

In It Together: Bringing Back Canada's Main Streets Actions Summary - by Lead Actor

1. Actions for Federal Government					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status ¹
1. Redesign commercial rent assistance programs based on lessons to date, in consultation with the business community (Action 4.4)	Provincial governments Business associations	Business Financial Support	Immediate	<ul style="list-style-type: none"> BBMS Small-Business-Friendly Policy Solution brief Australia's Rent Relief program Canada Emergency Rent Subsidy (CERS) 	<ul style="list-style-type: none"> New Canada Emergency Rent Subsidy (CERS) terms were announced in October 2020 to provide direct relief to businesses, non-profits, and charities.
2. Extend and expand emergency small business financial assistance to address ongoing revenue and cashflow shortfalls well into 2021. (Action 4.6)	Business associations	Business Financial Support	Immediate	<ul style="list-style-type: none"> Canada Emergency Wage Subsidy (CEWS) Canada Emergency Business Account (CEBA) 	<ul style="list-style-type: none"> Changes to Canada Emergency Wage Subsidy (CEWS) were announced in November 2020. Addition to Canada Emergency Business Account (CEBA) announced in December 2020 to include an additional interest-free \$20,000 loan, 50% of which would be forgivable.
3. Increase support for digital transformation for main street businesses and work to develop new digital skills among small business owner (Action 4.7)	Provincial governments Local governments Business associations Non-profits	Business Financial Support and Training	Immediate	<ul style="list-style-type: none"> Digital Main Street Shop Here Digital Main Street Transformation Teams 	<ul style="list-style-type: none"> \$42.5 million investment made by FedDev Ontario to expand the Digital Main Street (DMS) platform in Ontario made in September 2020
4. Create grants and community-supported investment funds to fund businesses run or owned by people who self-identify as Black, Indigenous, People of Colour, another racialized group, or New Canadians, women, LGBTQ+ or people with disabilities. (Action 4.16)	Business associations Philanthropists	Business Financial Support	Immediate and Longer-term	<ul style="list-style-type: none"> Ryerson Black Innovation Fellowship Canadian Black Opportunity Fund 	<ul style="list-style-type: none"> Federal government's Black Entrepreneurship Program launched in May 2020
5. Provide funding for community and business organizations to animate public spaces in order	Local governments	Program/Fund	Immediate and Longer-term	<ul style="list-style-type: none"> Quartier des Spectacles Canada Healthy Community Initiative 	<ul style="list-style-type: none"> The Canada Healthy Community Initiative will fund public spaces improvements

¹ Note: This is not a compressive progress report, but rather identifies key actions the Federal government has taken towards the listed actions.

1. Actions for Federal Government					
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to attract people to main streets. (Action 1.2)	Business associations Local communities				
6. Develop a national strategy on mental health, addictions, and street involvement, and provide increased, targeted funding to support collaborative partnerships to address these issues. (Action 2.11)	Other levels of government BIAs/BIDs/BIZs/SDCs Non-profits Social service and health/mental health agencies Police authorities	National Strategy	Next	<ul style="list-style-type: none"> City of Calgary \$25M mental health and addiction strategy OBIAA calls for National Mental Health Strategy 	
7. Support the development of affordable housing such as through modular housing units to create housing options for street-involved people quickly. (Action 1.13)	Federal government Provincial governments Local governments Non-profits/charities Developers	Program/Fund	Next	<ul style="list-style-type: none"> City of Toronto Affordable Modular Housing project City of Abbotsford modular housing for homeless populations Vancouver's modular housing with wraparound supports CMHC Rapid Housing Initiative (RHI) 	<ul style="list-style-type: none"> The Government of Canada, through Canada Mortgage and Housing Corporation (CMHC), launched the Rapid Housing Initiative (RHI) - \$1 billion to help address urgent housing needs of vulnerable Canadians, especially in the context of COVID-19, through the rapid construction of affordable housing.
8. Include requirements for local and diverse procurement in funding agreements with provincial and municipal governments (Action 4.18)	Federal government	Procurement Policy	Next		
9. Invest in data collection to provide policy makers better access to information about the health of the business sector and support decision-	Federal government	Data Improvements	Next	<ul style="list-style-type: none"> JP Morgan Cash is King: Flows, Balances, and Buffer Days 	

