



# **Façade Improvement Programs: A Report to Centerville, Ohio**

**By**

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**Project Approved:**

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## **Executive Summary**

### **Overview: Reason for the Research**

The City of Centerville (Centerville) is a community maturing with an aging commercial and industrial building stock, which will make it struggle to be competitive in the marketplace, as neighboring areas like downtown Dayton, continue to develop as a location of choice (Centerville City planner). The City has also expressed particular stress on its aging population trend and has recognized the challenge for aging individual property owners to invest in their homes for necessary maintenance items such as roof tops, and painting.

To resolve this issue, Centerville is interested in what other cities have done to promote investment in the maintenance of commercial, industrial, and residential properties. To assist with this goal Centerville's City Planner/Zoning Administrator, Mr. Andrew Rodney, and the Economic Development Administrator, Mr. Nathan Cahall, enlisted graduate students in the Masters of Public Administration program at Wright State University (WSU research team). In light of certain criteria of Centerville, the research revealed that the major economic development tool cities have used to address this issue is, "Façade Improvement Programs."

### **Research design**

This report addresses the question: *what have other cities implemented to encourage and assist commercial, industrial, and residential property owners improve the external appearance of their properties?*

The WSU research team used different research methods to collect qualitative and quantitative data, like secondary analysis from studies and practices by other cities. The study looked at city practices of façade improvement programs across the nation. Cities were chosen based on reports from reputable organizations like University of Wisconsin, professional websites like International City/County Management (ICMA), and recommendations from

individuals like Centerville's City Planner. Furthermore, interviews with one representative in 14 cities with FIP, was another research method used and the cities were chosen based on certain criteria like award winners, cities with similar demographic as Centerville. In addition, the research team with the assistance the Office of Business Opportunities in Columbia, South Carolina (Columbia), administered a questionnaire created by the research team. The purpose was to get feedback from past commercial property owners who participated in Columbia's FIP.

### **What is in a Façade Improvement Program?**

A façade improvement program (FIP) is a tool used by cities whereby the city provides property owners with monetary funds to make improvement on their property.

Commercial/industrial and residential facade improvement programs have somewhat different purposes. A purpose for commercial/industrial FIP can be used to prevent building deterioration, thereby increase business growth. A purpose of residential FIP can be to improve the physical appearance of homes thereby increasing property value. The type of financing tool cities use to fund the program is either through grants or loans, and the research show that most cities use grants.

Commercial and residential façade improvement programs usually have requirements for applying for the program, this requirements include: eligible participants/buildings which can be commercial property owners or renters of commercial property with written permission, home owners, buildings of a certain age. Non-eligible participants/buildings are usually improvements that start before the owner is given a contract by the city for FIP. The FIP also includes eligible and ineligible improvements. Some eligible improvements include: replacement or installation of storefront windows and doors, replacement or installation of awnings and canopies. Ineligible improvements can include: landscaping, parking lots, HVAC, and internal improvement.

The program usually have an application process for applying which usually include an application, doing the improvement, and receiving the funds.

### **Conclusions: Key Features of a Façade Improvement Program**

A façade improvement program will help the City of Centerville build its commercial, industrial and residential stock, if implemented successfully. The research has shown that, façade improvement programs vary from city to city. However, there are certain key features necessary to make a façade improvement program successful. The researched revealed that there is a lack of evaluation of façade improvement programs before and after their implementation.

### **Return on Investment**

The WSU research team found no evaluation measure for what is considered a best practice for FIP, nor is there a ratio that determines what a good measure of return on investment (ROI). For example, in 2015, Painesville, OH spent \$30,000 of public funds and \$100,000 in private funds for a ratio of 3.3:1 (Painesville, personal communication, March 21, 2016). Pittsburg, PA has also has maintained a ratio of 3:1. Other examples include: Platte City with an ROI of \$200,000 of public funds and \$4,620,000 in private funds for a ratio of 23.1:1 (Platte City, personal communication, April 4, 2016), Maricopa, AZ with an ROI of \$1,200 of public funds and \$46,000 in private funds for a ratio of 38.1: 1 (Maricopa, personal communication, March 23, 2016). These ROI's vary because cities include different things in calculating the ROI some cities include only external improvements, while some cities, make exceptions for some property owners and allow internal improvements. Others include internal improvements or other improvements the property owner already planned on doing with his/her own funds apart from the FIP funds or improvements.

Despite the lack of evaluation and determination of what is considered best practices or good ROI, the WSU research team found important fundamental features necessary to make a façade improvement program work well and prevent future problems. These following key features were identified as representative from the 14 cities that have facade improvement program experiences. These key features include:

- A clearly defined purpose for the façade
- Making the process personable
- Deciding on the matching amount and the maximum funding amount:
- An easy application and understandable selection process
- A well-defined, strategic and focused target area written in clear language
- Clearly defined eligibility and ineligible criteria
- Clearly defined design guidelines

Although there is a lack of quantifiable economic impact based on cities interviewed there are qualitative benefits that have been expressed throughout phone interviews conducted, that cities have expressed. These qualitative benefits include:

- Constituents gain a sense of community and recognize the importance of retaining the feeling and character of the community
- Residents feel they are a part of a positive community
- A more attractive retail environment
- Building upgrades increases value of building and property values within designated areas
- Sales increase when customers enjoy their shopping experience

- Improvements encourage neighboring businesses to improve their buildings
- A new look that catches people attention (increased vibrancy).

### **Recommendations**

#### **A Strategic Approach to Allow Adjustments and Learn from other Cities**

If Centerville decides to implement a façade improvement program (FIP), the WSU's research team urges Centerville to consider strategically planning the FIP in stages. This recommendation is based on advice from the cities interviewed. The basic steps of a staged process would include:

##### **Stage 1: Planning**

- City Council develops a proposed budget for the program and decides on matching amount and maximum funding amount.
- Decide if funding should be dispensed by reimbursement or upfront. It is recommended that it should be reimbursement based on research done and interviews conducted.
- Decide on the target area.
- Put together the clear and specific application form to include:
  - Measurement indicators for before and after the improvement, so the data can be collected at the beginning. E.g. for commercial façade improvement - total receipts before and after the improvement, sales before and after the improvement, number of customers before and after the improvement, property value before and after the vibrancy of the environment,; E.g. for residential façade improvement – property value before and after improvement.

- Include feedback section in the evaluation for property/business owners
- Decide on the number of years for maintenance requirement after the improvement e.g. 2-5 years.

### **Stage 2: Advertise and implement program**

- Prepare a brochure for the program
- Advertise the program in places that are accessible to property owners and residents e.g. city website, grocery stores, city newsletter or bulletins, Better Business Bureau, Chamber of Commerce
- Implement the program

### **Stage 3: Evaluate and decide future of the program**

- The lack of evaluation of FIP programs makes it difficult to determine just how effective FIP programs are. If there was any type of evaluation, the evaluation design would be a one shot case study where the FIP is implemented then evaluated. A one shot case study should only be used when there is no available comparison group or pretest (evaluation) data as shown below. If there is a comparison group, the evaluation utilized is a one-group comparison design.
  - With that in mind the research team recommends Centerville to utilize the multiple time series design to evaluate their FIP as long as a comparable comparison group is available. There are two types of time series designs: the time series design and the multiple time series design. Time series designs have a base line phase (pretest), observed before the FIP (treatment), and then a post test. A multiple-time series design includes the comparison group that does not receive the FIP (treatment). Utilizing this design eliminates the

influence of any confounding variables that may affect results needed to make a sound judgment.

