that there was no hope for tourism development in the Pass. If the development was to take place, as many as 31% of those interviewed were willing to do voluntary work on the Main Street.

CONCLUSION

In conclusion the following major points may be listed:

1. The nature of tourism development for the Pass should be

unique to avoid direct competition with the tourism facilities available in the surrounding areas.

2. Both the Pass as a whole and Coleman in particular have invaluable historic and natural resources. The buildings in downtown Coleman stand in a virtually intact state and along with the mine site located to the south, they offer an environment to interpret commercial, residential and industrial architecture of the early 1900's.

3. The development in the Pass should capitalise on these historic resources that lend it a unique amenity, in order to attract tourists and promote tourism as a secondary industry.

4. The development must attempt to satisfy three basic aims and objectives expressed by the users. These are listed as follows.

a. Main Street means a sense of nostalgia to the people in Coleman so a strong case can be made for its preservation.

b. Main Street would be unable to compete with Blairmore as a shopping centre. Its image should be enhanced as socio-cultural and historic place. Shopping could be promoted as a secondary and supporting activity.

c. Tourism development in Coleman must be only moderately commercial. Residents would not like to live with the negative externalities of pollution and congestion that accompany a highly commercialised development.

3. THE PROPOSAL - ALTERNATIVE SCENARIOS AND THE PHYSICAL DEVELOPMENT PLAN

Having laid out the important factors critical in organising the revitalization strategies in small towns (chapter 1) and for development in the specific situation of Coleman (chapter 2), this chapter identifies possible scenarios for development, their evaluation, and proposes a detailed design for the chosen scenario.

ALTERNATIVE SCENARIOS

Three different scenarios for tourism development in downtown Coleman were projected, based on their approach to development and their time frame, required for implementation. Scenario 1 recommends MAJOR DEVELOPMENT in the SHORT TERM, Scenario 2 puts forward the MINIMUM INTERVENTION APPROACH over the LONG TERM and Scenario 3 proposes GRADUAL CHANGE through INCREMENTAL DEVELOPMENT phased over a long period of time.

SCENARIO 1 - MAJOR DEVELOPMENT OVER THE SHORT TERM

This scenario proposes that a major development be introduced in downtown Coleman in order to promote tourism. It would include major investment in the mine site and opening it for the tourists. The introduction of a major attraction is expected to induce further development and improvement in the

downtown area, making the town a highly commercial tourist destination. The basic assumption underlying the possibility of this scenario is that the provincial and the federal governments would invest a large sum of money in the area. The development would encompass the following features:

- a. Development of the mine site, including improving the existing structures, fixing the mine shafts, and constructing a mining museum for the tourists.
- b. Development of a heritage park alongside the mine site, with sophisticated equipment i.e. monorails, rides, etc. to attract tourists.
- c. Public improvements and restoration of historic buildings built prior to 1930 on the Main Street and 18th Avenue.
- d. Placement of high-tech interpretive facilities including slide shows, films and first person narrative of historic events.
- e. Recruitment of tourism oriented businesses in the downtown area.
- f. Development of tourist facilities such as sophisticated restaurants, hotel accommodation, camping facilities, etc.

The above of course would be accompanied by a well-laid out promotional programme and run by a highly trained administrative staff in collaboration with the provincial and federal governments.

SCENARIO 2 - MINIMUM DEVELOPMENT OVER THE LONG TERM

This scenario declines the possibility of a major investment from the provincial or federal government. It assumes that the development in Coleman will be more or less a local affair, funded mostly by the private businesses. It is a minimum intervention scenario which includes the following major features:

- a. General clean-up and minimum rehabilitation of the major buildings on the Main Street or the 17th and 18th Avenues.
- b. Placement of adequate signage on the Highway to announce the presence of Main Street Coleman.
- c. Repairment of sidewalks and placement of minimum furniture on the Main Street in downtown Coleman.
- d. Provision of minimum interpretive facilities in the present museum and some buildings on the Main Street.

The above development will mainly be implemented by a non-profit organisation, consisting of volunteers from the town, operating on a minimal budget. Public works will be carried out through grants and funding available from the municipal government.

SCENARIO 3 - GRADUAL CHANGE THROUGH INCREMENTAL DEVELOPMENT PHASED OVER A LONG TERM

This scenario proposes that development would be initiated by the town's residents. It would commence with minimum rehabilitation of the buildings on the Main Street and gradually build up to support new development. It would be phased over a long term. Once the town's residents organise themselves and initiate an action, government grants could be sought. At the end of the final phase it would include the following:

- a. Rehabilitation of the buildings on the Main Street and 18th Avenue, restoring only the major elements.
- b. Revival of the original importance of the Main Street, especially the visual and functional significance of the linear blocks and the intersections.
- c. Provision of interpretive facilities and adequate signage in the downtown area and on Highway 3.
- d. Development of the mine site to explain the production of coal. Attempts should be made to keep the built form to a minimum and to encourage modest development.
- e. Development of visually compatible infill for the vacant lots on the Main Street.

The development will be carried out by an organisation constituted by the town's residents and employ part-time or full time staff. Expertise available from departments at the provincial level e.g. Alberta Culture, Municipal Affairs may be utilised by the organisation.

CRITERIA FOR THE EVALUATION OF SCENARIOS

A criteria for the evaluation of the three scenarios were established based on the secondary and original research conducted for the purposes of this Masters Degree Project. Both economic return (2) and feasibility (3) are considered important factors for the evaluation of any development project. The other criteria (1, 4, 5 and 6) were based on the problems and potentials of the area that were generated out of: previous studies and on-site research, and surveys of residents and merchants.

1. NATURE OF THE DEVELOPMENT - As suggested by the studies, it is imperative that the nature of the development must be unique in order to avoid direct competition with the high profile tourist destinations surrounding the study area. Development in the town of Coleman must also be complimentary to the rest of the Pass to enable its promotion as a whole.

2. ECONOMIC RETURN - It is important that the development is able to enhance the growth of the tourism oriented service sector. The spin-off generated from retail services should, to an extent, justify the investment in the promotion of tourism.

3. ECONOMIC FEASIBILITY OF THE SCENARIO - The implementation of the scenario should be economically feasible in the time frame indicated.

4. COMMUNITY INVOLVEMENT - Community education and participation is important for the success of the revitalization strategy in order to make the changes last longer.

5. JOB CREATION - Given the present economic situation of the town, the physical development plan should be a means of creating jobs for the high percentage of the community's unemployed residents.

6. COMPATIBILITY WITH THE GOALS AND OBJECTIVES OF THE RESIDENTS - The development should ensure compatibility with the goals and objectives of the residents as stated in the attitudinal survey. It should therefore, attempt to develop the Main Street in Coleman as a socio-cultural, historical place. Also, the development should not promote the town as a highly commercial tourist destination, but should be kept moderate by all standards.

Proposing a major development in the short term, scenario 1, largely satisfies the requirement of providing a unique development that could be implemented uniformly throughout the Pass. The feasibility of implementation of this type of development is however, questionable. The past few negotiations between the town's residents and representatives from departments at the provincial and federal governments levels have revealed, that the possibility of the availability of funds for major development are less than likely in the near future. The scenario would thus be feasible only if major changes in the policies of these departments were made. It is

difficult to gauge the economic return, that a major development implemented over a short term, may bring about. Opening of the mine shaft along with the tour are expected to become prime attraction for the tourists, thus increasing the prospects for an increased economic return. Experience in the past, especially in the case of Drumheller, has however revealed that when the major development is primarily funded from outside the community, it does little in terms of gaining the support of the local population. The community fails to be a part of the process, keeping its involvement to a minimum. The implementation of the scenario that is spanned over a short term, also disallows training the local skills due to constraint of time, thus doing little for the community in terms of creating jobs. Due to the highly commercial nature of the development, its ability to promote the Main Street primarily as a socio-cultural place would be marginal only. Against the wishes of the town's residents, it may also bring about negative externalities of pollution and congestion that usually accompany highly commercial developments.

Scenario 2, the minimum intervention scenario, which primarily includes stabilisation of buildings on the Main Street, may succeed in achieving uniform development throughout the Pass. However, it has little chance in offering the tourists a unique amenity, given the close proximity of towns such as Fort Macleod, which possess and are trying to promote similar resources. Since there is little hope of attracting a large number of tourists, the economic return can be expected only from within the town. With the increased popularity of the Blairmore

Criteria		Scenario 1			Scenario 2			Scenario 3		
		good	fair	poor	good	fair	poor	good	fair	poor
Nature of Development		■				■		■		
Economic Return		■					■		■	
Economic Feasibility				■	■				■	
Community Involvement				■		■		■		
Job Creation			■			■		■		
Aims and objectives of the people	socio-cultural place		■			■		■		
	Fairly commercial dev.			■			■	■		

Figure 21
Evaluation Matrix

Mall as the shopping centre, the merchants on Main Street, Coleman would have to try very hard to recapture lost customers. Due to its low profile, the development plan would be economically feasible, and may be started almost immediately, with small grants from the government. This scenario assumes that the major initiative would come from the town itself, thus making community involvement and job creation, its integral parts. However, given the scale of the development, there would only be a limited number of jobs created. This scenario is seen to be fairly successful in promoting the Main Street as a socio-cultural place.

Scenario 3, which promotes upgrading of the historic environment of Coleman in a gradual incremental fashion, is hoped to satisfy the criteria of providing the Pass with a unique amenity. Both its economic feasibility and return is speculative, and can be determined only over a period of time. It is hoped that although the initial phase of the development proposal would have to be supported by government grants, subsequently the town would be viable to carry it out on its own. Similarly, the initial phase is not expected to bring about a significant economic spin-off. The merchants and the service sector are hoped to benefit in the later phases. Given the incremental nature of the development, spanned over a long term, the scenario would provide an ideal opportunity for community involvement and training the locals at construction skills, thus creating jobs. Promoting the Main Street as a socio-cultural place and the Pass as a 'moderately commercial' tourist destination, it addresses the needs of the town's residents.

The above evaluation was graphically represented in a matrix chart (refer Figure 21). The matrix reveals that scenario 3 comes closest to addressing the goals and objectives of the residents and merchants. In order for the economic return from the development to start in the earlier phases, it may be more effective to open the mine tour in the early phases. In other words, a compromise may be worked out for scenario 3 to incorporate features from scenario 1. The process to be adopted in order to implement the proposed development should ensure a strong community participation and support. A detailed design proposal under the framework of this concept is prepared and its description its final form is given below. This proposal, however is only one possibility, giving the town's residents, something to respond to. The final design decisions would be arrived at after adequate public input in the design process.

THE PHYSICAL DEVELOPMENT PLAN

The underlying concept of the physical development plan is twofold: its uniqueness to avoid direct competition with the surrounding tourist destinations, and its complimentary nature to the development in the rest of the Pass to ensure uniformity. The development is recommended to capitalise on the rich history of the Pass marked by the mining activity. Each of the communities of Coleman, Blairmore and Bellcrest (Bellevue and Hillcrest) could highlight specific aspects from the lives of the miners in the early 1900's. Given their potential historic resources, and with considerable input from the residents, a theme was chosen