1. Actions for Federal Government					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status ¹
making about the recovery. (Action 5.6)	Private sector				
10. Encourage Statistics Canada to update business and retail data definitions and identify new data collection methods for measuring the challenges faced by minority-run business owners. (Action 5.7)	Federal government	Data Improvements	Next		
11. Work with provincial/territorial and municipal governments in joint governance structures and engage the community and business sectors to address complex main street challenges. (Action 5.10)	Other levels of government	Collaborative Agreements	Next	<ul style="list-style-type: none"> • Vancouver Agreement • Winnipeg Regeneration Strategy • Policy Paper, A National Urban Policy for Canada? The Implicit Federal Agenda 	
12. Create a modern version of the federal Main Streets Canada program to provide leadership that supports communities and local government in transforming and improving their main streets. (Action 5.11)	Local communities BIAs/BIDs/BIZs/S DCs	Program/Fund	Next	<ul style="list-style-type: none"> • Mainstreet.org (US) • Highstreets Task force (UK) • Archived Canadian National Trust Main Street Program 	
13. Develop a national main street fund that provides micro-grants to support business associations and community organizations with undertaking economic and community development projects. (Action 5.12)	Provincial governments BIAs/BIDs/BIZs/S DCs	Program/Fund	Longer-term		
14. Introduce a Refundable Rehabilitation Tax Credit for commercial entities investing in older and heritage properties. (Action 3.10)	Federal government	Financial Incentive	Longer-term	<ul style="list-style-type: none"> • U.S. model Refundable Rehabilitation Tax Credit • National Trust policy objective 	

2. Actions for the Provincial Government					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(Can be filled in by local organizations)</i>
1. Provide tax credits and other incentives to encourage Canadians to spend money on local businesses and travel. (Action 1.4)	Local governments Tourism associations	Financial Incentive	Immediate	<ul style="list-style-type: none"> • N.B. travel incentive program • My Ottawa Pass 	
2. Offer financial assistance and waive fees to mitigate the costs to small businesses of adapting to COVID-19 (Action 4.3)	Provincial governments Local governments Community foundations Private sector	Emergency Business Support	Immediate	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution brief • Alberta's SME Relaunch Grant • Edmonton's Economic Recovery grant • Montreal financial supports for businesses • Ontario's Main Street Relief Grant: PPE support 	
3. Work with insurance providers, industry associations and regulators to identify solutions to increasing insurance rates for main street small businesses. (Action 4.5)	Insurance associations & regulators	Engagement	Immediate		
4. Increase support for digital transformation for main street businesses and work to develop new digital skills among small business owners. (Action 4.7)	Federal governments Local governments Non-profits	Program/Fund	Immediate	<ul style="list-style-type: none"> • Digital Main Street Shop Here • Digital Main Street Transformation Teams • Victoria's YYJ for Locals 	
5. Work with the federal and municipal governments in joint governance structures and engage the community and business sectors to address complex main street challenges. (Action 5.10)	Other levels of government	Collaborative Agreement	Next	<ul style="list-style-type: none"> • Vancouver Agreement • Winnipeg Regeneration Strategy • Policy Paper, A National Urban Policy for Canada? The Implicit Federal Agenda 	
6. Pilot and then consider permanently adjusting liquor license laws to permit bars and restaurants to sell beer and wine "to go" and	Provincial governments	Provincial Regulation	Immediate and Longer-term	<ul style="list-style-type: none"> • BBMS Planning & Urban Design Solution brief • City of Vancouver alcohol consumption 	

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allow alcohol to cross sidewalks and be consumed in public spaces. (Action 2.9)				in public spaces pilot <ul style="list-style-type: none"> Summary of Provincial Liquor License Changes 	
7. Explore opportunities for using tax credits and other incentives to encourage property owners to rent to community groups and non-profits on main streets, such as childcare facilities, community hubs, maker spaces, community kitchens and more. (Action 3.5)	Local governments	Financial Incentives	Longer-term		
8. Establish a renewed vision and mandate for BIAs/BIDs/BIZs/SDCs that reflect their expanded role in city-building and allow more flexibility to take on expanded responsibilities, where appropriate. (Action 5.13)	BIA/BID/BIZ/SDC associations	Provincial Regulation	Longer-term		
15. Create an Opportunity Zone initiative to catalyze investment in main streets. (Action 5.4)	Local governments Private sector/investors Developers	Financial Incentive	Longer-term	<ul style="list-style-type: none"> Policy Paper, Opportunity Zones: An Opportunity for Ontario “The Deep Dive with John Lettieri: What Bruce Katz thinks about Opportunity Zones” “Do Opportunity Zones mean opportunity for Canadian companies?” 	