- Depending on the success of the program, raise the maximum amount to allow for larger grants
- Evaluate the program to determine the long-term economic impact of the program. Based on representatives in cities interviewed, it is recommended to do this at least five years after the program has been implemented, to be able to determine the long-term overall quantifiable economic impact of the program.
- Determine the future of the façade improvement program.

**Table 1**

**Summary of Recommendation Stages that include Top 10 Important Features of a FIP**

<b>Top 10 Important Features of a Facade Improvement Program</b>
<b><i>Stage 1: Plan</i></b>
1. Develop a budget for the program
2. Dispense funds recommended by reimbursement
3. Pilot in a target area
4. Easy understandable application & include measurement indicators
5. Free design assistance with application
<b><i>Stage 2: Advertise &amp; Implement</i></b>
6. Marketing e.g. flyers, chamber of commerce, grocery store, utility bill
7. Implementation Plan:
<b><i>Stage 3: Evaluate &amp; Decide Future</i></b>
8. Gather data each month before and after implementation: Multiple-time series evaluation design; alternate Time series evaluation design
9. Analyze possible long-term impact e.g. every 4-5 years
10. Decide on future of the program



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- **Nathan Cahall**, *Economic Development Administrator, City of Centerville*
- **Dr. Myron Levine**, *Professor, Urban Affairs & Geography, Wright State University*
- **Office of Business Opportunities** *in Columbia, SC*
- **Representatives** *of the 14 cities interviewed*

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## Acronyms

<b>FIP:</b>	Façade Improvement Programs
<b>WSU Research Team:</b>	Wright State University Research Team

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### **Background: Reason for the Research**

The City of Centerville (Centerville) is located approximately 8 miles southeast from Dayton (City of Centerville, 2016)). Centerville is a community maturing with an aging commercial and industrial building stock, which might make it struggle to be competitive in the marketplace, as neighboring areas like downtown Dayton, continue to develop as a location of choice (Centerville City planner). Also, there is an aging population trend that might make it challenging for aging property owners to invest in their homes for necessary external maintenance items such as painting and fencing. As a result, Centerville is interested in researching what other cities are doing to promote investment in general property maintenance for commercial, industrial, and residential properties. To assist with this goal Centerville's City Planner/Zoning Administrator, Mr. Andrew Rodney, and the Economic Development Administrator, Mr. Nathan Cahall, enlisted graduate students in the Masters of Public Administration program at Wright State University (WSU research team). In light of certain criteria of Centerville (listed below), the research revealed that the major economic development tool cities have used to address this issue is "Façade Improvement Programs," which will be discussed further below.

### **Centerville's Demographics**

As of 2014, Centerville's population is approximately 23,915 people (U.S. Census, 2015). The population size is important to be able to research and compare different and similar population characteristics of other cities. As mentioned above there seems to be an aging population trend in Centerville. The 2000 U.S. census showed that approximately 22% of Centerville's population was over 62 years of age while in the 2010 Census, approximately 29% of the population was over 62 years of age (US Census, 2000 & 2010).

## Centerville's Criteria for the Research

Meetings with Centerville's City Planner/Zoning Administrator, Mr. Andrew Rodney (City Planner), and the Economic Development Administrator, Mr. Nathan Cahall, helped the WSU research team focus its research based on certain criteria of Centerville, which include:

- Avoid large-scale programs that add another layer of quasi-government<sup>1</sup> control on the projects like Business Improvement Districts BID<sup>2</sup>.
- Focus on small- scale programs
- Focus on effective and efficient small-scale grants or reimbursement programs
- Focus on programs that offer assistance to commercial, industrial and individual property owners
- Programs should be limited to only exterior property maintenance items and not internal maintenance for things like heating, plumbing, electrical, mechanical, HVAC systems etc.
- There is no specific area Centerville is focusing on to implement any program that results from the research. The location to possibly pilot the program, will be determined later by Centerville's City Council
- There is no limit to the price range of the budget to implement the program, different price ranges should be considered
- Centerville is not interested in Tax Increment Financing (TIF)<sup>3</sup> related tools

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<sup>1</sup> Quasi-government - an agency, program, or assets that is a created and funded organization by the government, therefore is accountable to the government but managed privately and operationally independent.

<sup>2</sup> BID – this is a program cities use whereby the city creates a defined area where businesses are required to pay an additional tax (or levy) to fund various improvement projects within the defined area. It is usually funded primarily through the levy but can also draw on other public and private funding streams from e.g. non-profit organizations or foundations (The Columbia Encyclopedia, 2016).

<sup>3</sup> TIF - is an economic development mechanism local governments use to finance public infrastructure improvements and sometimes residential rehabilitation. Payments from the increased assessed value of any

- Information about the successes and challenges of the programs
- Information about evaluation measures of the programs

### **Purpose of the Research**

This research is intended to assist Centerville, discover what other cities have done to promote investment in the maintenance of commercial, industrial, and residential properties.

### **The Research Question**

In light of the criteria of Centerville, the WSU research team focused its research on the question: *what have other cities implemented to encourage and assist commercial, industrial, and residential property owners improve the external appearance of their properties?*

### **Commercial & Industrial Façade Improvement Programs**

As mentioned, the research revealed that “Façade Improvement Programs,” (FIP) is the major economic development tool many cities use to encourage and assist commercial and industrial property owners make external improvements to their properties. These programs are called different names in different cities some include:

- Façade Improvement program
- Storefront Improvement program
- Storefront Modernization program
- Exterior Revitalization Program

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improvement to real property beyond that amount are put in a separate fund to finance the construction of public infrastructure (State of Ohio, n.d.).

- Rehabilitation Incentive Program
- Commercial Property Revitalization Program

(See Table 4 on p. 17 below for list of the program names of cities)

For the purpose of this report when talking about façade programs they will be referred to as Façade Improvement Programs (FIP) and will be differentiated by commercial or residential where necessary.

The research also revealed that there are limited façade improvement programs geared towards industrial property based on Centerville's criteria, which was not a surprise to the City Planner. The WSU research team found only one city, Worthington, OH that has a façade improvement program specifically for industrial property owners. As a result, it was decided along with the City Planner, that whatever commercial façade improvement program the research produces, will be applied to external improvement programs for industrial property. Also, when talking about commercial FIP, it is also referring to industrial FIP.

**Maximum cost per project.** The maximum cost per project improvement, cities usually fund in commercial FIP, of the cities analyzed differ, the lowest maximum amount found is \$5,000 like Daytona Beach, Florida (Daytona Beach), median maximum amount is \$20,000 like Saint Louis, Missouri (St. Louis), and the highest maximum amount is \$37,500 in East Dundee, Illinois (East Dundee) (See Table 4 on p. 17 below).

**Financing tools.** Also there are two major financing tools grants and loans, cities use to finance their commercial FIP:

- **Grants:** are funds that are given by one party (in this case the city), to a recipient and are non-repayable by the recipient (in this case property/business owner).
- **Loans:** funds that are given by one party (in this case the city), to a recipient with a promise to repay with interest by the recipient (in this case property/business owner).