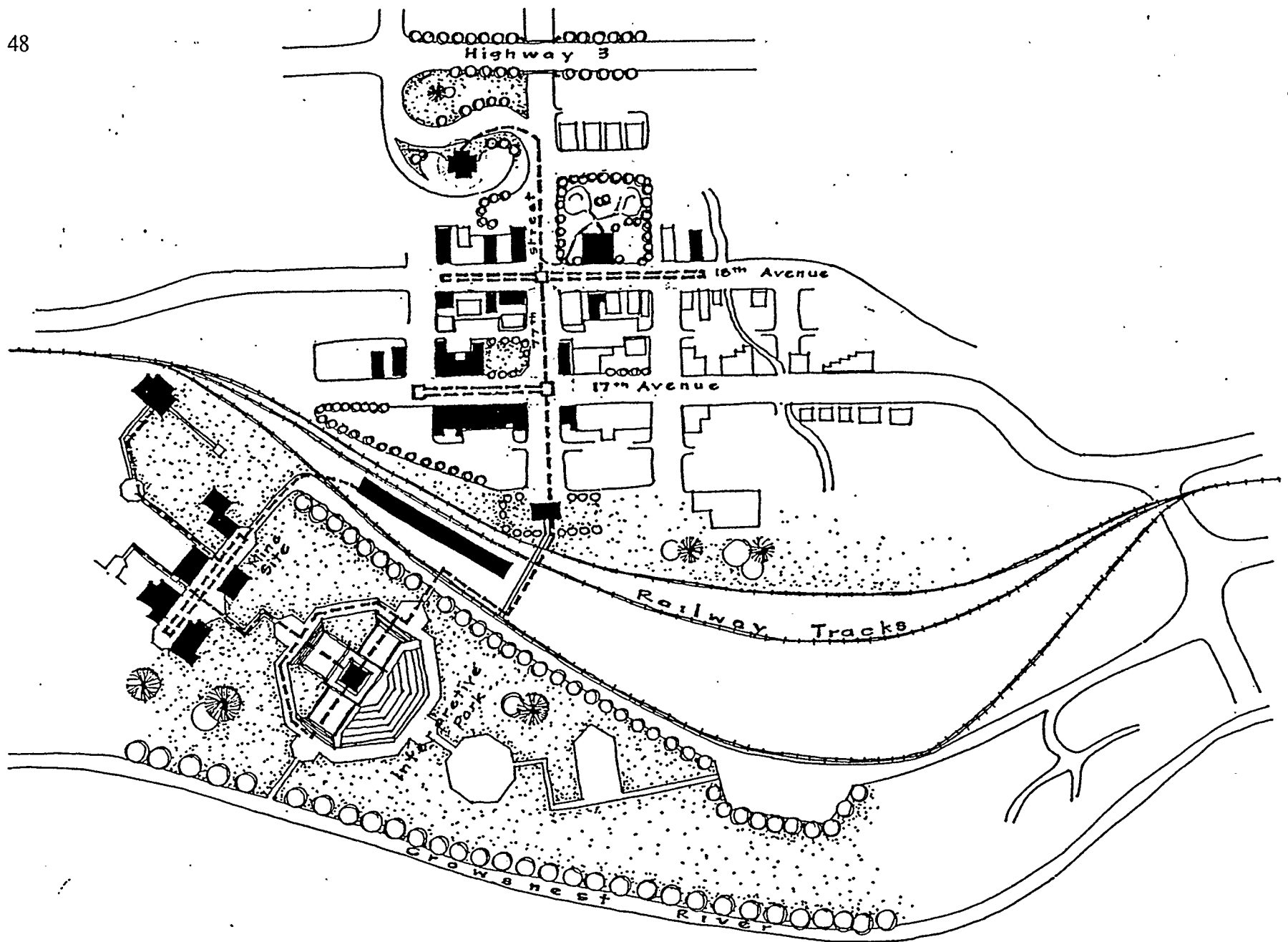


Figure 22
Interpretive Sequence - Downtown Coleman

for development. The interpretive sequence in each of the three communities would thus revolve around the themes of: Blairmore - 'coming of the railway and development of the coal industry in the Pass'; Coleman - 'life and times during the mining days' and the 'process of production of coal'; Bellcrest - 'tragedies in the Pass'.

The above themes could be presented, using similar methods throughout the Pass for increased uniformity. These methods could include elucidation through display panels and active participation or narration of stories in first person. The approach should primarily include rehabilitation of the existing historic resources, and the new development should harmonise with the existing structures and the backdrop of the mountains. It should be kept minimal and implemented only in the later phases, when the town is economically viable to support it.

INTERPRETIVE SEQUENCE THROUGH COLEMAN

The interpretive sequence is proposed to commence at the museum, continue through the Main Street and the 18th Avenue and terminate at the mine site located to the south-side of the downtown area (Figure 22). The sightseers would be encouraged to tour through the commercial, institutional, residential and the industrial areas in the town of Coleman.

A sign announcing the location of the downtown area should be placed at the Crowsnest Consolidated High School in the east and Coleman Collieries in the west. This distance would allow



Figure 23
Logo for the Pass
 (Obtained from "A Development Strategy for an Ecomuseum in the Crowsnest Pass", Alberta Culture, 1986)

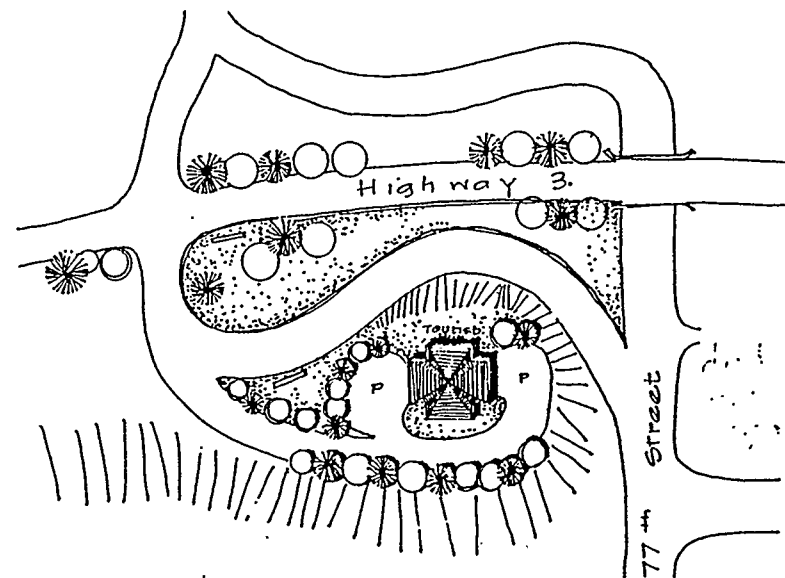


Figure 24
Tourist Centre - Plan

enough time for the user to make a decision to visit downtown Coleman, and thus prepare to make a turn. It is recommended that the sign must carry a standard logo used uniformly through the rest of the Pass (Figure 23). Signage would form a critical factor, especially if Highway 3 is re-routed, as proposed, to run south of Coleman.

A small tourist information centre could be located at the turn off from Highway 3 into the downtown to act as a visual orientation and information point for tourists (Figure 24 and 25). The design of the centre should reflect the architectural style of the booming mining era. Hipped roof and wood frame structure finished with shiplap cedar siding would therefore constitute its essential characteristic features. The open space around the centre should be well landscaped carrying well designed signage and adequate parking facilities. The centre could also carry brochures with complete information on the interpretive sequence and also keep a count of the tourists visiting the town for the purposes of statistics.

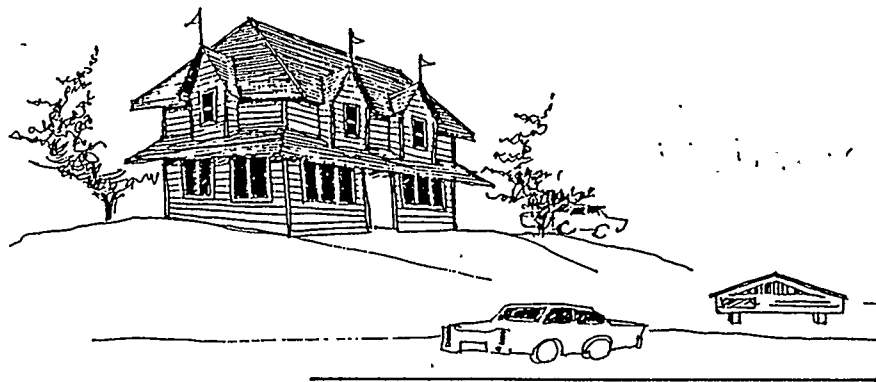


Figure 25
Tourist Centre

The interpretive sequence is proposed to begin at the museum (Figure 26), which would provide an introduction to the tour that follows. The existing museum is housed in the adapted reuse of the old High School and is being operated by the local Historic Society which is in the process of acquiring artifacts from the town's residents and the archives. The present displays would require a moderate modification to accommodate the proposed theme of the 'life and times in the early mining days'. The exhibit should involve a wide range of methods from simple

display of artifacts, to an invitation to the tourists to actively participate in the interpretive process.

The museum has potential to house a multi-purpose hall which would allow it to organise shows for special groups such as the school children, senior citizens, etc. Guided tours through the town may also commence here. After a brief introduction to the initial development in Coleman, the audience could be taken to experience the outdoor environment which reflects the image of the early 1900's. The open space around the museum should be well landscaped, housing open air displays of historic artifacts (Figure 27).

COMMERCIAL DEVELOPMENT - The tour through the commercial area should extend along the length of 17th Avenue enclosed between 77th and 76th Streets as the major historic buildings are concentrated in this block. The intersection of 77th Street and 17th Avenue is seen to have significant impact by virtue of its location on two primary axis. As said earlier, it has lost its importance to time, both in terms of function and aesthetics. The aesthetic quality of the intersection should be revived by restoring certain important elements. Among these would be the turret of the Home Hardware which lent a significant character to the Main Street until removed in the mid forties (Figure 28).

It is recommended that the vacant lot owned by AGT on the north west side of the intersection be landscaped and converted into a park in the short term. To increase its use, the park could

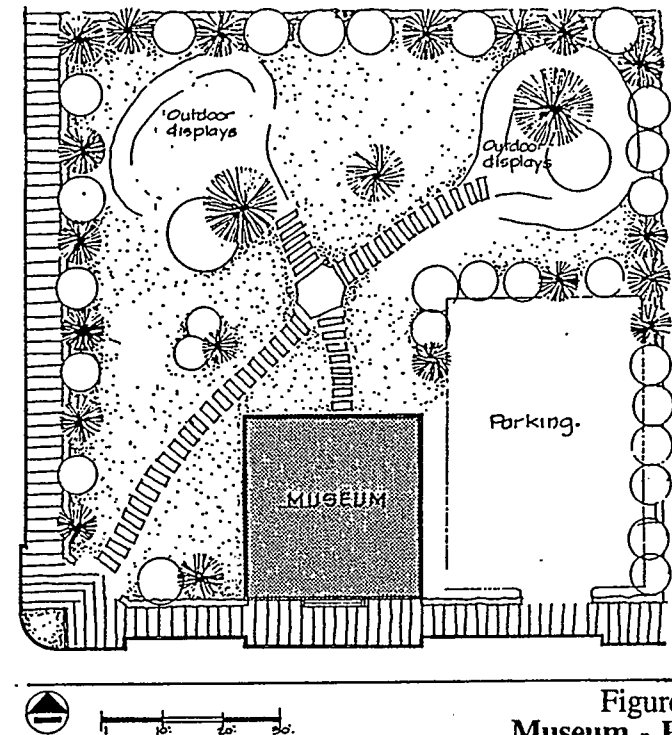


Figure 26
Museum - Plan

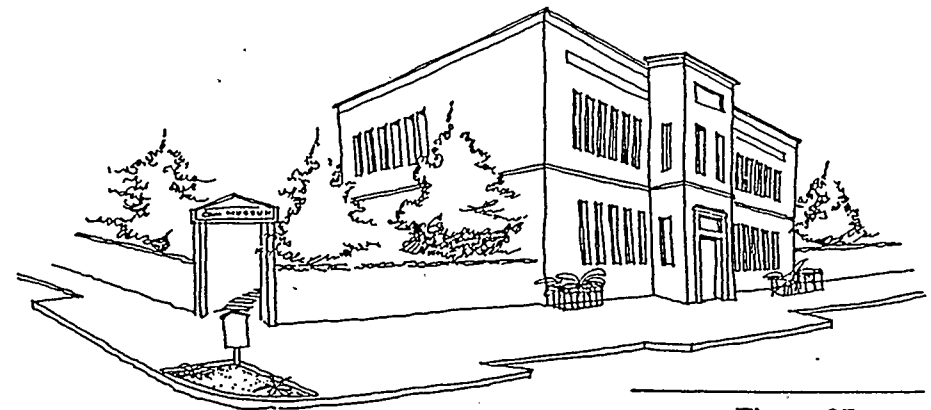


Figure 27
Museum - View

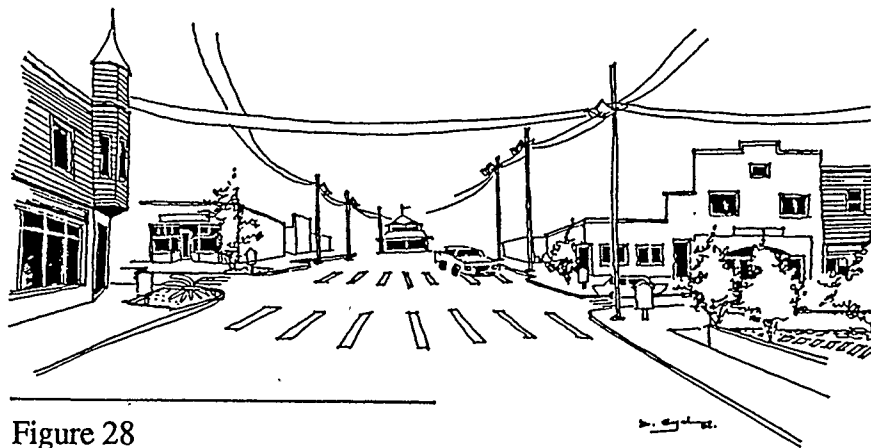


Figure 28
Main Street - Major Intersection

accommodate facilities such as seating, minimum play equipment for children, etc. The corner would thus perform the function of a social node and rest stop in the downtown area until the intersection of 77th Street and railway tracks is developed. Over a period of time, if the demand arises, the development potential of the lot to the original function of a hotel, could be explored. Certain important features of the original design such as the cornice and the balcony may be incorporated into the new building. It is recommended that the development on the lot is harmonious with the rest of the streetscape and complies with the guidelines for the infill development stated later in this chapter. Both Zak's Grocery Store and Vet's Insurance have gone through a considerable change from their original form and should be moderately rehabilitated.