3. Actions for Municipal Governments					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
1. Offer financial assistance and waive fees to mitigate the costs to small businesses of adapting to COVID-19 (Action 4.3)	Provincial governments Local governments Community foundations Private sector	Emergency Business Support	Immediate	<ul style="list-style-type: none"> BBMS Small-Business-Friendly Policy Solution brief 	
2. Provide or increase grants or property tax relief for live music and cultural venues. (Action 3.1)	Cultural groups	Tax Policy	Immediate	<ul style="list-style-type: none"> City of Toronto property tax relief for live music venues City of Vancouver COVID-19 Cultural Impact Critical Assistance grants 	
3. Provide space and amenities (such as toilets, handwashing stations, cooled/heated spaces) to allow all people to safely gather on main streets. (Action 1.6)	Non-profits Social service agencies	Public Realm - Initiative	Immediate	<ul style="list-style-type: none"> Showers of Blessing City of Toronto COVID sanitation services Durham Region opens public toilets handwashing stations and showers 	
4. Support year-round sidewalk cafes and patios by reducing or eliminating fees, streamlining and fast-tracking approvals, and allowing annual permits (Action 2.6)	BIAs/BIDs/BIZs/S DCs	Public Realm – Initiative	Immediate	<ul style="list-style-type: none"> BBMS Planning & Urban Design Solution brief Halifax moved from a seasonal permit to an annual year-round permit City of Edmonton application process City of Calgary patio program application 	
5. Host events and streamline the process for applying for event and festival permits that safely bring people to main streets, both during and after the pandemic. (Action 1.3)	BIAs/BIDs/BIZs/S DCs	Process Improvement - Events	Immediate and Longer-term	<ul style="list-style-type: none"> Fleurs de Villes London Scavenger Hunt on the Thames City of Edmonton Downtown Live Summer Series 	

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Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
				<ul style="list-style-type: none"> Inclusive Event Planning After COVID-19 Guide 	
6. Look for opportunities to expand the cycling networks that link main streets to neighbourhoods and downtowns. (Action 2.18)	Community groups BIAs/BIDs/BIZs/S DCs	Public Realm – Capital Improvement	Immediate and Longer-term		
7. Engage with the federal, provincial/territorial in joint governance structures, and engage the community and business sectors to address complex main street challenges. (Action 5.10)	All 3 levels of government	Collaborative Agreements	Next	<ul style="list-style-type: none"> Vancouver Agreement Winnipeg Regeneration Strategy Policy Paper, A National Urban Policy for Canada? The Implicit Federal Agenda 	
8. Review municipal permitting processes to ensure they support new business creation. (Action 4.12)	Business community	Process Improvement	Next	<ul style="list-style-type: none"> Safeguarding Small Business During The Pandemic: 26 Strategies For Local Leaders Report 	
9. Review and update municipal procurement policies to include strategies for local and diverse procurement. (Action 4.17)	Industry Associations	Procurement Policy	Next	<ul style="list-style-type: none"> BCLOCO study The Power of Purchasing: The Economic Impacts of Local Procurement 	
10. Use community benefit agreements and approaches to include purchasing from local and diverse businesses, and job-creation for equity-seeking groups as part of infrastructure projects. (Action 4.19)	Industry Associations	Procurement Policy	Next	<ul style="list-style-type: none"> Communitybenefitsagreements.ca 	
11. Explore options to reduce or mitigate the property tax burden on main street small businesses, such as by enabling municipalities to set differential tax rates or caps to establish new commercial property classes, or to implement split assessment that reflect current	Provincial government	Tax Policy	Next		