This will be further discussed in the important features of a successful façade improvement program section on p. 32 below.

(See Table 4 on p. 17 below for commercial FIP financing tools).

**Types of eligible improvements.** Some of the types of eligible improvements in commercial FIP include but are not limited to:

- Improvement or installation of exterior signs
- Installation of new exterior lightening
- Painting of exterior elements
- Replacement of street-facing doors or windows
- Replacement or installation of awnings and canopies

(See Appendix A for different eligible improvements for FIPs).

### **Residential Façade Improvement Programs**

“Façade Improvement Programs,” is also the tool cities use to encourage and assist residential property owners make external improvements to their properties. These programs are called different names in different cities some include:

- Residential Façade Program

- Residential Improvement Program
- Residential Façade Renovation Program
- Residential Property Revitalization Program

In researching residential FIP there were just a few programs the WSU research team found, that met the criteria of Centerville. One of the main criteria is that the improvement should be limited to external improvements. Most of the residential programs that assist or encourage residential property owners to make improvements to their property, mostly include internal improvements.

**Maximum cost per project.** The maximum cost per project improvement, cities usually fund with residential FIP, of the cities analyzed differ, the lowest maximum amount found is \$250 in Maricopa, Arizona (Maricopa), median maximum amount is \$5,000 like East Dundee, and the highest maximum amount is \$20,000 in Platte City, Illinois (Platte City) (See Table 5 on p. 22 below).

**Financing tool.** The major financing tool cities use, like commercial FIP is grants (See Table 5 on p. 22 below for the financing tool of cities with residential FIP).

**Types of eligible improvements.** Some of the types of eligible improvements for residential FIP include but are not limited to:

- Painting
- Roof replacement/repair
- Replacement of windows and doors
- Front yard fencing
- Installation of patio covers

(See Appendix A for different eligible improvements for FIPs).

### **Possible Concerns for Property Owners**

Research on façade improvement programs have shown that property owners might not be willing to participate in the programs due to some concerns namely:

- Property tenants may be cautious and hesitant to engage in property improvements because they do not own the property (Welty, Errin, 2015). As a result, they are concerned the improvement will increase their rent and may not be able to afford it (Welty, 2015).
- Property owners may fear the increase in property taxes due to possible increase in property values, which for those property owners who rent cannot be offset by rent increase (Welty, 2015)..
- In conducting the research another concern the WSU research teams feel might be a concern for property owners and tenants, is the concern of the uncertainty about the direct impact of the FIP, whether positive or negative, will have on t that may occur as a direct result of those programs

### **Evaluation Measures of Façade Improvement Programs**

The WSU research team discovered that not many cities have accessed the quantitative economic impact of their FIP. This has been confirmed by Philadelphia Department of Commerce, University of Wisconsin and Main Street America (2015, p. 1; 2014, p. 3; & 2015).

## **Research Design for Façade Improvement Program**

This research addresses the topic of what other cities have implemented to encourage and help commercial, industrial, and residential property owners improve the external appearance of their properties. It focuses on a descriptive question which captures a snapshot of the current situation, or programs, and usually answers questions of e.g. “who, what, how, and how much,” (Johnson, 2014, p. 41). In the case of Centerville, it is trying to find out “who, and what” i.e. what tools other cities have used to encourage and help commercial/industrial, and residential property owners improve the external appearance of their properties. “How” i.e. how they have implemented the tools i.e. programs they have used to address this topic. Also, “how much” i.e. the cost related the programs, how successful the programs have been, important features of the programs, and challenges they have faced with the programs.

### **Three Research Methods Utilized**

**Analysis of Cities Façade Improvement Programs.** Due to the nature of the research topic the WSU research team utilized different techniques to collect secondary data i.e. data collected by others for different purpose (Johnson, 2014, pp. 113, & 115-117). Secondary data was utilized due to the time constraint of the semester course period for the WSU research team. Techniques used include: qualitative research i.e. information gathered from studies/reports and practices by other cities, via internet, library, and email communication (Johnson, 2014, pp. 12 & 36).

In light of the secondary research and based on the criteria given by Centerville as mentioned in the reason for research section, the most common tool used to encourage and help commercial, industrial, and residential property owners have been FIP. This led the WSU



research team in analyzing the FIP of 24 cities all over the country (See Appendix B for the list of 24 cities analyzed).

*Criteria for choosing the 24 cities.* Due to the research not revealing any criteria for what is considered “best practices for FIP”, the 24 cities were chosen based on studies from university like University of Wisconsin. FIP mentioned or featured on reputable professional websites like United States Conference of Mayors, International City/County Management (ICMA), , and Main Street. The cities were also chosen based on popular google search result for “façade improvement programs,” recommendations by Mr. Andrew Rodney Centerville’s City planner and Professor Myron Levine. Cities were also chosen if the city’s FIP had received an award for best practice by American Planning Association. Each FIP was evaluated to see how applicable it will be to Centerville’s situation and criteria.

**Interview with Representatives of Façade Improvement Program Cities.** A second research approach utilized was interviewing one representative, from 14 cities with FIP based on certain criteria listed in Tables 2 & 3 on pp. 10-11 below.

**Table 2****Cities with Commercial Façade Improvement Programs (FIP) Interviewed with Criteria for Choosing the City.**

#	City	Reason for choosing the City
1	Dayton, OH	This city is a neighboring city competitor of Centerville that operates under the same state law.
2	Grayslake, IL	This city's façade information was on ICMA's website. It also has similar demographic population as Centerville (+/- 5,000 of Centerville's population) (See Appendix C).
3	Henderson, NV	This city was one of the popular google search result for "façade improvement programs." It was also recommended by Mr. Rodney and Professor Levine because it is comparable to Centerville in terms of median household income (+/- \$5,000 of Centerville's median household income) (See Appendix D). In addition, it has both commercial and residential FIP.
4	Evanston, IL	This city is a popular google search result for "façade improvement programs."
5	Kettering, OH	This is another neighboring city of Centerville that also operates under the same state law.
6	Maricopa, AZ	This city has both commercial and residential FIP.
7	Painesville, OH	This is another city in Ohio that operates under the same state law. It is also comparable to Centerville in terms of population (+/- 5,000 of Centerville's population) (See Appendix C)
8	Pittsburgh, PA	This city is one of the popular google search result for "Façade improvement programs." It was also recommended by the city of Worthington, OH as a best practice city for facade programs. Furthermore, it has both commercial and residential FIP.
9	Saint Louis, MO	This city Is a popular google search result for "façade improvement programs."
10	Soldotna, AK	This city's storefront improvement program won the 'Best Practices' award in 2012, by the American Planning Association, Alaska Chapter.
11	Worthington, OH	This city was recommended by Prof. Levine. It is also a city within Ohio that operates under the same state laws as Centerville. In addition, it is one of the only cities found that focuses on facade improvements for industrial property owners, which is one of the areas Centerville really needs assistance with.
12	East Dundee, IL	This city has both commercial and residential FIP.
13	Platte City, MO	This city has both commercial and residential FIP.
14	Daytona Beach, FL	This city has both commercial and residential FIP. Also, it is one of the few popular google search result for "residential façade programs," that focused only on external improvements

Source: Author created.