The south-side of the linear block of the Main Street enclosed between 77th and 78th Streets constitutes the most important part of the historic commercial development, and will also form the focus of the overall development proposal (Figure 29). The story of the evolution of the Main Street could be told here through display panels or by the tour guides. This could include its survival through the floods and fires and through the fluctuations in the economy of the Pass. The placement of wider sidewalks would help to facilitate interpretation by providing more room for slow pedestrian traffic (Figure 30). Accommodation of wider sidewalks and parking facilities may mean converting the Avenue into a one way traffic artery for that one block, which in turn would require minor adjustments in



Figure 29
Streetscape: Southside

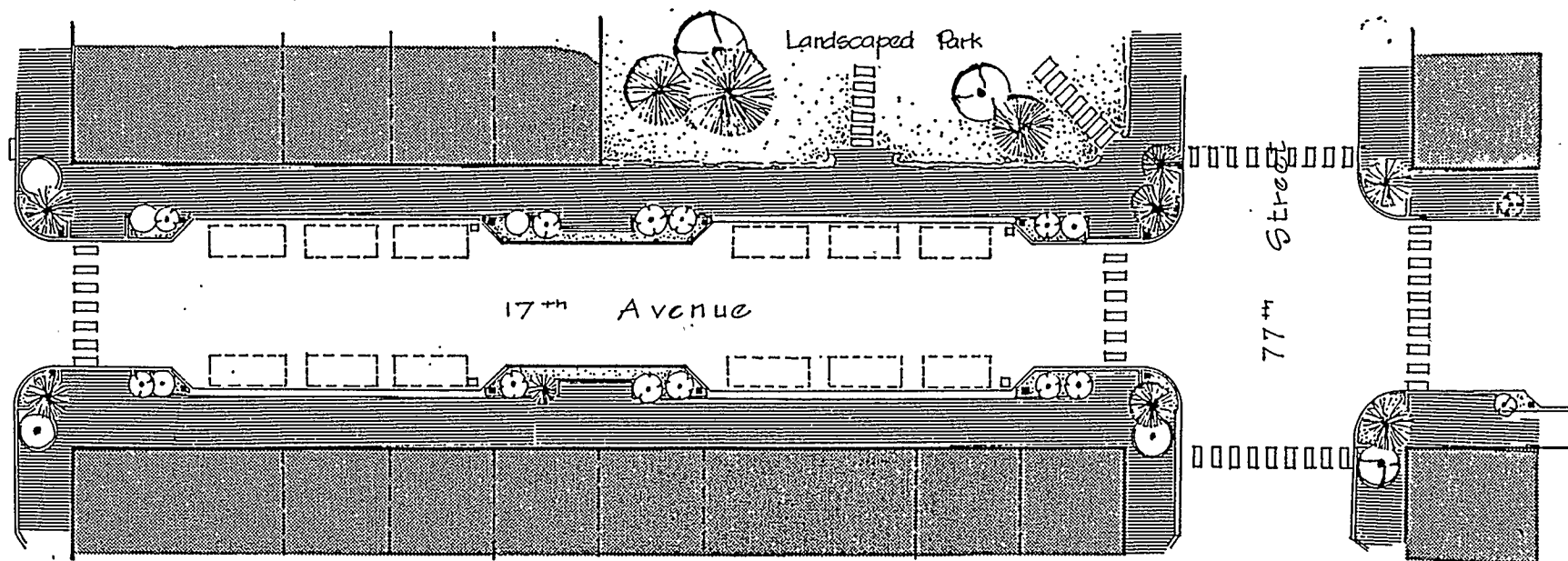


Figure 30
Main Street: Plan

the circulation system through the downtown area. It is important that the Avenue should not be made solely pedestrian because vehicular access is critical to keep the street alive. A detailed design for the Main Street is discussed later in the chapter.

The intersection of 17th Avenue and 78th Street would form the western limit of the historic commercial zone (Figure 31). On the east, the intersection is flanked by two major buildings of a significant architectural merit - the Morrison Block and the Italian Hall. The Italian Hall stands in a fairly intact state structurally. On the exterior its boom town facade has been converted to acquire the art-deco appearance. Once cleaned-up, it is proposed that the ground floor of the building be converted into an ethnic museum, carrying varied cultural displays. The second floor may continue to house its original function of a multipurpose hall for organising events and meetings.

Across from the Italian Hall is the Morrison Block, once again exhibiting a good architectural character. Replacement of the old gas pump could help to familiarise the audience with the original function of the building. The interior of the building could also accommodate displays of artifacts and a speciality shop when demand arises.

The lot on north west side of the intersection houses the Shoe String, accompanied by a vacant lot and a residence. The present owner is very supportive of the historic theme and is willing to give the house and a part of the vacant lot for the

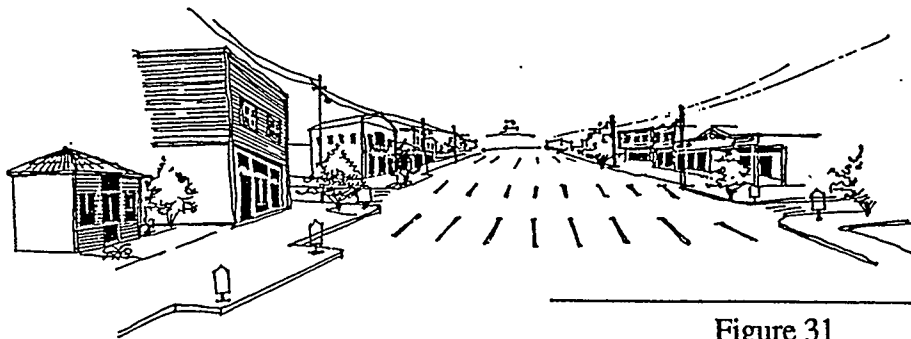


Figure 31
Intersection of 77th Street and 17th Avenue

display of artifacts. It is proposed that after removing the asphalt siding and exposing the cedar underneath, the house, the lot and the store act as a complex for exhibiting the theme, of the 'life and times'.

The visitors should then be taken back to the intersection of 77th Street and 17th Avenue, walking along the northern side of the block. The building facades should once again be rehabilitated in conformation with the guidelines (Figure 32). Development of the AGT park in the short term would mark the end of the tour through the commercial area and would allow the people to leisurely explore Main Street and spend time and money on service facilities.

INSTITUTIONAL AND RESIDENTIAL DEVELOPMENT -

The next phase including the institutional and residential development could begin from the Miner's Hall and the Coleman Journal located on the east of the intersection of 18th Avenue and 77th Street. Rehabilitation of exterior of both the buildings, is recommended. The Miner's Hall may house displays and on occasion, the enactment of episodes of the Union Movement in first person, in order to revive the legacy of the past. A similar atmosphere could be created in the Coleman Journal by replacing the old printing press and allowing the tourists a hands-on experience on key boards. On the west side of the intersection - the Bank, the Church and the Fire Hall tell the story of the institutional growth that marked the development of the

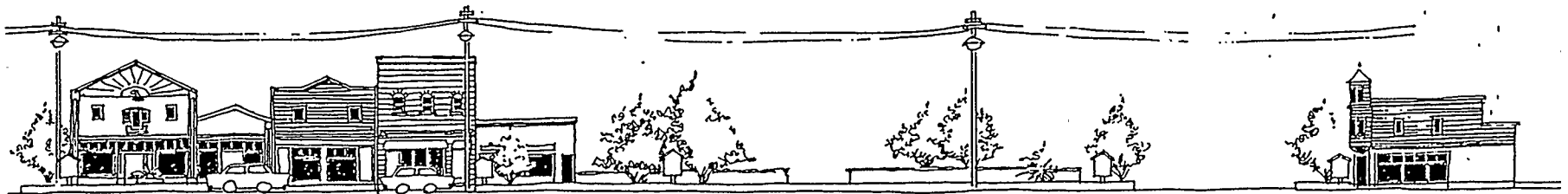


Figure 32
Streetscape: Northside

downtown area in the 1920's. Sensitively designed display panels could constitute a method of illustrating the history of the building (Figure 33). The office of the International Coal and Coke Company is located at the end of the block. Although standing in an ill-maintained condition, the fine architectural character of the structure cannot be ignored. With minimal rehabilitation involving cleaning up, the operating office of the organisation committee could be located here.

A transition would be made to residential development from this point on. Both Edmund Disney and Wes Johnson's houses are aesthetically pleasing, well maintained and virtually intact. With minimal rehabilitation on the exterior and the interior, both buildings could provide audience, a tour through the typical house of a miner in the 1900's. On occasions the story of the original owners and builders could be enacted and narrated in first person. Furniture design and interior decorations should attempt to recreate the original ambience in order to make the experience of the tourists an authentic one.

The tourists should then be brought to the town square located at the intersection of 77th Street and the railway tracks. The intersection once housed the Railway Station and formed an important meeting place for the town. The intent of the development of this square is to revive its importance as the node for residents of the town. Two popular activities in town i.e., auctions and flea markets would help to achieve this objective. Alternative approaches were considered for the design

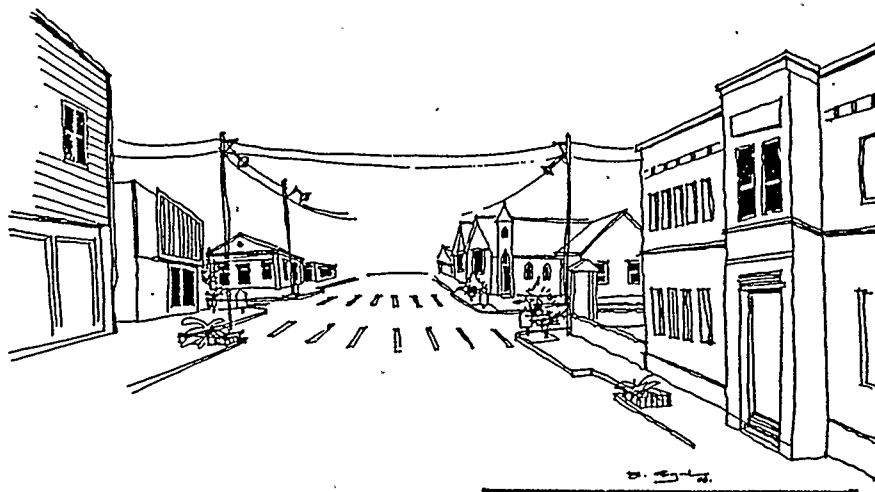


Figure 33
18th Avenue - Intersection

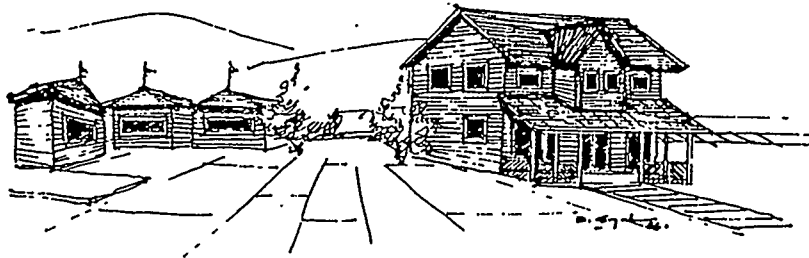


Figure 34
Alternative 1 - Railway Station Intersection

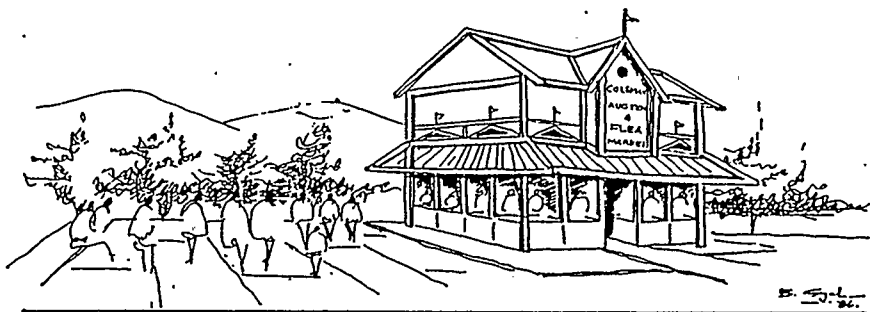


Figure 35
Alternative 2 - Railway Station Intersection

of the square. Alternative 1 included the re-location of a Railway Station, purchased from another town, on site (Figure 34). The station could reflect the ambience of the early mining days. It should also control the right of way across the tracks to get to the mine site. To the east of the Railway Station, the area should be cleaned to locate low booths built in a simple style derived from the mining architecture, to organise flea markets and auctions. A well landscaped area around the built structures would provide an environment for organising such an activity.

Alternative 2 is based on the argument that cost of purchasing a Railway Station is not justifiable given the high vacancy rate and poor economy of the town, even though it is phased to be implemented later-on in the development process. However, a framed structure could be put in place replicating its original form (Figure 35). This approach would also be more honest and minimise intervention. The skeleton could accommodate low booths or a platform as and when needed in order to organise auctions and flea markets. The open space around it can once again be well landscaped to make it a pleasant environment for a town square.