3. Actions for Municipal Governments					
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rather than unrealized future use. (Action 4.21)					
12. Mitigate the impacts of “highest and best use” by taxing buildings based on their current use. (Action 4.22)	Property Assessment Associations	Tax Policy	Next		
13. Explore options for mitigating pandemic-related assessment changes and tax shifts across commercial properties such as by capping tax increases and decreases at a maximum percentage (Action 4.23)	Provincial governments	Tax Policy	Next	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution brief 	
14. Assess need and options for mitigating pandemic-related assessment changes and tax shifts across commercial properties (Action 4.24)	Provincial government	Tax Policy	Next	<ul style="list-style-type: none"> • Nova Scotia Bill 52: Differentiated Commercial Tax Rates • Property tax relief for cultural venues in Toronto • BBBMS Small-Business-Friendly Policy Solution brief 	<ul style="list-style-type: none"> •
15. Review how vacant space is treated in tax policy to ensure that it does not deter landlords from renting to new businesses (Action 2.13)		Tax Policy	Next	<ul style="list-style-type: none"> • Toronto banned tax rebates for vacant properties • BBMS Small-Business-Friendly Policy Solution brief). 	
16. Explore the potential for turning the newly-introduced temporary road and sidewalk changes, patio programs, and other quick response projects into permanent or longer-term programs. (Action 2.14)	Community groups Business associations	Public Realm - Initiative	Longer-term	<ul style="list-style-type: none"> • NYC Permanent Patio Programs • Edmonton’s winter patios • Ottawa continued the waiving of fees for all patio and café permits 	
17. Create strategic implementation groups made up of multidisciplinary municipal staff to lead and engage the public in main street planning and urban design projects. (Action 2.15)	Community groups	Process Improvement	Longer-term		

3. Actions for Municipal Governments					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
18. Conduct research into the opportunities and barriers to light industrial and manufacturing innovation spaces on or near main streets. (Action 2.17)	Researchers/practitioners	Planning Policy	Longer-term	<ul style="list-style-type: none"> City of Vancouver Industrial Innovation Spaces report Greenpoint Manufacturing and Design Center City of Toronto Factory 6 residential and manufacturing project 	
19. Relax zoning on some main streets to allow for light industrial uses and a greater diversity of uses. (Action 2.16)	Practitioners	Planning Policy	Longer-term		
20. Explore opportunities for conversion of office space to residential or other commercial uses in areas where there is an excess of office space (Action 1.10)	Developers/Commercial landlords	Planning Policy	Longer-term	<ul style="list-style-type: none"> BBMS Planning & Urban Design Solution brief. Article, Office-to-residential conversion hailed as 'tangible example' of 'Calgary in the new economy' 	
21. Use planning tools such as the development permit system and inclusionary zoning to promote distributed residential density and provide more affordable housing opportunities near neighbourhood main streets (Action 1.11)	Provincial government Researchers/practitioners	Planning Policy	Longer-term	<ul style="list-style-type: none"> Report, Distributed Density (Ryerson University) BBMS Planning & Urban Design Solution Brief 	
22. Explore the use of form-based-codes to reduce uncertainty for developers and communities in order to encourage more residential density on and near main streets. (Action 1.12)	Researchers/practitioners	Planning Policy	Longer-term	<ul style="list-style-type: none"> BBMS Planning & Urban Design Solution Brief Form-Based Codes Defined 	
23. Utilize municipal planning tools to encourage better and more appropriate retail ground floor units on main streets (Action 4.24)	Private sector Developers	Planning Policy	Longer-term	<ul style="list-style-type: none"> BBMS Planning & Urban Design Solution Brief City of Toronto Retail Design Manual 	

3. Actions for Municipal Governments					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
24. Look for opportunities to permanently widen sidewalks while improving accessibility for people with disabilities. (Action 2.19)	Developers Community groups BIAs/BIDs/BIZs/S DCs	Public Realm – Capital Improvement	Longer-term		
25. Explore options to leverage municipal financial tools including capital facilities agreements and development charges, to support the creation of new public and community spaces on main streets. (Action 3.7)	Non-profits	Planning Policy	Longer-term	<ul style="list-style-type: none"> • Community hubs in Ontario: A strategic framework and action plan 	
26. Introduce tax policies or grants to encourage sustainability-focused heritage rehabilitation on main streets. (Action 3.9)	BIAs/BIDs/BIZs/S DCs	Financial Incentive	Longer-term	<ul style="list-style-type: none"> • City of Victoria Heritage Tax Incentive Program Description • City of Kingston Heritage Grants/Tax Relief Programs 	