**Table 3****Cities with Residential Improvement Programs Interviewed with Criteria for Choosing the City**

#	City	Reason for choosing the City
1	Daytona Beach, FL	See Table 2 above
2	East Dundee, IL	This city was one of the few popular google search result for “residential façade programs,” that focused only on external improvements.
3	Henderson, NV	See Table 2 above p. 9
5	Pittsburgh, PA	See Table 2 above p. 9
6	Platte City, MO	See Table 2 above p. 9

Source: Author created.

These cities were interviewed to obtain more information on the important features for implementation, challenges faced, successes of the programs, and recommendations for Centerville (See Appendix E for general questions asked all 14 cities interviewed).

**Administering of Questionnaire.** The third research method utilized was administering a questionnaire to the property owners who participated in the FIP of Columbia, SC (Columbia). The reason was to attempt to evaluate the quantitative and qualitative FIP by obtaining feedback from commercial property owners who have participated in Columbia’s FIP. Also, the team chose to administer the questionnaire to property owners that participated in Columbia’s FIP, is due to the fact that Columbia is one of the few cities that have conducted evaluation on their FIP.

The WSU research team created the questionnaire and the office of business opportunities in Columbia assisted the team by sending the questionnaire to 39 commercial property owners who participated in its FIP. Out of the 39 questionnaire administered the WSU research team received 11 responses. The team recognizes this is a small sample size, which is due to time constraint of the WSU research team’s semester. However, the responses produced some valuable feedback for evaluating the quantitative and qualitative impact of Columbia’s FIP.

### **Literature Review: What is in a Façade Improvement Program?**

In analyzing the different commercial and residential façade improvement programs, there are basic features that frame the façade program namely: purpose of the program, type of financing tool, eligible and ineligible participants/buildings, eligible and ineligible improvements, and the application process for receiving the funding.

### **Commercial Façade Improvement Programs**

**Purpose.** In examining cities with commercial FIP in this report, the major purpose of most of the cities is to prevent building deterioration, improve and create a visually pleasing environment or property, and increase business growth and expansion (See Appendix F for purpose of FIPs; see also Figure 1 on p. 13 below which shows before and after pictures of a commercial FIP of a visually pleasing property; and Appendix G for more before and after pictures of commercial FIP). For example, the mission of the City of Maricopa, Arizona's (Maricopa) façade improvement program is to "stimulate revitalization and private sector capital investment by proactively addressing deteriorating property conditions and encouraging improvements which increase economic vitality" (Noble, 2016, p. 4). Some other commercial FIP purpose include: increasing property values, promoting a standard property design, helping attract traffic, promoting private sector investment, and promoting pride in property ownership. For instance, the purpose of the City of Henderson, Nevada (Henderson) is to increase the property value in the target Eastside redevelopment area, while the purpose of the City of Worthington, Ohio's (Worthington) is to promote job growth in the target areas (Henderson, 2015, p. 1 & Worthington ReCAP, 2013).

**Figure 1****Commercial FIP Before & After Pictures**

Source: City of Henderson, NV

**Types of financing tools.** As mentioned there are two major tools grants or loans, the cities analyzed use to finance their commercial façade improvement programs.

**Grants.** Majority of the cities examined with commercial façade programs use only grants to finance the program (See Table 4 on p. 17 below for different city financing tools).

These cities have different grant designs which include:

- Grant funds that are matched dollar-for-dollar i.e. each dollar amount the applicant spends will be matched by the city, with a maximum amount the city will contribute. Another way some cities have called the dollar-for-dollar match approach as covering 50% of the project cost. It is recommended in a commercial district advisor blog that to have a great façade grant program, cities should provide a minimum of 50-70% matching grant (Ortiz, 2011). This is important because the high match helps business owners who are struggling and lack the necessary capital to meet their match requirements (Ortiz, 2011).

- Some cities determine the amount they will cover based on different percentages ranging from 10% - 80%, with a maximum amount the city will contribute. (See City of Painesville, OH (Painesville) in Table 4 on p. 17 below).
- Some cities use linear feet as measurement to determine the fund amount for each feet. (City of San Jose, CA, n.d.)
- Some cities put a limit on the amount that can be contributed within a certain period of time. For instance, Henderson puts a \$24,750 limit on the total grant amount that can be awarded to any property in any two-year period (2015, p. 2).
- Another grant design is where the city gives up to a certain amount for a particular improvement, for instance signs. The commercial district advisor blog also recommends funding micro-programs like signage for \$2,500-\$5,000, which will make a significant difference to the overall look of the property (Ortiz, 2011). An example is Henderson's optional sign allowance, which can cover 100% of the cost of the sign improvement up to \$2,000 (2015, pp. 2 & 6). The signage has to be an architecturally integral part of a façade improvement, or can be a stand-alone improvement if the building does not need improvement (2015, p. 6). (See Henderson, in Table 4 on p. 17 below).

- Another grant design is using a point system to determine the maximum amount an application is eligible to receive.<sup>4</sup>
- Another grant design is giving an additional percentage incentive for improvements that incorporate green building in terms of energy saving and lower infrastructure costs, protect natural resources, and minimize environmental impacts (Henderson, 2015, p. 2).

**Loans.** Only one of the cities Saint Louis, MO uses only loan to finance the program (See Table 4 on p. 17 below). It uses a forgivable loan, which will be discussed in the important features of a successful FIP section on p. 41).

**Mixed funding.** Some cities use mixed funding i.e. both grants and loans to finance the commercial façade program (See Table 4 on p. 17 below). For instance, Worthington uses mixed funding whereby the city makes payments in the form of 50% grant up to \$12,500 and 50% loan at zero percent (0%) interest repayable in three (3) years, up to \$12,500, for a maximum total of \$25,000 (Worthington, 2013 Assistance available). The City of Columbia, SC that was analyzed for its evaluation study, also uses mixed funding, whereby for the loan funding the city pays 80% of the cost and the applicant pays 20% for a maximum funding of \$15,000 for a single storefront and \$20,000 for multi-entrance property (City of Columbia, n.d.). The loan is forgivable after maintaining the improvement for three years (Columbia, n.d.). The applicant can also receive grants in addition to the loan, up to \$1,999.99 and is forgivable after maintaining the improvement for 1 year (Columbia, n.d.).

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<sup>4</sup> In Henderson for an application to receive a grant the application has to have a minimum of 3 points (2015, p. 4). The points are assigned depending on what is in the application e.g. if the property is for retail use it is assigned 2 points (2015, p. 4). If the application is assigned 3 total points the maximum award allowed is \$9,000, 4 total points maximum award allowed is \$10,500, 5 total points maximum award allowed is \$12,000, and 6 or more total points maximum award allowed is \$15,000 (2015, pp. 4 & 8).

**Ways of dispensing the funds: reimbursement or upfront.** The research showed that majority of the cities that have commercial FIP, the research team interviewed and analyzed for evaluation of FIP, (12 out of 14 cities interviewed), use reimbursement for the applicant to receive the funding, whereby the applicant pays for the improvement and the city reimburses the applicant after proof of payment (See Table 4 on p. 17 below). Only the city of Worthington provides the funding upfront i.e. the city gives the applicant the money before improvement is done (Worthington, 2013, Application and grant payment process).