Whether a relocation of an old railway station or a skeletal frame, being the focal point of 77th Street that forms the major entry into town, it will have a significant visual impact.

INDUSTRIAL DEVELOPMENT _ Having participated in the central town square of the downtown area, tourists should then be taken to the mine site for interpretation of the industrial development. Visitors would first be taken through the interpretive park before visiting the mine site (Figure 36).

Development of the park should be kept low key to prevent it from dominating the existing mine structures and the backdrop of mountains. It should be so designed to assist the visitor to orient himself to the mine site in the west, the river in the south, and the campground in the east. The park could house an outdoor display of artifacts and panels related to the process of coal production. Introduction of variation in levels in the design is proposed to make the movement of the visitor more interesting. Stepping up to the centre of the park, a souvenir shop could be placed slightly elevated to mark focal point of the park (Figure 37). To the east of the park, an informal amphitheatre is proposed to stage live shows e.g. light and sound programmes enacting scenes from the history of the town. It is recommended that the stage be located in a manner to use the mountains and the tibble as the backdrop.

The visitors should then be taken through a connecting path to above grade existing mine structures including the powerhouse, the workshop, etc. Those intending to participate in the production process should be directed to the change rooms to get into miner's uniforms and visit the mine shafts and tunnel. At present there are concerns regarding the liability involved in opening of the mine shafts for tourists. If this effort remains

unsuccessful, the interior environment of the mines could be recreated alongside the museum to enable tourists to experience the process of extraction of coal. In such a case, a point should be made to make the tourists aware of the fact that they are visiting only a simulation of the original setting. The mine tour could employ old timers to operate the railway carts and trolleys. After a tour to the interior of the mines, tourists should be brought back to the change rooms and taken to the washery followed by a trip to the coke ovens. Restoration of one or two of the coke ovens to an operational level could help to explain the working process. If well lit at night, the coking ovens could provide a potential attraction for the tourists passing on Highway 3.

To the south of the park and across from the amphitheatre, a path could link the park to the river, terminating into small deck partially hanging over the river. The east of the park could accommodate both trailer and tent camping. Vehicular access to the mine site and the camp grounds should be designed from the east. Provision for outdoor activities such as tennis courts, recreational activities for children etc. could provide a buffer between the passive (the campgrounds) and the active area (the interpretive park and mine site).

MAIN STREET, COLEMAN

Having laid down the overall concept plan for the downtown area, the next part of the chapter will focus on design of Main Street. The work on Main Street was initiated during the

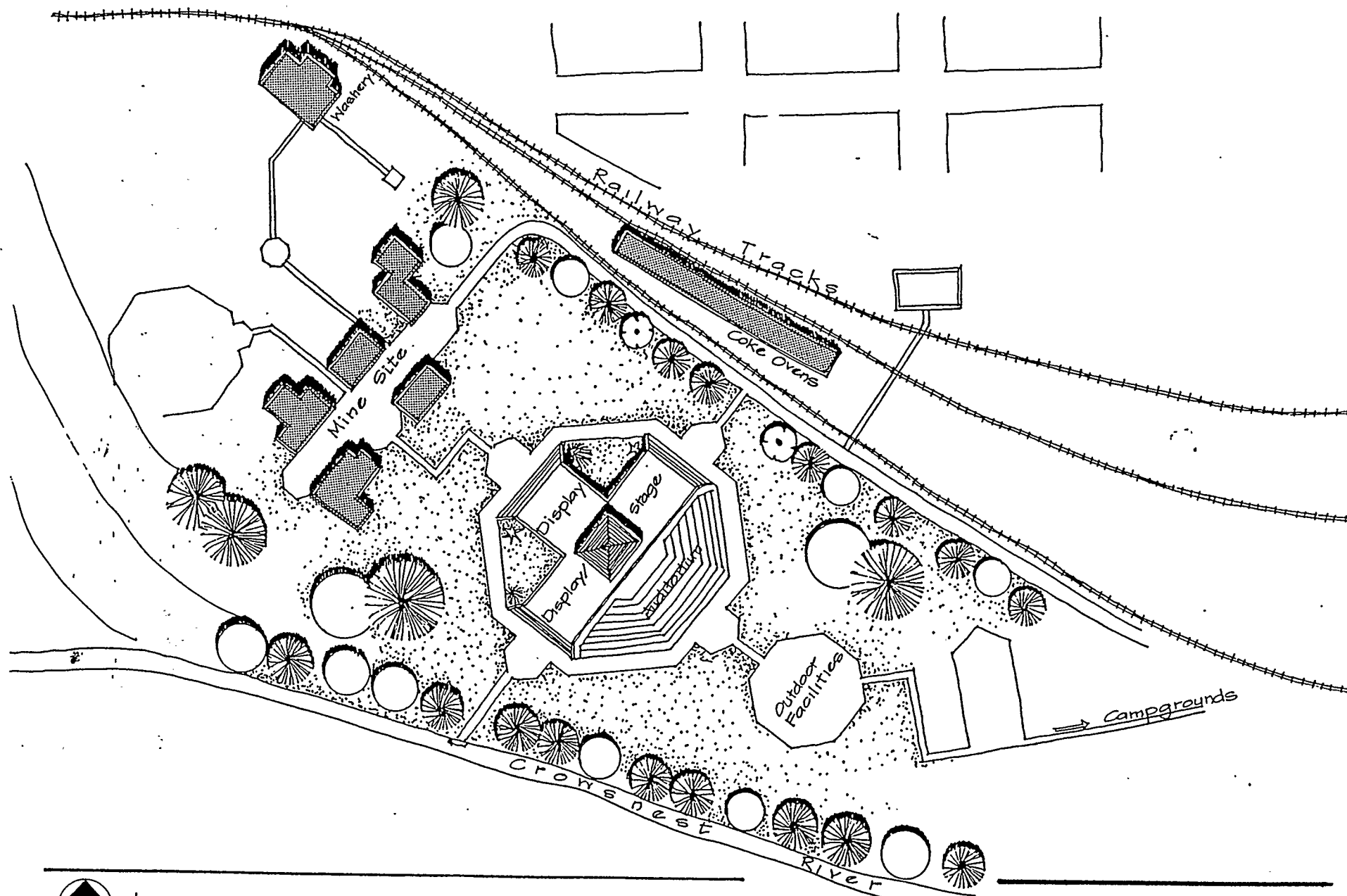


Figure 36
Interpretive Park

summer of 1986 by a local non-profit organisation called CHAPS (Coleman Historic Action Programme Society) and included a design proposal for individual buildings on Main Street, Coleman in consultation with the owners (Appendix 2). The proposal that follows includes parts of the work carried out during the summer.

The block extending from Vet's Insurance up to the Morrison Block is in poor structural stability and would require an immense amount of work in order to ensure that. In fact, carrying out repairs of parts of the structure may prove just as costly as reconstructing the whole block. If reconstruction is to be adopted to ensure structural stability, the original facades should be replaced with appropriate improvements. Design proposals including minimal to major improvements were prepared for each of the buildings. Minimum improvements mainly involved cleaning, general repairs, painting, better signage etc., whereas major improvements encompassed removing the later additions from the facades to expose the original finishes. A thorough study of the original form of the building and its evolution over the years was conducted. An attempt was made to take the building back to its original state as far as possible, given the constraints of economics. Building upon previous studies conducted by Alberta Municipal Affairs, a series of guidelines for facade improvements and the design of signage were prepared for Main Street, Coleman (Figure 38 and 39).

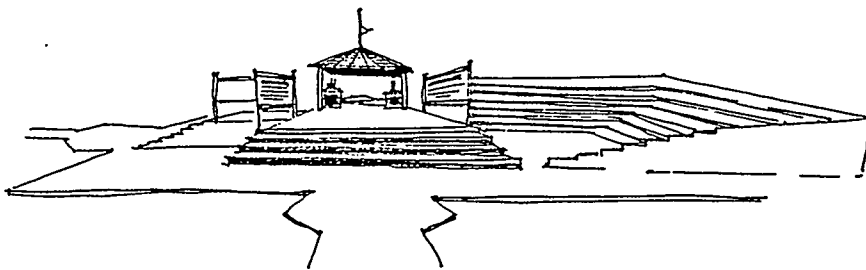


Figure 37
View of the Interpretive Park

The Main Street is presently plagued by high rates of vacancy

which are an obstruction in the continuity of the retail. Sketches and photographs, explaining the evolution of the buildings could fill the windows of the vacant stores, until the Main Street is viable to recruit new functions in these buildings. Sensitively designed and visually unobstructive display panels could carry information related to the history of the buildings. Corners and blank walls should form major spots to locate the panels, so that they do not hide the building facades.

The block extending from the Italian Hall to the AGT lot is fairly intact and would require minimal improvements, some of which would include only cleaning and painting. An infill development, in the long term, is proposed for the vacant lot owned by the AGT. Similar infills, further along the Street, would help to ensure continuity of the streetscape. Any infill development should comply by the guidelines listed in Figure 40. Interpretation through the Main Street could include rehabilitation of interior of some of the buildings. Both Graham and Cameron Blocks, with the replacement of some original artifacts, provide the potential to interpret the interiors of their stores as they would have been in the early 1900's.

In order for the Main Street to acquire the image of a socio-cultural place, the design should place emphasis on pedestrian circulation. The Main Street should thus strive to become a destination point where people can socialise. The detail in design would form an important feature to cater to the pedestrian eye. The design of planters, street lighting, garbage receptacles etc. should compliment the historic environment of the Street. Their

form may be derived from the design of the mining lamps or other similar equipment belonging to the early mining era. Sidewalks should avoid the use of modern materials so that they do not deviate from the original character of the Main Street.

Widened sidewalks allowing greater street activity could mean converting the street into a one way traffic artery. This may reduce the provision of parking on the Main Street, to some extent. An attempt should be made to compensate for the lost parking by cleaning up the back alleys and providing parking and rear access to the operating stores. Certain important rules associated with the design and implementation of the public improvements on the Main Street must be kept in mind in order to carry them out successfully. Designers must thus be conscious of the points listed in Figure 41 (prepared in consultation with the Technical Resource Book 3, Alberta Municipal Affairs, 1986).

Organisation of events such as 'Mining Days' or 'Pass Days' would help to bring the Main Street alive and also attract the tourists to the Pass. On such occasions, locals dressed up in costumes could engage in narrating the interesting stories in first person. A method successfully used in Fort Worth, Texas is that of painting 'Tromp D'Oies' in the windows of the vacant stores. Similar methods could be employed on Main Street, Coleman in order to avoid losing the interest of the tourists due to discontinuity of retail.

Other historic buildings, located outside the Coleman

Guidelines for facade improvements

1. It is important that a thorough research is conducted on the history of the building. The following questions should be answered:

When was the building constructed?

Who was the original owner?

What businesses and activities have occupied it since?

What was the original style of the facade and has it changed since it was first built?

Are there any original photographs or recollections available from the archives or the town's residents?

2. The education of the owner and the community regarding the history of the building is important, as it assists them to carry out renovations appropriately.

3. Renovations should be faithful to the period of construction. Any modern material covering the original finishes should be removed to expose it. Use of any material that did not belong to the original period should be avoided.

4. Elements of the original facade should be incorporated in the renovations scheme. Attempts should be made to replace the missing elements of any attractive detailing

on the building facade. Care should be taken to highlight important elements such as cornices, balconies, decorative brackets etc. and under no circumstances should these be covered by panelling.

5. The original masonry or woodwork on the frames should be preserved. If replacement is absolutely necessary, care should be taken to ensure that the new material resembles the old as closely as possible in composition, texture and colour.

6. Windows and doors should be retained in their original place. Care should be taken not to destroy the balance by blocking and changing the size of an opening.

7. In the cleaning process, severe methods, such as sandblasting, should be avoided. Chemical cleaners should be employed only after consultation with the tradesmen and experimentation on a small surface. Utmost care should be taken to avoid unnecessary damage to the original masonry.

8. Tests may be performed on a small surface to find the original colour of the building. New paint jobs should be as close as possible to the original colours, or at least be harmonious to the surrounding buildings.

Figure - 38 - Adapted from The Technical Resource Handbook, Revitalizing Downtown Alberta- A Self Help Kit, Alberta Municipal Affairs, 1986.

Guidelines for the design of signage

The following guidelines were formulated for the design of signage:

1. The number of signs should be limited to one per building as far as possible. If the building must carry more than one sign, graphics should be limited to one sign only.
2. Overhanging signs not characteristic of the period should be generally discouraged except in the case where a flat sign cannot be easily mounted or where the overhanging sign is used to overcome the visibility problem.
3. The size of the sign should be carefully chosen in proportion to the building. It should be emphasized that greatest legibility is not necessarily the result of largest size of the sign or letters.
4. Backlit sign, a popular practice in the later days should be discouraged and shielded, indirect lighting should be proposed wherever possible.
5. The sign should be placed in such a way that it is

architecturally integrated with the building, for example on the sign plate or the awning. In no case should a sign, applied to a building, obscure architectural detailing on the building face.