Actions for Local Government, Business/Economic Development Associations and BIAs/BIDs/BIZs/SDCs					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
1. Create a standard set of COVID-19 prevention strategies and encourage main street businesses and other establishments to advertise their commitment to the protocols through a standardized “seal of approval” or branding. (Action 1.1)	Industry associations	Program	Immediate	<ul style="list-style-type: none"> • POST Promise 	
2. Provide funding for community and business organizations to animate public spaces in order to attract people to main streets. (Action 1.2)	Community groups	Program/Fund	Immediate	<ul style="list-style-type: none"> • Quartier des Spectacles • Canada Health Community Initiative 	
3. Collect neighbourhood-level data in order to measure the economic recovery and support decision-making at the local level. (Action 5.5)	Post-secondary institutions	Data Collection	Immediate	<ul style="list-style-type: none"> • Downtown Vancouver BIA COVID Impact Report • BBMS Block Studies 	
4. Continue to identify main streets that would benefit from more space for pedestrians and prioritize street conversions. (Action 2.1)	Community groups	Public Realm – Initiative	Immediate	<ul style="list-style-type: none"> • BBMS Planning & Urban Design Solution brief • City of Moncton makes Main Street One-way • City of Victoria Physical Distancing on Local Streets • City of Edmonton Temporary Outdoor Patios, Sidewalk Cafes 	
5. Use tactical urbanism design interventions and programming to activate and beautify road conversion projects (Action 2.2)	Artists/designers	Public Realm – Initiative	Immediate	<ul style="list-style-type: none"> • Happy City Toolkit 	
6. Ensure that street conversion interventions are designed and implemented in an equitable way and provide opportunities for community input	Community groups	Public Realm – Initiative	Immediate	<ul style="list-style-type: none"> • Happy City Toolkit • Oakland California's “Slow Streets” 	

Actions for Local Government, Business/Economic Development Associations and BIAs/BIDs/BIZs/SDCs

Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
early in the design process, without compromising the need to move quickly (Action 2.3)				<ul style="list-style-type: none"> project • NAACTO Street Rebalancing Guide includes Streets for Protest 	
7. Ensure that street conversion interventions are designed and implemented in an equitable way and provide opportunities for community input early in the design process, without compromising the need to move quickly (Action 2.3)	Community groups	Public Realm – Planning	Immediate	<ul style="list-style-type: none"> • Happy City Toolkit • Oakland California's "Slow Streets" project • NAACTO Street Rebalancing Guide includes Streets for Protest 	
8. Closely monitor the results and adjust street conversion projects to address issues and make improvements. (Action 2.4)	Community groups	Public Realm – Planning	Immediate	<ul style="list-style-type: none"> • BBMS Planning & Urban Design Solution brief • Street Rebalancing Guide • Toronto's Quiet Streets 	
9. Develop local plans, strategies, and design guidelines for winter-friendly placemaking and encouraging people to spend time on main street during winter. (Action 2.7)	Researchers/practitioners	Public Realm – Planning	Immediate	<ul style="list-style-type: none"> • City of Edmonton Winter Excitement Guide and Winter City Design Guidelines • Winter Lab (French) • Chicago's Winter Dining Challenge 	
10. Develop creative solutions and offer financial incentives, micro-grants, and crowdfunding platforms to support businesses adapting to winter during COVID-19 (e.g. tents, use of parking lots, snow removal). (Action 2.8)	Financial institutions	Public Realm – Planning	Immediate		
11. Create local events and campaigns to encourage people to support live music and theatre venues. (Action 3.2)	Non-profits Culture industry associations	Programming	Immediate	<ul style="list-style-type: none"> • We Make Events' #RedAlertRESTART campaign (U.S.) 	