Table 4

## Commercial FIP cities' name of Program, and Type of Funding Structure

City	Program	Dispensing Funds	Type of Funding	Funding Percentages	Maximum Fund
<b>Grayslake, IL</b>	Downtown Façade Grant Program	Reimbursement	Grant	Case by case basis	Case by case basis
<b>Dayton, OH</b>	Downtown Façade Improvement	Reimbursement	Grant	Dollar-for-dollar matched grant fund	Up to \$10,000
<b>Evanston, IL</b>	Storefront Modernization Program	Reimbursement	Grant	50% of costs	No limit provided
<b>Henderson, NV</b>	Façade Improvement Program	Reimbursement	Grant	50% of costs	In any two –year period not to exceed \$24,750 plus optional Sign Allowance of up to \$2,000
<b>Kettering, OH</b>	Façade & Site Improvement	Reimbursement	Grant	50% of costs	Up to \$25,000
<b>Maricopa, AZ</b>	Façade Improvement Program	Reimbursement	Grant	50%	-Up to \$20,000
<b>East Dundee, IL</b>	Commercial Façade Improvement Program	Reimbursement	Grant	50%	-Up to \$37,500
<b>St. Louis, MO</b>	Façade Program	Upfront	Forgivable Loan	N/A	-Up to \$20, 000
<b>Platte City, MO</b>	Downtown Property Revitalization Program	Reimbursement	Grant	50%	-Up to \$20,000
<b>Painesville, OH</b>	Storefront Improvement Program	Reimbursement	Grant	30%	-Up to \$10,000
<b>Daytona Beach, FL</b>	Commercial Facade Grant Program	Reimbursement	Grant	50%	-Up to \$5,000
<b>Soldotna, AK</b>	Storefront Improvement Program	Reimbursement	Grant	50%	-Up to \$7,500
<b>Pittsburgh, PA</b>	Storefront Renovation Programs	Reimbursement	Grant	50%	-Up to \$5,000
<b>Worthington, OH</b>	Re-emergent Corridor Assistance (ReCAP)	Upfront	Grant & Loan	50% Grant, 50% Loan	-Up to \$25,000

Source: Author created based on information from cities' interviewed with commercial FIP

**Eligible participants/ buildings.** All the cities reviewed make clear who or the type of building that is eligible to participate in their façade program. Usually the buildings have to be for commercial or industrial use and have to be in the targeted area for the façade program. For example, the cities of Philadelphia, PA, and Worthington require the buildings to be for commercial use and located within the designated corridor or streets to be eligible (Philadelphia, n.d., p. 7 & Worthington ReCAP, 2013). All the cities require the participants to be owners of the building, and if the participant is renting the building written permission from the owner is required, to participate in the program. Some cities have an additional requirement for participants who lease the building. For instance, the City of Painesville, OH (Painesville) requires the tenant to have three years left on their lease to be eligible, while the City of Lompoc, CA (Lompoc) requires the tenant to have a lease of at least 10 years or more (Painesville, n.d., Lompoc, n.d., p. 2; for a list of FIP eligible participants and/or buildings See Appendix H).

**Ineligible participants/buildings.** Some cities give requirements for ineligible participants or buildings for the program. Some include: new buildings constructed within a certain number of years, properties that are primarily in residential use, and properties that (Henderson, 2015, p. 3, City of Soldotna, 2014 Guidelines, pp. 2-3; see Appendix I for a list of FIP of ineligible participants/buildings).

**Eligible improvements.** All the cities examined provide information on the types of external improvements that qualify for the program. Most of the eligible improvements have to enhance the appearance from the street or sidewalk. Some of the exterior improvements include: signage, canopies and awnings, lighting, painting, window, door, roof. (See Appendix A, for FIP eligible improvements).

**Ineligible Improvements.** Some cities provide information on the types of improvements that do not qualify for the grant. Some of the improvements include: parking lot improvements, Non-permanent fixtures and furnishings, Security systems, and Purchasing of equipment. (See Appendix J for FIP ineligible improvements).

**Application approval.** Some cities use a point system to determine the minimum point an application needs to receive for the application to qualify for the FIP. For instance, the city of Worthington, Ohio (Worthington) requires an application to receive a minimum of 65 points, to be approved for the FIP (See Appendix K for Worthington's application scoring point).

**Application process.** In reviewing the façade programs of cities in the report, most of the cities lay out the process for applying for the program to receiving the funding for the improvement. Most city process include:

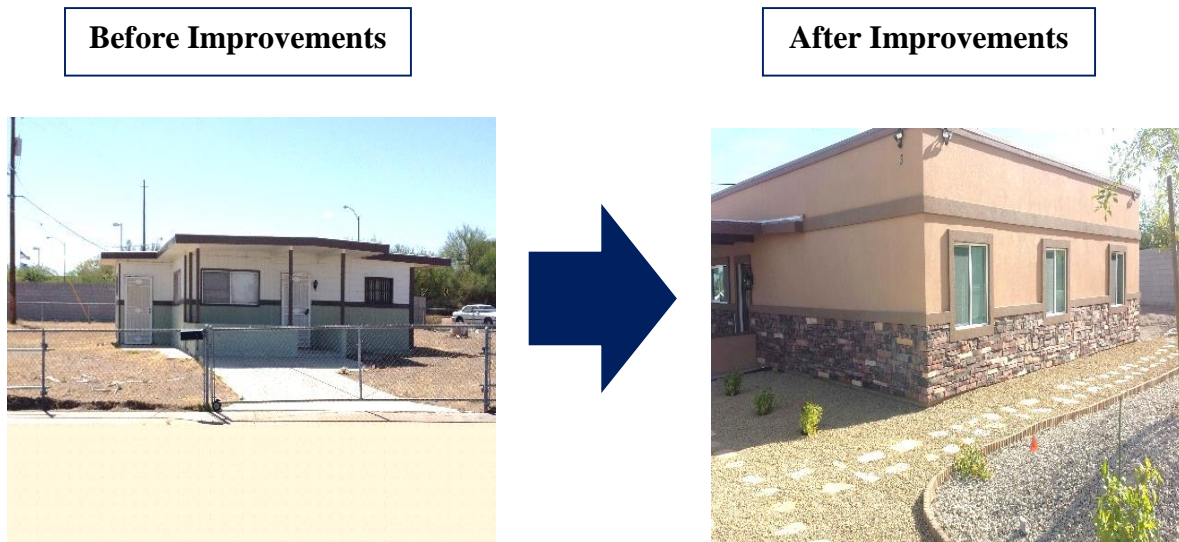
- **Step 1 Submit application:** Contacting someone in the department of the city administering the program and submitting a written request or application which includes things like description of the improvement project, cost of the project, pictures of current property condition
- **Step 2 Review of application:** The city's staff or a committee reviews the application to determine eligibility.
- **Step 3 Notification of project approval:** If found eligible the applicant will be notified and some type of agreement (called different names in different cities), is issued and signed between the city and the applicant. Sometimes before an agreement is signed between the city and the applicant, the applicant is required to obtain a minimum number of bids from State licensed contractors to determine the amount of funding the applicant will receive.

- **Step 4 Improvement begin:** applicant begins the doing the improvement
- **Step 5 Notification of improvement completion:** The applicant informs the city and the city staff or committee performs inspections to approve the improvement.
- **Step 6 Submission of invoice:** The applicant submits invoice or receipts for payment.
- **Step 7 Reimbursement of funds:** The city reimburses the applicant.