6. Use of too many colours should be avoided for they often work against each other and detract from the sign's visual image. A simple combination of black and/or white and a single well chosen colour is often the most striking and effective. The general colour effect should be related to the building to which it belongs.
7. Trademark should be limited to 25% of the area of the sign.
8. If there is an old existing sign on the building that is still appropriate to the business, it should be made sure that it is not of historic interest or aesthetic merit before replacing it.
9. Paper signs attached to the windows (announcing sales etc.) should be discouraged and under no circumstances allowed over 15 days.

Figure 39 - Adapted from The Technical Resource Handbook, Revitalizing Downtown Alberta - A Self Help Kit, Alberta Municipal Affairs, 1986

Guidelines for the infill development

1. The height of the proposed building should be compatible to the surrounding buildings. The visual rule allows 10% variation from the average height.
2. The ratio of the width of the building to its height should be proportionate to the adjacent buildings.
3. The ratio between the width and height of the window openings should be maintained for new construction.
4. The ratio between the solids and voids on the front facade should also be maintained for new construction.
5. The set back for the building line and the entrance should be maintained in compatibility to the existing buildings.
6. The material, colour and texture of the new construction should be visually compatible to the existing buildings, for example the materials should be restricted to cedar siding or brick on the 17th Avenue and cedar, brick or stone on the 18th Avenue.
7. The visual mass of the building should be harmonious to the surrounding structures.
8. The horizontal expression of the boom town facade should be maintained.
9. The architectural detailing for example cornices, lintels, arches, quions, ballustrades etc. should be harmonious in style and placed at the same height as the existing buildings.

Figure 40 - Adapted from Historic Preservation Plan, Savannah, Georgia, Housing and Urban Development.

Guidelines for the public improvements

1. Functional elements such as the sidewalks, parking lots, roadways and lighting infrastructure should take priority over the beautification elements such as planters etc.
2. New amenities should be of simple design, durable material and have seasonal adaptability or they become difficult to maintain and invite mishaps and vandalism.
3. Design of public improvements should serve as a backdrop to the downtown businesses and in no case take away from it.
4. The design of public improvements should compliment the historic image for the Main Street. Use of modern materials that take away from the character should be avoided.
5. Particular care should be taken, however, to avoid the use of artificial themes for the design of the street furniture. Authenticity of the theme is important for an honest approach and also for it to last longer.
6. Public improvements should be implemented in conjunction with other promotional activities. It should be remembered that crash large scale public improvement programmes can result in the extinction of the marginal businesses.

Figure 41 - Adapted from The Technical Resource Handbook, Revitalizing Downtown Alberta, A Self-Help Kit, Alberta Municipal Affairs, 1986.

downtown area, are the Polish Hall, the Ukrainian Hall and the old High School. The former two characterise the central area of the Bush Town and the old High School is located in the centre of the Slav Town. All three buildings are an important symbol of the legacy of the town of Coleman. With moderate to major improvements, the buildings can be brought close to their original appearance and opened for the tourists from time to time. Both Polish and Ukrainian Hall, once fixed up can house their ethnic festivals. To the north of the downtown area, across from the Highway, presently exists a park and an interpretive trail leading to the McGillivray mine site. Once improved, the interpretive trail would enable an attractive link to the McGillivray mine both for the town's residents and tourists.

Apart from capitalising on the historic resources in order to revitalize the downtown area, an alternative that seems very feasible and practical in the immediate future is the building of a senior citizens home. The need for a senior citizen's home has emerged time and again during the town meetings. Location of a senior citizens' home in close proximity to the downtown will not only increase the sales for the downtown merchants but will also enhance the role of the Main Street as a socio-cultural, meeting place for the senior residents. The present location of the Coleman Arena is a potential site for placing this facility. The arena, once considered one of the finest in the early 1900's, is now being used only for storage purposes by the municipality. The construction of the sportsplex just north of the Highway 3 has replaced its functions, thus making the possibility of its re-use even dimmer. The construction of a senior citizens' lodge in

its place will also prove convenient for the senior citizens in terms of its proximity to the major facilities such as the Post Office, the Legion and later on the town square at the Railway Station intersection.

The above development when completed is hoped to revitalize the downtown area through the promotion of tourism. The interpretive sequence will be put in place in phases depending on the potential availability of funds and in the order of importance. The next chapter will discuss the phasing and the implementation plan.

4. IMPLEMENTATION PLAN

The implementation of the design scheme described in chapter 3 will be phased over a long term accompanied by an active organisational and promotional programme. It is important to realise that the Main Street was developed incrementally by individual owners, lot by lot and building by building. The implementation, therefore, is proposed to be carried out in a gradual incremental fashion, with a major emphasis on community involvement. This kind of development -

"....helps to maintain the character of the downtown and in the long run would be more beneficial and long lasting than stitched on, one shot solutions (Technical Resource Book 2, Alberta Municipal Affairs, 1986)."

Incremental change phased out over a long term would also require and re-establish the tradition of self-help, allowing time to train local skills.

PHASING

While areas with greatest need or most seductive potentials should not be disregarded and kept in view for the long term, early efforts should be concentrated on achievement of realistic goals. Particularly in the first two years, goals that can be easily realised in the short period of time should be attempted, in order to make visible improvements (Figure 42).

PHASE 1 - This phase mainly concentrates on the Main Street. Improvements undertaken in this phase should not include major dollars. Some of the changes may even be reversible and implemented in the short term only. Such decisions would be guided by the availability of the financial resources and the discretion of the owners. Phase 1 should include the following features:

1. Minimum to major rehabilitation of buildings on the Main Street and 18th Avenue.
2. Development of interpretive park and the mine site for tourists.
3. Conversion of the lot owned by AGT, located on north west side of the major intersection, into a well landscaped and properly maintained park.
4. Placement of appropriate signage on Highway 3 and through the downtown area.

This phase was initiated by CHAPS, a local non-profit organisation under the SEED programme. The design for each of the buildings on Main Street was prepared in consultation with the owners. Although a major bulk of phase 1 should be implemented in two years' time, the rehabilitation of the buildings is seen as an ongoing process that would extend into the time period of phase 2 and 3. Little or no benefits may result at the end of two years. Substantial benefits are expected only once the total programme is in place. The importance of this phase lies in the fact that it is hoped to bring about an awareness in the community that the programme is geared towards action.

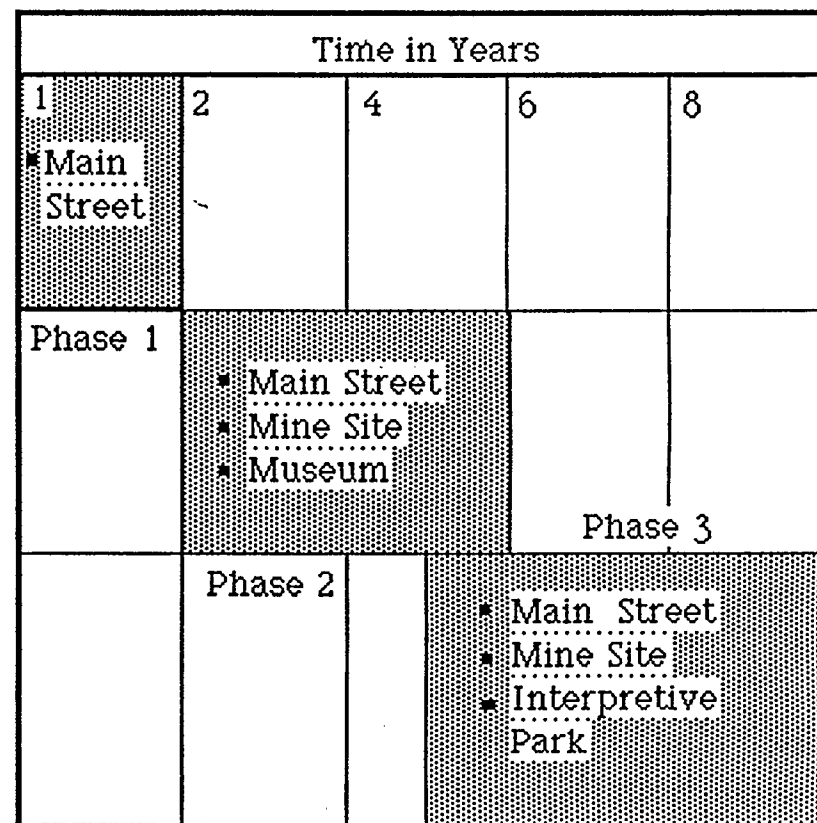


Figure 42
Phasing

PHASE 2 - Phase 2 should extend its boundaries and concentrate on the downtown area as an entire environment. This phase assumes that by the end of two years, the organisation implementing the development will be mature enough to attract community support and government grants. Phase 2 should include:

1. Rehabilitation of the Main Street as an ongoing process.
2. Initiation of public improvements on the Main Street.
3. Improvement of the existing Museum and development of the open space around it.
4. Development of the intersections of 17th Avenue at 77th and 76th Streets for interpretation. Although the development will commence alongside the facade improvements, a particular emphasis will be placed on the two intersections in this phase.
5. Public improvements through the streets of the downtown area.
6. Development of the Railway Station intersection for organising auctions and flea markets.
7. Initiation of the improvement of the mine site through general clean-up and landscaping.

Phase 2 would commence in the third year and is expected to continue until the fifth or sixth year. Implementation of this phase is expected to generate an economic spin-off through the enhancement of the tourist oriented services along the Main Street.

PHASE 3 - This phase assumes that by this time the town would be economically viable and with the aid of moderate government grants, would be in a position to support developments involving substantive budgets. Phase 3 should include:

1. Rehabilitation of the buildings on the Main Street as an ongoing process.
2. Improvement of the existing interpretive facilities.
3. Construction of a tourist information centre at the turn-off from Highway 3.
4. Exploration of appropriate infill potentials for the vacant lots on the Main Street in order to achieve a continuous row of store fronts.

Phase 3 should start at the end the sixth year and is expected to go on until the tenth year.

The development in Coleman is expected to be in co-ordination with other communities in the Pass. An attempt should be made hereafter to make the Pass an overnight tourist destination. Development of cross-country ski-facilities, golfing and fishing would supplement in achieving this objective. Live theatres, narrating the history of the Pass and festivals and events would also contribute towards the same objective. Such a plan is expected to increase the demand for accommodation and would justify the development of the camping facilities to the east of the interpretive park and development of hotel accommodation on Main Street, Coleman.

Once the total development is in place, major benefits would include:

- additional economic base from the stores, restaurants, hotels, motels, gas stations and other related businesses,
- attracting the visitors to the downtown area, who otherwise may not stop and spend money,
- job creation,
- promotion of qualities unique to the downtown e.g. its historic resources and making these evident to residents,
- support of local arts and cultural activities,
- generation of community pride.

Alongside these benefits certain disadvantages may emerge which cannot be ignored. These include:

- seasonal influx of tourists taxing the infrastructure,
- seasonal employment only,
- tax burden to residents who pay for tourist amenities,
- possibility of congestion and pollution.

ORGANISATIONAL STRUCTURE

A strong organisational structure is the key element to implement the development programme successfully. Strong commitment and capable leadership are threshold conditions with which a downtown revitalization programme should be initiated. The nature of the organisation may vary in accordance

with the magnitude of the strategy and maturity of the organisation. Its structure may be: completely voluntary but structured committee; take the form of a more structured board; or be a combined effort of a board working closely with a structured voluntary committee.