Actions for Local Government, Business/Economic Development Associations and BIAs/BIDs/BIZs/SDCs					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
12. Provide support for small business in sourcing the materials, expertise, and labour needed to adapt to COVID-19 (Action 4.1)		Emergency Business Support	Immediate	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution brief 	
13. Support small businesses in accessing legal and realty advice, and negotiations support. (Action 4.2)	Lawyers and real-estate brokers	Emergency Business Support	Immediate	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution brief • National Canadian Lawyers' Initiative 	
14. Build capacity and knowledge among business associations and local businesses to deal with complex safety and inclusion issues that have an impact on the neighbourhood as a whole, and advocate for the necessary supports.	BIA/BID/BIZ/SDC Associations	Engagement	Immediate and Longer-term	<ul style="list-style-type: none"> • Downtown Yonge BIA resources on safe and inclusive streets • Strathcona's community-based model of safety • Downtown Winnipeg's Mobile Assist and Connection Team 	
15. Create affordable city or neighbourhood level delivery services (Action 4.8)	Private sector/tech developers Non-profits Post-secondary institutions	Program	Immediate	<ul style="list-style-type: none"> • (see the Retail Operations Solution Brief). • Breaking Bread small food service business directory • Shop Ottawa online directory • Belleville Downtown District Marketplace 	
16. Establish online marketplaces and business directories to help businesses serve their customers online. (Action 4.9)	Non-profits	Program	Immediate	<ul style="list-style-type: none"> • Montreal's urban delivery service provided to merchants • Local delivery service in Town of Innisfil • Love Local Delivery in Ottawa • BBMS Retail Operations Solution Brief 	
17. Encourage and support collaboration between main street businesses to facilitate co-marketing, resource and information sharing, and collective problem solving. (Action 4.10)	Local businesses	Engagement	Immediate	<ul style="list-style-type: none"> • Small Business BC Digital Meetups 	

Actions for Local Government, Business/Economic Development Associations and BIAs/BIDs/BIZs/SDCs

Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
18. Provide support for small businesses owners with managing the bankruptcy process and transitioning or restarting their businesses. (Action 4.11)		Program	Immediate/Next		
19. Engage artists and designers in driving the recovery of main streets. (Action 5.2)	Artists and designers	Engagement	Immediate	<ul style="list-style-type: none"> • Main Street Design Challenge • STEPS Main Street Art Challenge • BigArtO 	
20. Continue to invest in public space amenities that make downtowns attractive to employers and employees. (Action 1.9)	Community groups Developers/private sector	Public Realm – Capital Improvements	Next	<ul style="list-style-type: none"> • BBMS Planning & Urban Design Solution brief 	
21. Develop a coordinated approach to occupying and animating vacant retail spaces (Action 2.12)	Private sector/non-profit business incubators Artists and designers	Program	Next	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution Brief • BBMS Operational Trends and Actions Solution Brief • Brika • 1M Feet • Empty No Longer • Shunpike Storefronts program 	
22. Lease or purchase strategic vacant spaces and sub-lease to businesses or community organizations and non-profits in a coordinated way. (Action 3.3)	Non-profits Community groups	Real Estate Solution	Next	<ul style="list-style-type: none"> • BBMS Small-Business-Friendly Policy Solution Brief • BBMS Operational Trends and Actions Solution Brief 	
23. Identify strategic properties on or adjacent to main streets, such as parking lots and derelict properties, for purchase and conversion to green or outdoor amenity space. (Action 3.12)	Private sector Parking authorities	Public Realm – Capital Improvement	Next	<ul style="list-style-type: none"> • BBMS Planning & Urban Design Solution brief • Winnipeg BIZ parking lot to patio conversion • New Orleans Lot Next Door 	

Actions for Local Government, Business/Economic Development Associations and BIAs/BIDs/BIZs/SDCs					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
				Program	
24. Develop market research programs and tools to help identify retail and other business gaps on main streets, and then work on recruiting local entrepreneurs to fill those gaps. (Action 4.140)	Private sector	Program	Next		
25. Develop new micro-grant programs to support new business development. (Action 4.15)	Local governments	Program	Next		
26. Establish neighbourhood main street offices to engage communities and businesses in main street recovery and planning. (Action 5.14)	Community groups	Program	Longer-term		
27. Use vacant or leftover space on main streets to establish parkettes, plazas or pop-up plazas that allow for social activity and gathering, while maintaining social distancing.	Non-profits Community organizations	Public realm – Capital Improvement	Immediate and Longer-term	<ul style="list-style-type: none"> • City of Vancouver pop-up plaza and parklet program • Victoria My Great Neighbourhood Grants. 	