(See Appendix L for sample application process and procedure).

### **Residential Façade Improvement Programs**

**Purpose.** The major purpose of all the cities with residential façade programs is to improve the physical appearance of homes to make it more attractive (See Appendix F for purpose of residential FIP; see also Figure 2 on p. 21 below for before and after residential FIP before and after pictures, showing a physical and more attractive residential property; and see Appendix M for more before and after residential FIP pictures). Other purpose include improving the quality of life in the neighborhood and increasing the property value of the homes in the area (City of Daytona Beach (Daytona Beach), 2011 residential façade program, Platte City, 2015).

**Figure 2****Residential FIP Before and After Pictures**

Source: Maricopa, AZ

**Type of financing tool.** In reviewing cities with residential façade programs, there is only one way the cities finance the program and it is through grants.

**Grants.** The grant design for all the four cities reviewed is dollar-for-dollar match i.e. the cities cover 50% of the project cost (See Table 5 on p. 22 below). Daytona Beach is the only city that has other percentage of funding depending on the type of home (See Table 5 on p. 22 below).

**Dispensing funds via reimbursement.** Unlike the commercial façade programs, all the five cities examined with residential FIP, only use reimbursement for the applicant to receive the funding (See Table 5 on p. 22 below).

Table 5

## Residential FIP cities' name of Program, and Type of Funding Structure

City	Program	Method of Dispensing the Funds	Type of Financing Tool	Funding Percentages	Maximum Fund
<b>Pittsburgh, PA</b>	Residential Façade Program	Reimbursement	Grant	50% of costs	Up to \$5,000 (The total cost for the Project must be at least \$500.00)
<b>East Dundee, IL</b>	Residential Façade Renovation Program	Reimbursement	Grant	50% of costs	Up to \$5,000 (If the project exceeds \$10,000, the Village has arranged with four banks with which to work. These banks will help finance the project with a low interest home equity loan)
<b>Daytona Beach, FL</b>	Residential Façade Grant Program	Reimbursement	Grant (may be applied for one time within a ten year period)	<ul style="list-style-type: none"> <li>- Single family homeowner occupied: 50% of costs</li> <li>-Single family home (rental) planned for conversion to homeowner occupied: 75% of costs</li> <li>- Multi-family residential planned for conversion to homeowner occupied, single family residential: 75% of costs</li> <li>- Single family homeowner occupied home in the Midtown Redevelopment Area: 100% of costs</li> </ul>	<ul style="list-style-type: none"> <li>- For homeowner: Up to \$5,000</li> <li>- Rental: Up to \$5,000</li> <li>-Planned for conversion to homeowner occupied: Up to \$10,000</li> <li>- Residential in Midtown Redevelopment Area: Up to \$5,000</li> </ul>
<b>Platte City, MO</b>	Residential Property Revitalization Program	Reimbursement	Grant	50% of costs	From \$5,000 to \$20,000 (minimum property owner contribution of \$2,500)
<b>Maricopa, AZ</b>	Façade improvement program	Reimbursement	Grant	- residential: No match for first \$1,000; 50% after	- \$250- \$5,000

Source: Author created based on information from cities' interviewed with residential FIP

**Eligible participants/buildings.** Similar to commercial façade improvement programs all the cities reviewed make clear who or the type of building that is eligible to participate in their façade programs. All the cities require the home to be owner-occupied property or single family home (See Appendix H for FIP eligible participants/ buildings). Pittsburgh is the only city that allows other mixed residential and commercial property and rental residential property, to be eligible for the program (Pittsburgh, 2014, residential façade program guidelines (residential), p. 2).

The cities of Daytona Beach and Pittsburgh require the residential property to be in a target area, while the cities of Village of East Dundee and Platte City do not have a target area, any home-owner in the city can apply (Pittsburgh, 2014 residential, p. 2, Daytona Beach, 2011 residential, p. 1, East Dundee, n.d., p.2 & Platte City, 2015, p. 1). Platte City also requires the home to be at least 25 years old to be eligible (Platte City, 2015, p. 1).

**Ineligible participants and/or buildings.** Like commercial façade programs, some cities give requirements for ineligible participants or buildings for the program. One common ineligible participants and/or buildings is project work that starts before approval of the city (See Appendix I for FIP ineligible participants/ buildings).

**Eligible improvements.** Similarly to commercial façade programs, all the cities analyzed provide information on the types of external improvements that qualify for the program. Most of the eligible improvements have to be exterior in nature. Some of the exterior improvements include for example, painting, repair or replacement of windows and doors, and porch replacement (See Appendix A for FIP eligible improvements).

**Ineligible improvements.** Also, like commercial façade programs, some cities provide information on the types of improvements that do not qualify for the grant. For example: Some of the improvements include: parking lot improvements, Non-permanent fixtures and furnishings, Security systems, and Purchasing of equipment. (See Appendix J for FIP ineligible improvements).

**Application process.** Also, like the commercial façade programs the cities lay out the process for applying for the program to receiving the funding for the improvement. Most city processes include:

- **Step 1 Submit application:** Contacting someone in the department of the city administering the program and submitting a written request or application which includes things like description of the improvement project, cost of the project, pictures of current property condition
- **Step 2 Review of application:** The city's staff or a committee reviews the application to determine eligibility.
- **Step 3 Notification of project approval:** If found eligible the applicant will be notified and some type of agreement (called different names in different cities), is issued and signed between the city and the applicant. Sometimes before an agreement is signed between the city and the applicant, the applicant is required to obtain a minimum number of bids from State licensed contractors to determine the amount of funding the applicant will receive.
- **Step 4 Improvement begin:** applicant begins the doing the improvement
- **Step 5 Notification of improvement completion:** The applicant informs the city and the city staff or committee performs inspections to approve the improvement.



- **Step 6 Submission of invoice:** The applicant submits invoice or receipts for payment.
- **Step 7 Reimbursement of funds:** The city reimburses the applicant.

(See Appendix L for sample application process & procedures)

### **Evaluation Measurements of Success and Quantifiable Economic Impact**

As mentioned not a lot of FIP cities, have done evaluation studies to measure the quantifiable economic impact of the program, especially for the commercial property owner and business (Hartley, 2015, p. 1). The three reports the WSU research team found that have conducted evaluation on their FIP include: the Cities of Philadelphia, Pennsylvania (Philadelphia) and Columbia, South Carolina, and the states of Wisconsin and North Carolina are discussed below.

**Economic impact of Philadelphia, PA's Storefront Improvement Program (SIP).** In 2015, Alex Hartley wrote a report for Philadelphia's Department of Commerce to understand the quantifiable economic impact of the City of Philadelphia, Pennsylvania's (Philadelphia) Storefront Improvement Program (SIP). The report examined the differences between businesses on a commercial corridor that participated in the program and other businesses in the corridor that did not participate (p. 1). The report used two different methodologies which include: impact on total receipts<sup>5</sup> and impact on property value (2015, p. 1). The city reimburses up to 50% of the cost of eligible improvements (Hartley, 2015, p. 1). For a single commercial property the

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<sup>5</sup> Total receipt – all the money received by the business owners in exchange for goods and services provided which include taxable and non-taxable items ((Hartley, 2015, p. 2).