The organisation in Coleman may start as a purely voluntary but structured committee. However, over the years as the development proceeds, it could take the form of a formal board working closely with the structured voluntary committee. The ultimate form of the organisational structure or the board that the town should hope to achieve could consist of a co-ordinating committee aided by sub-committees specialising in different area (Figure 43). The mandate of the co-ordinating committee should include policy and decision making regarding the development and funding allocations. It should be made up of representatives of various existing organisations in town that have a vested interest in the development plan, councillors from the municipality and possibly the mayor. The sub-committees will represent special fields such as Historical Resources and Development Sub-committee, Promotion and Implementation Sub-committee and Finance Sub-committee. The purpose of these sub-committees should be to carry out research in their special field and keep the co-ordinating committee updated on the prime issues. The development proposed in this document may be seen as providing guidelines for the Historic Resources and Development Sub-committee. Given this the Sub-committee may detail it further in order to generate an action plan. The mandate of this Sub-committee may also include provision of

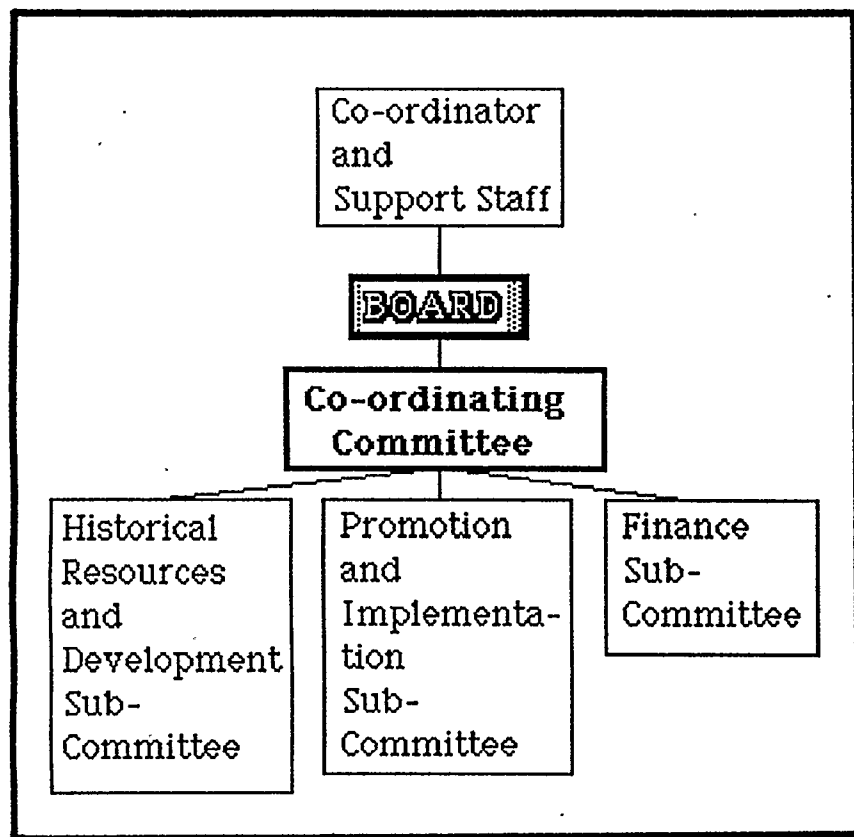


Figure 43
Organizational Structure

free design services to the merchants on Main Street to improve their buildings. The tasks of the Promotion and Implementation Sub-committee and the Finance Sub-committee are specified in the later sections of this chapter.

To keep the operating costs of the board low, volunteers from other organisations should be sought and expert advice from the provincial departments be availed. Consultation teams may be hired from time to time to carry out the special tasks instead of hiring full-time staff specialising in those fields. Hiring of summer students through PEP and STEP grants and availing other programmes making similar offers, would help to achieve the same. However, to enable efficient administration, an overall co-ordinator should be hired on a full-time basis aided by part-time support staff. The town must make sure to hire the co-ordinator at the initial stages of implementation. It is preferable that the co-ordinator be chosen from within the area. However, if the expertise is not available within the town and experts have to be hired from the outside, they should be well versed with the area.

It is possible that the above organisation may be formed on a municipality-wide basis which would allow it to carry out development for the whole of the Pass. In such a case it would be important that the residents of Coleman make sure that they are well represented in the committee formation. CHAPS (Coleman Historic Action Programme Society), a non-profit organisation that presently exists in Coleman should continue its existence in the same spirit and ensure that the interests of

Coleman are not overlooked. Provision should be made for locating a branch of the board, in Coleman.

Although the board may be seen as playing an important role in implementing the Development Plan, the basic commitment must come from the community itself. The community must believe that with time and money, the town once again can be physically attractive, financially viable and functionally vital. In fact the first initiative to form the board and carry out the action must come from the community itself rather than the outside. Case studies show that when the prime instigator and mover in an attempt to revitalize the town, is the council, the interest of the community tends to dissipate (Technical Resource Book 2, Alberta Municipal Affairs, 1986). It assumes that the council would handle the problem. Both private and public sectors are important actors in this commitment, however the business community has a major role to play in it. To achieve this community education must be made an important mandate of the board. Alongside education, their participation in the design decisions must also be encouraged. Town meetings, public displays and presentations of the development plans are means of achieving this. It is expected that an increased participation in the design process would encourage the willingness of the people to voluntarily help carry out the work on the Main Street.

The above Organisational structure is based on 'A Feasibility Study' published by Alberta Culture and Dr. Walter Jamieson, professor, the University of Calgary.

In short the Organisational staff must carefully practice six points listed in Figure 44.

PROMOTIONAL PROGRAMME

Another pivotal element for revitalizing an area is innovative promotion and marketing and is proposed to be carried out by the promotion and implementation Sub-committee. A good advertising programme is essential for the success of an area as a tourist destination. In the short term the challenge for a promotional programme for the other communities in the Pass lies not so much in bringing in new tourists, but in being able to offer more to the tourists who visit the Frank Slide Interpretive Centre. The Centre has been successful in attracting over 100,000 tourists in the past year. Presently the Pass has little more to offer to the tourists other than the Frank Slide. Once the sites begin to develop, brochures carrying complete information should be made available at the Centre. The Frank Slide Interpretive Centre could thus play an important role in directing the tourists into the other communities of the Pass. Auto tours and bus tours should be organised from this point to take the tourists to other sites in the Pass.

A good and easy way to develop an identity for the Pass, is through the use of a well designed logo used uniformly throughout the Pass. This logo may appear on other souvenirs such as stickers, T-shirts, key chains etc. It may also be placed on the signs along the Highway 3, announcing the approaching town or the turn-off for a major site. Organisation of special

1. The Pass should not be administered authoritatively. The area should belong to those who inhabit it.
2. A good relationship with the people already living in the area should be maintained so that they become allies rather than opponents.
3. The news media should be kept informed of the progress being made.
4. Tours and special events in the Pass should be organised for the tourists and general public to help promote the area.
5. Assistance should be provided for those who want to improve their property or to buy and restore property by obtaining mortgages and providing design advice
6. It is important to be enthusiastic about the progress being made but at the same time recognise frustrations and failures.

Figure 44 - Source: Technical Resource Handbook, Revitalizing Alberta Downtown - Self Help Kit, Alberta Municipal affairs. 1986.

events, related to the history of the area have proven to be a very successful means of attracting tourists. Pass games or Mining days lasting 3-4 days would be a lucrative way of earning tourist dollars. Certain other events may be organised to involve the local community and bring it to the Main Street. Among these are Santa Claus parade, Canada Day celebrations, town picnics and street dances. Making use of the local and regional media is another efficient means of promoting tourism and also for gaining community support. Local paper and newsletters are good ways of informing the community of the progress and future plans of the committees.

Marketing and business recruitment constitute a major part of the revitalization strategy. Growth of the tourism industry would result in the development of tourism oriented businesses along the Main Street. These may include arts and crafts, souvenir shops and services such as hotels and restaurants.

A strong businessmen's association is necessary to make the programme for the promotion of retail, a success. Apart from looking after the promotional aspects, the businessmen's association would also play an important role of representing its interests to the sub-committees and main Co-ordinating Committee. Main Street may be difficult to organise due to diverse interests of the merchants and the landlords. It would require consent of varied actors - the council, the staff, the business community, landlords and also the other general public for the action to take place. Strong leadership is essential to tie the varied interests of all these actors together and ensure that

they work towards a common goal. In addition to a capability of inspiring faith and support, a strong leader should also be a good manager and decision maker.

FINANCING

It is recommended that the board for the action plan acquire the status of a non-profit organisation. This would allow it to organise various fund raising activities. The major function of the organisation will be carried out by the Finance Sub-committee in the organisational structure described above. The important tasks to be carried out by the Finance Sub-committee may be listed as fund raising and planning, financial administration, grant administration and organisation of the revolving funds. The board is seen to collect money from varied sources. Outright grants would form the most significant part of this fund. These may come from any of the provincial or federal government agencies listed under the funding sources (Appendix 3). Private donations, fund raising, loan pools, board income etc. would constitute other sources contributing to the fund. The board may organise various functions such as live theatres, auctions, flea markets etc. as a means of raising funds. Private donations are not seen to form a major part of the funds to start with. However, as the development goes on and the public gains more confidence in the development plan, more donations can be expected. The income of the board is seen coming primarily from the rent accrued from the buildings acquired by it. This would thus come over a due course of time. The income may

Elements for successful marketing:

- the customer
- the products
- price structure
- store interiors
- advertising
- services

Means of achieving it:

- standardised hours
- co-ordinated sales events
- collective advertising
- co-ordinated window displays

Figure 45 -Source: Technical Resource Handbook, Revitalizing Downtown Alberta-A Self-Help Kit, Alberta Municipal Affairs. 1986.

also come from the interest on the loans given out by the organisation. Other indirect means of adding money to the funds is through the use of various employment programmes offered by Canada or Alberta Manpower. Due to its high unemployment rate, the Pass would be eligible to most of these programmes. As mentioned earlier, student staff should also be hired for research and secretarial purposes through PEP and STEP programmes. The board should also make its mandate to promote labour intensive programmes and enhance local skills through training. This will help to create jobs for its unemployed youth.

Major policies regarding allocation of funds would be made by the co-ordinating committee. A system of loans and grants could be worked out with the merchants who choose to upgrade their buildings. Low interest loans would offer a good incentive for the merchants to carry out improvements. The co-ordinating committee should also offer grants as a percentage of the cost of improvements. Such grants vary in amount depending upon the period of construction of the building. A similar system as in Fort Macleod (Alberta Culture, The Fort Macleod Provincial Historic Area....., 1982) may be devised in Coleman. Appropriate policies would have to be devised by the organisation to get the merchants to sign 'the buy sell agreements'. This agreement would prevent them from selling the buildings for a profit after carrying out the improvements with substantial help from the organisation. The board may also offer to purchase the buildings whose owners are unwilling to invest any money at all to upgrade them. The rent from these

buildings can form a substantial part of the income for the board over a period of time. It would also provide it with a flexibility to house the function of its choice in the purchased building and make it a significant part of the interpretive sequence.

Revolving funds could be employed as a means of distributing the funds fairly over a period of time. In principle it allows to collect funds from public/private partnership and use the funds for grants and loans in order to support the not-for-profit development. This technique also helps to transform small amounts of money in significant investments (Alberta Culture, Coleman Historic Area: A Feasibility Study, 1986).

Thus the following may be listed as the possible means for the board, to collect funds:

- outright grants from government agencies
- tourist dollars by organising special events
- fund raising events such as auctions, picnics, fetes, flea markets
- charity money from organisations and individuals
- making use of special programmes offered by Alberta Manpower etc.
- making use of the expertise offered by the government instead of paying hired expert staff.
- volunteer labour
- interest on board funds

It is hoped that the above plan would enable a successful implementation of the development plan in the Pass.

CONCLUSION

The objective of this Masters Degree Project has been to arrive at a revitalization strategy for the town of Coleman in order to promote tourism as-a secondary industry. This thesis is built on previous studies, in particular the recent 'Economic Feasibility Study' published by Alberta Culture, which concluded that a revitalization strategy capitalizing on its historic resources would help to promote tourism in the Pass. In order to achieve this objective, the revitalization strategy consists of physical development plan and implementation plan.

The physical development plan recommends the upgrading of the commercial, residential and industrial development surviving from the early 1900's. This is hoped to provide the Pass with a unique amenity, enabling it to compete with the neighbouring tourist destinations such as Banff, Waterton and Kimberley. It is recommended that any new development in Coleman should be kept minimal and designed not to dominate its existing historic resources. The physical development plan in Coleman is seen to form part of the overall plan for the Crowsnest Pass. The degree of success of this plan, in the achievement of increased tourism for the Pass is dependent on its implementation with the rest of the Pass. Tourism should be promoted in the Pass as an entire environment. Moderate changes may be necessary in the development proposal to ensure uniformity in development throughout the Pass.

The implementation is based on the 'grass roots approach' of the gradual incremental development phased over a long term. This will help to attract community involvement, and make the change more lasting. The development would also be accompanied by a strong organisational and promotional programme. The proposal, however, may be literally adopted in the conceptual form only; the detailed and more specific design proposals stated in this document are one possibility only, giving the town's residents something to respond to. The final design decisions may be made only after seeking adequate public opinion and participation.

This MDP would be useful in providing the town's residents with guidance for physical development in Coleman in order to attract tourists. Once the town organises itself, the development plan can be used as a means of making a convincing case for securing grants from various departments at the provincial and federal level. Thereafter physical improvements may be carried out, within the conceptual framework of the strategy. This plan by no means provides an exhaustive research on the history of Coleman. A more thorough research would be conducted before carrying out the preservation activity.

Since the ultimate objective of the strategy is economic revitalization, the programme should be evaluated from time to time at different stages of the implementation process. Retail sales, building activity and market values of the property could be used as indicators for evaluation. Once again moderate modifications may have to be made to the development plan to accommodate economic, political and social changes.