Actions for Other Key Players					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
1. Create affordable city or neighbourhood level delivery services (Action 4.8)	Private sector/tech	Program	Immediate	<ul style="list-style-type: none"> • Breaking Bread small food service business directory 	

Actions for Other Key Players					
Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
	developers Non-profits Post-secondary institutions			<ul style="list-style-type: none"> • Shop Ottawa online directory • Belleville Downtown District Marketplace 	
2. Create grants and community-supported investment funds to fund businesses run or owned by people who self-identify as Black, Indigenous, People of Colour, another racialized group, or New Canadians, women, LGBTQ+ or people with disabilities. (Action 4.16)	Philanthropists	Program/Fund	Immediate and Longer-term	<ul style="list-style-type: none"> • Ryerson Black Innovation Fellowship • Canadian Black Opportunity Fund • Federal government's Black Entrepreneurship Program 	
3. Conduct research to better understand how behaviour change science can be used to encourage people to support local, both during and after the pandemic. (Action 1.7)	Researchers	Research	Next	<ul style="list-style-type: none"> • Behavioural Insights Team 	
4. Create local currencies to facilitate or incentivize local consumption and build stronger community connections. (Action 1.8)	Non-profits Private sector	Program	Next	<ul style="list-style-type: none"> • Calgary dollars and Bristol pound • Dollar Solidaire • The Local Frequency 	
5. Collect and share best practice responses to main street recovery. (Action 5.9)	Non-profits Researchers	Research	Next	<ul style="list-style-type: none"> • City Share Canada 	
6. Develop tools to help BIAs/BIDs/BIZs/SDCs and local governments with equity-based planning and placemaking for main street recovery. (Action 2.5)	Researchers Practitioners	Research	Next	<ul style="list-style-type: none"> • A Call to Courage (Jay Pitter) 	
7. Explore the establishment of land banks and other community ownership models to lease space to small and independent businesses, or for other community uses. (Action 3.4)	Financial institutions Community developers	Real Estate Solution	Next	<ul style="list-style-type: none"> • (see the Small-Business-Friendly Policy Solution brief). • Parkdale Land Trust • US National Land Bank Network Act • Article Can Land Banks Get Us out 	

Actions for Other Key Players					
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	Non-profits			of this Mess	
8. Create a 'Business-in-a-Box' program to provide neighbourhood entrepreneurs with the support they need to create successful, scalable businesses. (Action 4.13)	Non-profits	Program	Next	<ul style="list-style-type: none"> • Wonderschool franchise model 	
9. Explore opportunities to support businesses with transitioning from dispersed product warehousing (e.g. international warehouses) to locally focused models in order to take advantage of local supply chains, reduce carbon impacts and reduce costs. (Action 4.20)	Practitioners	Research	Next		
10. Develop new micro-grant programs to support new business development. (Action 4.15)	Local governments	Program	Next		
11. Collect and share best practices for how libraries across Canada and around the world are adapting to meet the needs of main streets. (Action 3.8)	Non-profits Libraries	Research	Longer-term	<ul style="list-style-type: none"> • Library Council Going Forward from the Pandemic (US) 	
12. Explore the alternative funding models and philanthropy to rebuild, refurbish, and maintain parks and open spaces on and near main streets. (Action 3.11)	Non-profits Community groups Philanthropy	Fund	Longer-term	<ul style="list-style-type: none"> • (see the Planning & Urban Design Solution brief). • Bryant Park (U.S.) • Golden Gate Park Conservancy (U.S.) • The Meadoway, Toronto 	
13. Explore ways to create more secure tenancy for small business owners, either through community-based financing tools to enable them to buy their building, shared equity ownership, or the creation of land trusts. (Action 4.25)	Financial institutions Community groups	Real Estate Solution	Longer-term	<ul style="list-style-type: none"> • More Than a Pub (U.K.) • Fundrise (U.S.) • My Nico (U.S.) • Safeguarding Small Business During the Pandemic: 26 Strategies For Local Leaders Report 	

Actions for Other Key Players

Action	Collaborators	Type of Action	Timeframe	Examples/Resources	Progress/Status <i>(can be filled in by local organizations)</i>
14. Conduct research to quantify the economic, social, cultural, and environmental value of main streets. (Action 5.8)	Researchers	Research	Longer-term	<ul style="list-style-type: none"> • OBIAA Return on Investment of BIAs report • CUI's The Value of Investing in Canadian Downtowns • BCLOCO Report The Economic Impact of Local Businesses 	
15. Support the transformation and repurposing of surplus schools, faith buildings, and heritage buildings on main streets into community spaces through impact investment structures. (Action 3.6)	Non-profits	Investment Structure	Longer-term	<ul style="list-style-type: none"> • Trinity Centres Foundation • Faith for the Common Good 	