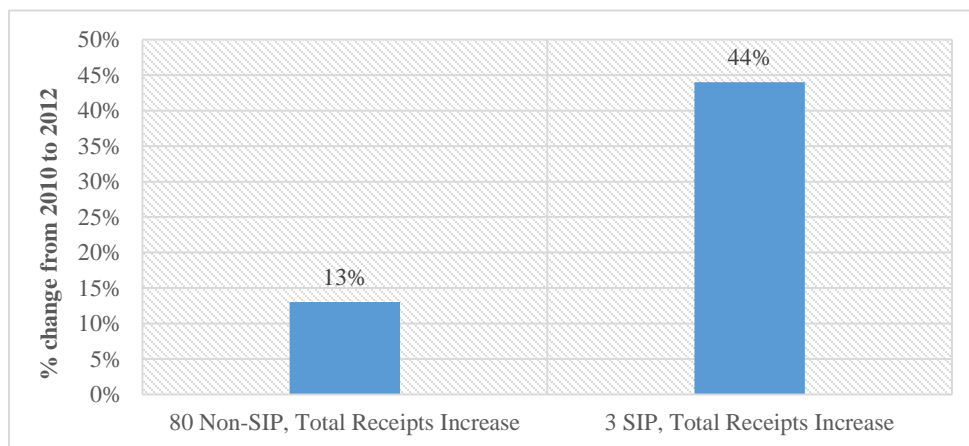
city reimburses up to a maximum of \$8,000, while for multiple-address, or corner commercial property it reimburses up to \$12,000<sup>6</sup> (Hartley, 2015, p. 1).

**The report findings of SIP’s impact on the total receipts of businesses:**

- ***The impact on East Passyunk Avenue.*** Chart 1 below, shows that over 80 businesses that did not participate in the SIP were compared to at least 3 businesses that participated in the (Hartley, 2015, p. 3). Businesses that did not participate in the SIP saw total receipts increase by 13% from 2010 to 2012 (Hartley, 2015, p. 3). In contrast, businesses that received the SIP grants had total receipts increase by 44% for the same time period. This Department of Revenue data was adjusted for inflation to 2010 values. (Hartley, 2015, p. 3).

**Chart 1**

**Total Receipts Comparison between East Passyunk Avenue Businesses that Participated and did not Participate in the SIP.**



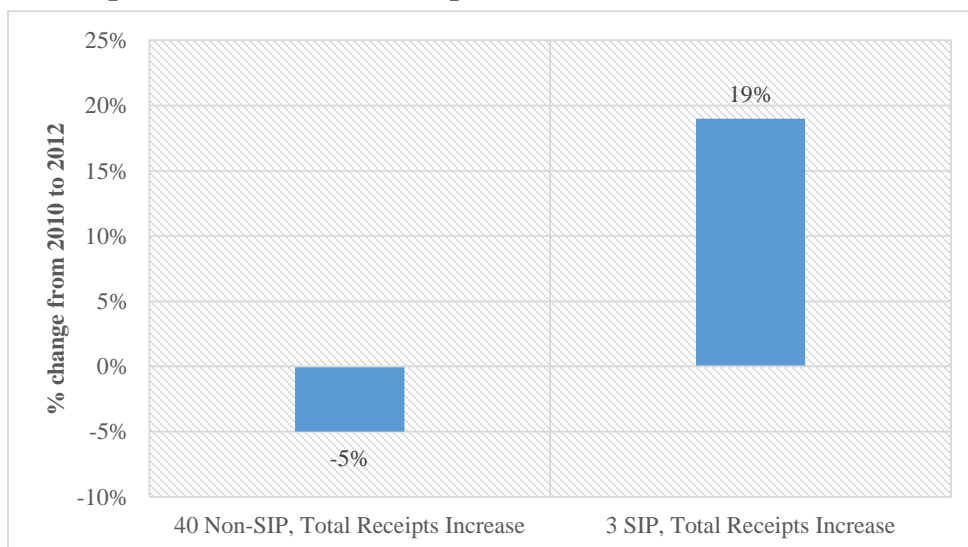
Source: Hartley, Alex (2015) Storefront improvement program: economic impact analysis. Philadelphia, PA: Department of Commerce, City of Philadelphia. Retrieved from <http://www.phila.gov/commerce/Documents/Report%203.17.15.pdf>.

<sup>6</sup> In December 2014 Philadelphia revised the Storefront Improvement Program by increasing the amount it matches to 75% of project costs whereby for a single commercial property up to \$10,000, while for a multiple-address or corner commercial property up to \$15,000 (Hartley, 2015, p. 1).

- The impact on Frankford Avenue.** Chart 2 below shows that over 40 businesses that did not participate in the SIP were compared to at least 3 businesses that participated in the SIP (Hartley, 2015, pp. 3-4). Businesses that did not participate in the SIP saw total receipts decrease by (5%) from 2010 to 2012 (Hartley, 2015, pp. 3-4). In contrast, businesses that received SIP grants had total receipts increase by 19% for the same time period (Hartley, 2015, pp. 3-4). The data from the Department of Revenue was adjusted for inflation to 2010 values (Hartley, 2015, pp. 3-4).

### Chart 2

#### Total Receipts Comparison between Frankford Avenue Businesses that Participated and did not Participate in the SIP.



Source: Hartley, Alex (2015) Storefront improvement program: economic impact analysis. Philadelphia, PA: Department of Commerce, City of Philadelphia. Retrieved from <http://www.phila.gov/commerce/Documents/Report%203.17.15.pdf>.

#### The SIP's impact on property value:

- The property value of the buildings that received the SIP grant increased in value by an average of \$50,000, or 20% of their original value, while the buildings directly adjacent saw their values increase by 14% (Hartley, 2015, pp. 4-5).

- The value change for the properties that received the SIP grants surpassed the neighborhood change by 27%, and the value change for the properties that were directly adjacent to the properties that participated in the SIP outpaced neighborhood value growth by 18% (Hartley, 2015, pp. 4-5).

**Economic impact of Columbia, SC's Façade Improvement Program.** Table 6 below shows the City of Columbia, South Carolina's (Columbia), result of a positive economic impact on the community, which shows a decline in the number of vacant buildings from 7 to 3 (City of Columbia, n.d.). It also shows 34 new jobs were added and six new business were added in the improved areas, as direct impacts of the program (City of Columbia, n.d.). The City invested \$425,829 in public dollars to implement its FIP while the amount of private investment was \$6,176,060 for a Return on Investment (ROI) of 14.5:1 (City of Columbia, n.d.; See also Appendix N for more information on the complete report).

**Table 6**

**Columbia's FIP's Economic Impact**

<b>FIP Economic Impact</b>	<b>Number, Area, or dollars</b>
Number of Buildings Vacant before FIP	7
Number of Buildings Vacant after FIP	3
Number of New Businesses in Improved Sites	6
Number of New Jobs	34
Amount of Private Investment	\$ 6,176,060
Amount of Public Investment	\$ 425,829

Source: City of Columbia (n.d.). Façade improvement fuels investment in downtown Columbia in 2011-2012. Columbia, SC. Retrieved from <http://www.columbiasc.net/depts/obo/docs/extprod006937.pdf>.