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Personal Communications

Pat Buchik	Southern Alberta Representative Alberta Culture
Rob Crookes	President Chambers of Commerce, CNP
Larry Fiss	Representative Coleman Historic Action Programme Society
Hans Honnager	National Co-ordinator Heritage Canada Foundation Programme
Walter Jamieson	Professor The University of Calgary
Bill McIntyre	Economic Development Officer Oldmans River Regional Planning Commission
Mike McIntyre	Recreation Officer Recreation Development Board, CNP.
Russel Montalbetti	President Coleman Historic Action Programme Society
Jim Mountain	Regional Co-ordinator Heritage Canada Foundation Programme
Larry Pearson	Restoration Architect Alberta Culture
LeeAnne Walker	Frank Slide Interpretive Centre Alberta Culture
Allan Walkey	Economic Development Officer Economic Development Board, CNP.

Appendix 1a**Merchants' Questionnaire**

1. Where is your business located?

Highway commercial _____
 Downtown, Coleman _____

2. How long have you been located on the Main Street?

(please specify in years) _____

2b. Have you considered closing down or moving elsewhere?

yes _____

no _____

why? _____

3. Would your family continue to run the business after you?

yes _____

no _____

why? _____

4a. What does Main Street Coleman mean to you?

APPENDICES

Appendix 1b**Residents' Questionnaire**

1. How often do you visit Main Street Coleman?

everyday _____
twice a week _____
once a week _____
once a fortnight _____
once a month _____

2. What activity/activities do you engage in during your visit?

visit to the post office _____
visit to the bank _____
shopping _____
strolling _____
any other (please specify) _____

3. In the past month approximately how many times have you shopped (spent money) in the following places?

Calgary _____
Lethbridge _____
Blairmore _____
Fort Macleod _____
Spokane _____
any other (please specify) _____

4a. What does Main Street Coleman mean to you?

4b. To what extent do you think the Main Street is

strongly agree agree indifferent disagree strongly disagree
 poorly maintained

a visual eyesore

worth preserving

5. Given its historic resources do you think the Main Street holds the potential to be revived once again as the heart of the town?

yes _____

no _____

why? _____

6a. What kind of development do you think will be appropriate for the Main Street?

renovation/cleaning up _____

bulldozing/building over again _____

leaving as is _____

6b. What kind of an image do you think should be developed for the Main Street?

socio-cultural place _____

historic place _____

main shopping promenade _____

any other (please specify) _____

7. What potential in terms of development do you think the Crowsnest Pass has as a tourist destination?

highly commercialised _____

fairly commercialised _____

left as is _____

any other (please specify) _____

8. In what ways do you think will YOU be benefitted if the area was developed as a tourist destination?

extra employment generated _____

increased property values _____

increased civic pride _____

any other (please specify) _____

9. In what ways do you think you can participate in promoting this development?

volunteer work on the Main Street _____

promotion of festivals _____

promoting public involvement _____

any other (please specify) _____

10. How long have you been living in Coleman?

less than six months _____

six months - 1 year _____

1 year - 2 years _____

2 years - 5 years _____

5 years - 10 years _____

10 years - 20 years _____

over 20 years _____

11. Do you think the community offers enough jobs to keep the young from leaving Coleman and seeking employment elsewhere?

Please specify the following

age

15-25 years _____

25-40 years _____

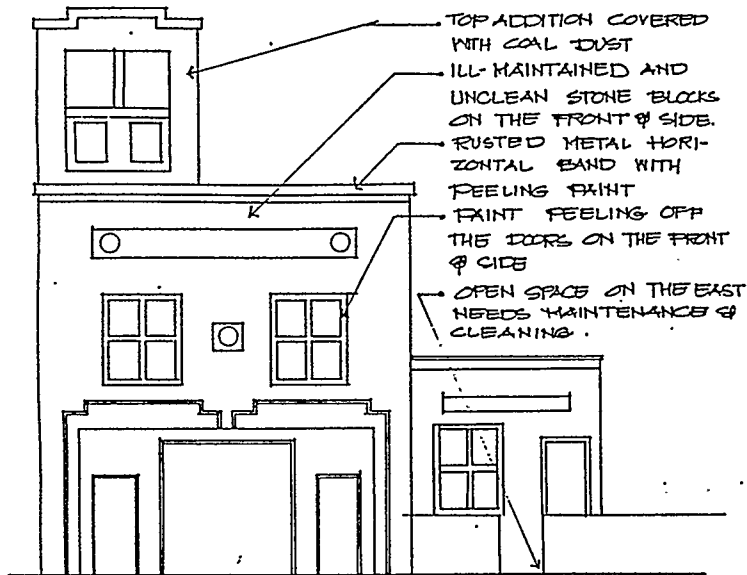
40-60 years _____

60 and above _____

occupation? _____

THE FIRE HALL PRESENT:

Minimum Improvements



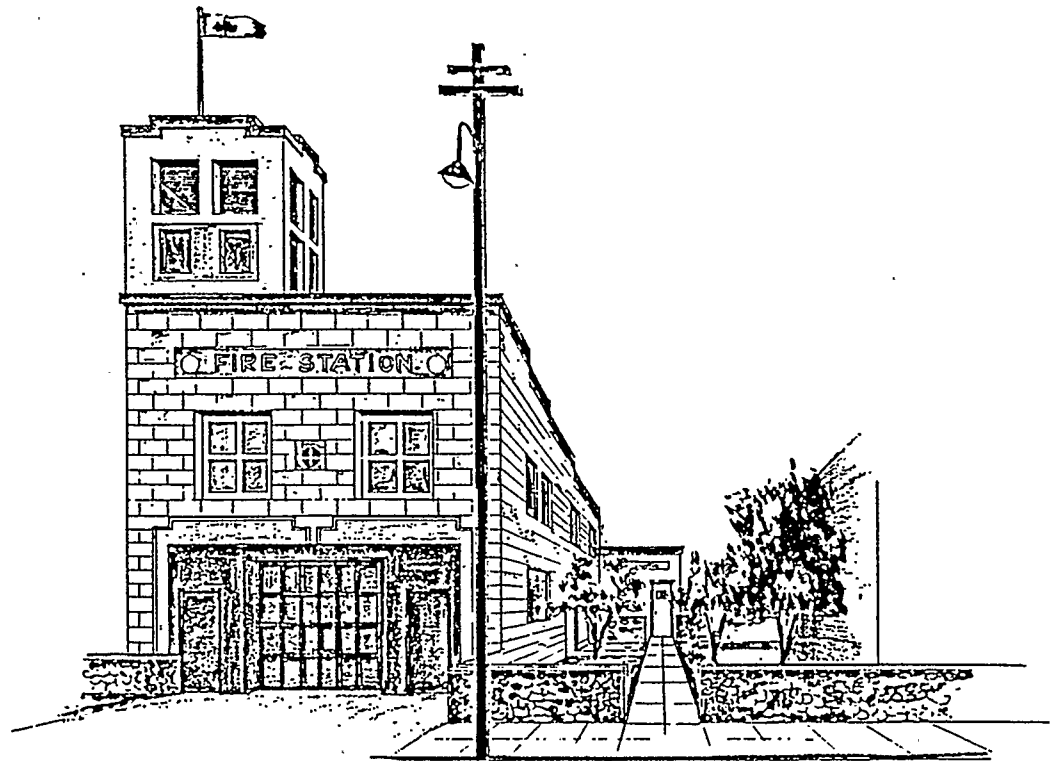
RECOMMENDATIONS:

- CLEAN STONE BLOCKS
- HI-LITE THE PROTECTIONS ON THE FRONT FACADE WITH THE RECOMMENDED COLOUR OF PAINT
- FIX, CLEAN & PAINT ALL DOORS & WINDOWS
- CLEAN & PAINT THE METAL FLASHING ON THE ROOF
- REPAVE THE PATH LEADING TO THE TOWN OFFICE.

HISTORY:

THE ORIGINAL FIRE HALL WAS ERECTED IN 1905, FOLLOWING THE FIRST FIRE THAT DESTROYED A BLOCK ON THE MAIN STREET, BECAUSE OF LACK OF ADEQUATE EQUIPMENT. THE WOOD FRAME STRUCTURE WAS SINGLE STOREY UNTIL THE SECOND STOREY WAS ADDED ON IN 1911. IN 1934, MAYOR GEORGE TATTON HAD A NEW FIRE HALL BUILT IN STONE BLOCK IN MUCH THE SAME DESIGN AS BEFORE. IN ADDITION THE TOWN OFFICE WERE LOCATED IN THE REAR OF THE BUILDING.

IN 1982, THE TOWN SHOP ACROSS FROM THE ORIGINAL BUILDING WAS CONVERTED INTO THE NEW FIRE HALL AND THE TOWN OFFICES MOVED TO NEW MUNICIPALITY OFFICE ON THE MAIN HIGHWAY. PRESENTLY THE 1934 STRUCTURE HOUSES APARTMENTS ON THE SECOND FLOOR & SUMMER OFFICES OF CHAIRS IN THE REAR.

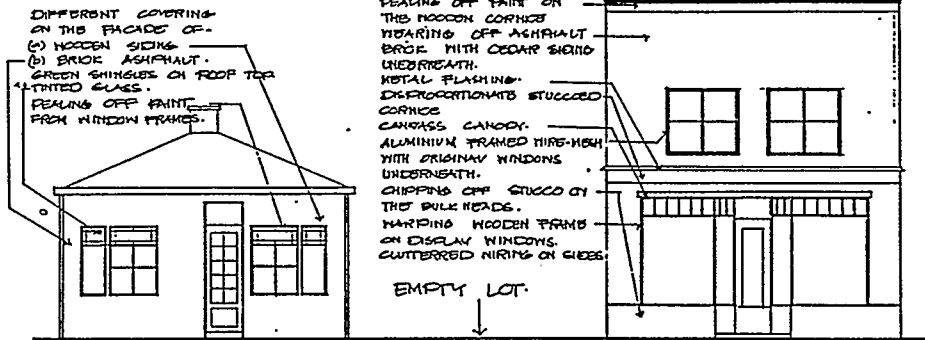


- CLEAN & LANDSCAPE THE SIDE / FRONT YARD.

THE SHOE STRING

Moderate Improvements

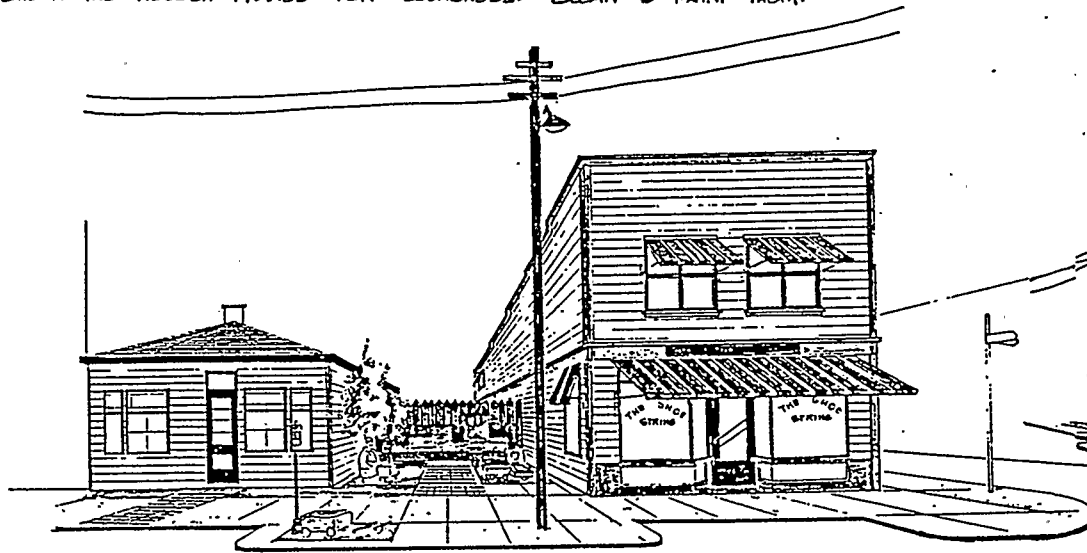
PRESENT:



RECOMMENDATIONS:

THE APPROACH WOULD BE TO UNIFY THE RESIDENCE ON THE SIDE AND THE STORE INTO ONE INTERPRETIVE DESIGN.

- STORE:
- TAKE OFF ASHPHALT BRICK AND CHECK THE CEDAR SHING UNDERNEATH FOR SOUNDNESS.
 - REPLACE WITH NEW SIDING, IF REQUIRED AND COLOR THE FACE AS SHOWN IN THE SKETCH.
 - REMOVE THE ALUMINUM FRAMED WIRE MESH, FROM WINDOWS ON THE SECOND FLOOR.
 - CHECK THE WOODEN FRAMES FOR SOUNDNESS. CLEAN & PAINT THEM.

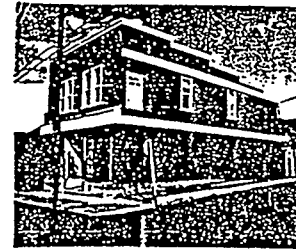


- REMOVE STUCCO FROM BULK HEADS AND REPLACE ORIGINAL WOOD & PAINT.
- PLACE A PROPORTIONATE SIGNAGE ON WINDOW, CANOPY OR SIGN BAND.
- PLACE CANOPIES ON THE MAIN & SECOND FLOOR TO COMPLEMENT THE COLOR SCHEME OF THE SIDING.

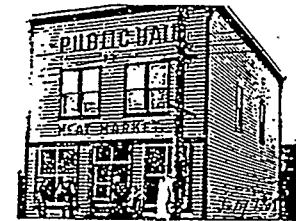
- RESIDENCE:
- REMOVE ALL ASHPHALT BRICK COVER & EXPOSE THE ORIGINAL SIDING UNDERNEATH.
 - CHECK THE ORIGINAL SIDING FOR SOUNDNESS OR REPLACE IT WITH NEW

HISTORY:

THE BUILDING WAS CONSTRUCTED BY TOB PERRY IN 1904, TO OPERATE AS A BUTCHER SHOP. A RESIDENCE TO THE REAR AND SIDE WAS ADDED ON SHORTLY AFTER. THE SECOND STORY ON TOP OF THE BUTCHER SHOP WAS BUILT IN 1906, AND USED AS A PUBLIC HALL FOR MEETINGS AND DANCES. IN 1927, THE COMPLEX WAS BOUGHT BY ALEX HOLYK, WHO RAN A GROCERY SHOP. HE ADDED AN EXTENSION ON THE BACK OF STORE. IN 1931, ALEX SOLD THE BUILDING AND IT REMAINED VACANT UNTIL IT WAS BOUGHT BY GEORGE BACK IN 1936. HE NOW HAS A SECOND HAND STORE OPERATING IN IT.



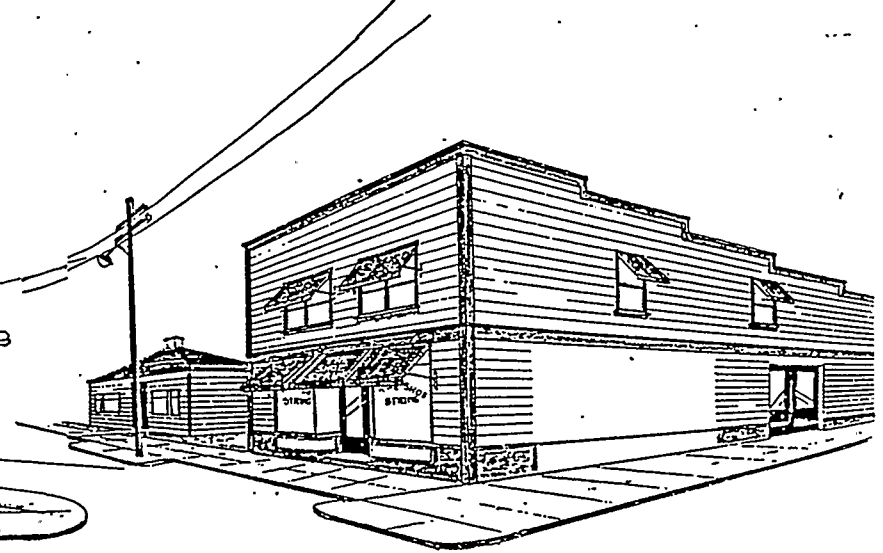
1937.



1910.

RECOMMENDATIONS CONTD.

AN INTERPRETIVE MURAL OF THE STREETScape IN 1904/1905 OR ANY OTHER RELATED TO THE MINING THEME MAY BE PAINTED ON THE SIDE WALL FACING THE STREET.



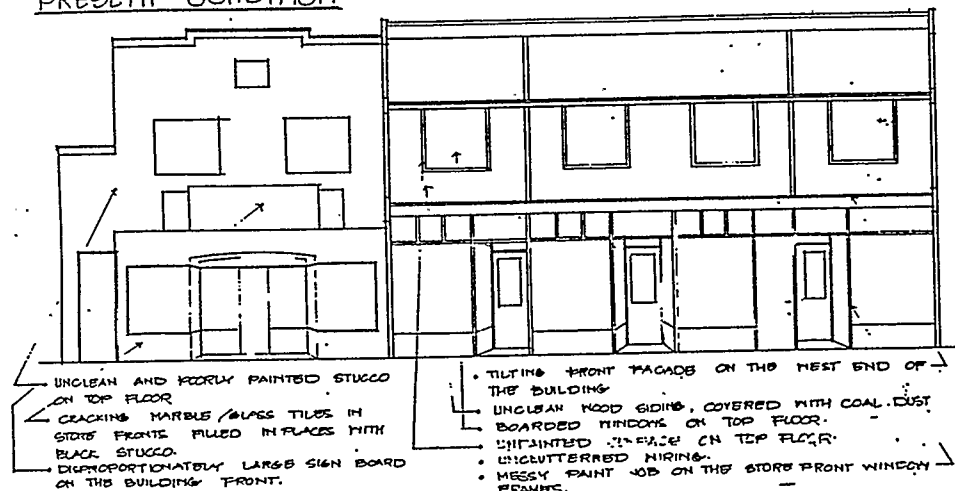
- PAINTED SIDING:
- REPLACE SIDING ON SIDE AS SHOWN IN THE SKETCH.
 - STRAIGHTEN OUT THE ROOF.
 - CLEAN & REPAINT THE SHINGLED ROOF.

- EMPTY LOT:
- BUILD A 6'0 HIGH FENCE ABOUT 10'0 RECESSED FROM THE STORE FRONT.
 - PAVE & LANDSCAPE THE AREA.
 - USE IT FOR INTERPRETIVE PURPOSES, CONSISTENT WITH THE MINING

CAMERON / GRAHAM BLOCK

PRESENT CONDITION

Major Improvements



RECOMMENDATIONS

CAMERON BLOCK

- ALIGN THE BUILDING HORIZONTALLY
- PLACE A VERTICAL STRIP ON THE EAST SIDE TO GIVE THE BUILDING A SYMMETRICAL LOOK
- REPLACE THE MODERN CORNICE ALONG WITH THE DECORATIVE EDGE
- REMOVE THE EXISTING PAINT FROM THE SIDING, CLEAN & PREPARE FOR A NEW PAINT JOB
- CLEAN AND PREPARE THE END STRIPS AND STORE FRONT FRAME FOR A NEW PAINT JOB
- PAINT THE BODY OF THE BUILDING AS RECOMMENDED
- PAINT THE NAME OF THE BUILDING IN A DARKER COLOUR ON THE BUILDING FRONT
- PLACE SIGN BETWEEN THE RECESSED ENTRANCE
- PAINT SIGN ON WINDOW FRAMES



GRAHAM BLOCK

ALTERNATIVE J

- FIX THE MARBLE FRONT AND EXTEND IT OVER THE EAST ENTRANCE FOR SECOND FLOOR
- REMOVE THE EXISTING WHITE SIGN BOARDS
- CLEAN THE UPPER FACADE AND PREPARE FOR A NEW PAINT
- EMPHASIZE THE CORNICE BY ADDING ANOTHER PROJECTION AND CARRYING IT OVER THE EAST ENTRANCE
- PAINT THE MAIN BODY OF THE BUILDING HIGHLIGHTING THE CORNICE
- PAINT SIGN IN THE DISPLAY WINDOW
- PLACE A PROPORTIONATE SIGN BOARD CARRYING THE NAME OF THE BUILDING

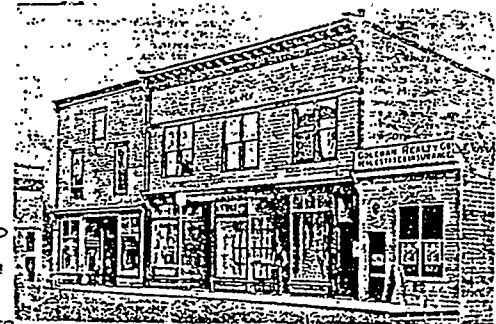
HISTORY

CAMERON BLOCK

CAMERON BLOCK WAS BUILT IN 1904, SOON AFTER MR. ALEX CAME TO COLEMAN. IT HOUSED MR. ALEX'S JEWELLERY BUSINESS UNTIL HIS DEATH IN 1935. IN 1905, HALF THE STREET INCLUDING THE CAMERON BLOCK, BURNED DOWN AS A RESULT OF A FIRE THE BUILDING WAS BUILT OVER AGAIN IN 1900. AFTER MR. ALEX'S DEATH, THE BUILDING HOUSED M.L. OUMETTE'S MERCANTILE WHILE MR. OUMETTE WAS IN CAMERON BLOCK, A SECOND STOREY WAS RACED ON THE BUILDING TO THE WEST HOUSING A SMALL REAL ESTATE AND INSURANCE OFFICE. THE ADDITION WAS BUILT AS A CONTINUATION OF ITS BOOM TOWN FACADE. OUMETTE MOVED HIS MERCANTILE BUSINESS TO THE PRESENT DAY HOME HARDWARE BUILDING (1986) IN 1917. THIS MADE WAY FOR JAMES ALLEN TO OPEN HIS OWN COLEMAN CASH GROCERY BUSINESS. THE ALLONS REMAINED IN THE BUILDING UNTIL 1960. SINCE 1960, CAMERON BLOCK HAS BEEN OCCUPIED BY MANY SMALL BUSINESS AND TODAY (1986) IS OWNED BY S.C. PROPERTIES IN CALGARY, WHO RENT THE BUILDING TO A CERAMICS BUSINESS.

GRAHAM BLOCK

THE GRAHAM BLOCK WAS FIRST BUILT FOR FRANK & GRAHAM. THIS BUILDING HAS SURVIVED THE FIRE THAT ENVELOPED THE ENTIRE BLOCK IN 1905. IT WAS REBUILT IN 1906 BY BOWMAN DISNEY. THE WEST HALF OF THE BUILDING WAS A BARBER SHOP & TOBACCO SHOP, WHILE THE EAST HALF CONTAINED A CONFECTORY AND PHARMACY RUN BY HARRY PARKS. IN 1918, F.G. GRAHAM BECAME THE POST MASTER AND MOVED HIS BARBER SHOP WITH HIM TO THE BUILDING TO THE EAST. AFTER GRAHAM THE BUILDING HAD BEEN OCCUPIED BY A CHINESE RESTAURANT, USED FURNITURE, ROLLER SKATING RINK, SHOEMAKER AND THEN A STORE OWNED BY ROLAND SAAD. IN 1946, THE BUILDING WAS SOLD TO G.L. CHALMERS. MR. CHALMER BEGAN RENOVATIONS THAT SAME YEAR AND REMAINS THAT WAY. CHALMERS JEWELLERY CLOSED IN 1976 AND THE GRAHAM BLOCK HAS CONSEQUENTLY BEEN PASSED TO LINDA NORMAND WHO RENTS THE COMMERCIAL AREA TO A CERAMICS BUSINESS (1986).



ALTERNATIVE II

- TAKE OFF THE STUCCO AND MARBLE FROM THE FRONT FACADE
- REBUILD THE STORE FRONT, PUTTING TRANSOM WINDOWS IN PLACE
- STRAIGHTEN OUT THE CORNICE ON TOP AND FINISH THE EDGE WITH DECORATIVE PIECES
- REPLACE THE STUCCO FRONT WITH SIDING
- PAINT THE SIDING AND WINDOW FRONT
- PAINT THE NAME OF THE BUILDING ON TOP OF THE SIDING
- PAINT THE SIGN IN THE DISPLAY WINDOW

Appendix 3

Funding Sources

ALBERTA CULTURE

- Local Restoration Assistance Programme
- Registered Historic Resources Assistance Programme
- Provincial Historic Resources Assistance Programme (available for sites registered as Provincial Historic Resource)
- Museum Assistance Programme
- Historical Publication Assistance Programme
- Special Historical Project Assistance Programme (for organising or reviving events prior to 1945)

EMPLOYMENT AND IMMIGRATION CANADA

- Canada Works Programme

ALBERTA ECONOMIC DEVELOPMENT

- Alberta Locations Programme (to attract businesses to locate downtown)
- Sites Location Assistance Programme
- Management Assistance Programme/Retail Management Assistance Programme
- Business Counselling
- Business Workshops
- Small Business Guides/Brochures and Information on Available Services

ALBERTA MANPOWER

- Youth Employment and Training Programme
- Alberta Environment Employment Programme

ALBERTA RECREATION PROGRAMME

- Community Recreation/Cultural Grant Programme

ALBERTA TOURISM

- Tourism Planning Model - A Guide to Organise Tourism in Your Community
- Street Assistance Programme

ALBERTA TRANSPORTATION

- Public Transportation Operating Assistance Grant Programme
- Major Continuous Corridors and Primary Highway Connectors/Primary Highway Maintenance Programme

HERITAGE CANADA PROGRAMME

CANADA MORTGAGE AND HOUSING CORPORATION

DRIE AND ALBERTA TOURISM AND SMALL BUSINESS

- Canada/Alberta Subsidiary Agreement on Tourism Development