**FIP structure:**

- 5-year, Forgivable Loan Opportunity
- 80% City v. 20%-Applicant Project Cost Split
- Maximum City Investment per Façade \$20,000
- Interior Improvements are not eligible

**Wright State research team's questionnaire administered with assistance by Columbia.** The WSU research team was fortunate to gain the assistance of Columbia in administering a questionnaire, to discover the economic impact of its FIP on the business owners who participated in its program. The research team created the questionnaire and the City of Columbia revised them to better reflect their program. The City sent them out to the property owners and the research team received and analyzed the responses. This commercial façade improvement program was implemented in the North Main Corridor in Columbia. 11 out of the 39 business owners who participated in the questionnaire, responded (See Appendix O for the questionnaire and Appendix P for before and after pictures of the 11 business owners' property improvements).

The research team recognizes that this is a small sample size that cannot be used to generalize to all FIPs. This sample size can be attributed to the time constraint of the research team's semester period, in not having enough time to receive more responses. However, the results give insight into the positive impact of the Columbia FIP from the business owner's point of view.

***Questionnaire findings:***

- All eleven participants in this questionnaire liked the favorable matching fund with the city paying 80% and the owner only paying 20% (4:1 match ratio).
- More than half of the participants reported experiencing 5% to 25% increase in the number for First-time customers<sup>7</sup> as a direct impact of the program.
- Four of the eleven participants reported experiencing 10% to 25% increase in sales as a direct impact of the program.

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<sup>7</sup> First-time Customers are customers who visited the building for the first time.

- Four of the eleven participants reported experiencing 10% to 25% increase in their property value as a direct impact of the program.
- Just two of the eleven participants reported experiencing 10% to 25% increase in their building's rental rates as a direct impact of the program.
- When the participants were asked about changes that can be made in the program requirements in order to encourage more property owners to apply, some of their responses include:
  - “Have someone assists candidates in organizing the application. People assume it is too difficult to receive the grant.”
  - “Encourage business owners [renters] to participate without having to rely on the building owner.”
  - “Extend the length of the period to participate.”
  - “Reduce percentage for the business owner to pay.”
  - “More consistent timelines for annual paperwork after project. Increase the ease of doing paperwork for 5 years instead of annually after project.”
  - “No personal guaranty. It should be a business risk not personal.”

**Economic impact of downtown Storefront Improvement Programs in the State of Wisconsin.** In 2014, the University of Wisconsin-Extension conducted a statewide survey to understand the economic impact of its storefront improvement program on property owners, outside investors, and the communities who fund this program (Ryan, Bill, Amy Greil, Dayna Sarver, Joe Lawniczak, & Errin Welty, 2014). The study focused on analyzing 24 downtown storefront improvement projects over the past 15 years from 1999 to 2014, whereby they conducted a survey (Ryan et al., 2014; See Appendix Q for survey questions).

*The study findings.* According to the survey results received from the businesses, more than 80% of them experienced an increase in the number of first-time customer (Ryan, Bill et al., 2014, p. 4). Also, over 90% of businesses reported an increase in sales (Ryan, Bill et al., 2014, pp. 5-6). In addition, a number of respondents indicated that their property value had or was expected to increase as a result of the improvements (Ryan, Bill et al., 2014, pp. 5-6). (See Appendix R for the program economic impacts, funding types, and Appendix S for complete study findings).

**Problems and best practices of the Façade Improvement Program in North Carolina.** In 2012, Scott Sherrill wrote a report titled “More than face value: façade improvement grants in North Carolina (NC),” for his Master of Public Administration program at University of North Carolina. This project examined the use of best practices in 18 communities (Sherrill, 2012, p. 2; See Appendix T for the complete definition of the best practices used in this study). The report, also discusses the problems commonly reported by those communities when implementing FIP (Sherrill, 2012).

*The study findings.* Table 7 on p. 32 below shows that approximately 99% of the communities utilized easy application as best practice with 88.9%. Approximately 83% of the communities utilized 1-1 to 1-3 match grant, and ensuring good design choices, while, the most underutilized best practice is one-on-one communication<sup>8</sup>, which is used by only 33.3% of communities.

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<sup>8</sup> One-on-one communication refer to the direct commutations between the community and the program applicants using phone or personal connection (Author).

**Table 7****North Carolina FIP Economic Impact**

<b>Best Practice</b>	<b>Percentage of best practice utilization</b>
Community Provides 1-1 to 1-3 Match grant	83%
Provide Design Services as Needed	78%
Ensure Good application Design Choices	83%
Communicate 1-on- 1	33.0%
Easy Application	89%

Source: Sherrill, Scott (2014). More than face value: façade improvement grants in North Carolina. Chapel Hill, NC: The University of North Carolina at Chapel Hill.

Table 8 shows some of the factors that might prevent communities from participating in the FIP, in the targeted locations. Among the five most common factors for less utilization is the bad economy since 88.9% of communities believe that this is the main reason behind the lack of participation in the program.

**Table 8****NC Factors that Might Prevent Business Participation in the FIP**

<b>Factors</b>	<b>Communities' issues</b>
Bad Economy	88.9%
Lack of Knowledge	55.6%
Businesses Undertake Improvements on Own	50%
Facades Redone Already	50%
Grants Too Small	33.3%

Source: Sherrill, Scott (2014). More than face value: façade improvement grants in North Carolina. Chapel Hill, NC: The University of North Carolina at Chapel Hill.



## **Important Features of a Successful Façade Improvement Program**

### **Considering a Façade Improvement Program?**

An area that is seeking to revitalize should plan to invest in both public and private improvements. If a city invests on its streets, infrastructure, and aesthetic improvements while other existing (private) buildings remain without improvement, this results in little to no benefit for the local economic development of the area.

In order to facilitate private entities to make improvements, a façade improvement program (FIP) is a tool for cities to endorse an incentive program that entices business and property owners to invest in the improvements of their property. To have a successful façade improvement program, it is important to know the implementing features such as the basic procedures and supporting features i.e. the necessary resources used to help bring the implementing features into being implemented (Bardach, 2012, pp. 115-116). For façade improvements programs these features include: funding options, eligible and ineligible participants, eligible and ineligible improvements, the specifics of the application process, design guidelines, and advertising the program.

What many cities have experienced in promoting a façade improvement program is that property owners are motivated to make improvements when there is a monetary incentive. Monetary incentives do not necessarily have to be large to be enticing. Based on interviews with cities, in most cases property owners in residential and commercial/industrial areas that are in need of attention lack discretionary cash to undertake improvements on their own. According to cities interview, when a façade improvement program is first introduced, owners who have not considered making improvements are attracted by the benefits of the program and begin thinking of new improvements to their own properties.

Most owners are willing to contribute only the minimum match required to gain the maximum grant or incentive amount. However, in Pittsburgh, Pennsylvania (Pittsburgh) as a façade improvement program matures, owners are more willing to contribute their own funding beyond the minimum requirement (Pittsburgh, interview, March 29, 2016).

### **Average Number of Project Improvements per Year**

In interviews with the representatives of the 14 cities, the average number of project improvements completed per year by most cities have been about four to five projects per year. Per some of the representatives of the 14 cities interviewed, this is a good average number for Centerville to work towards achieving. However, as the FIP grows, Centerville should evaluate and plan on achieving more projects by adding 2-3 more projects per year, or as the budget permits. For instance, Platte City and Evanston have been able to fund and implement many projects per year due to their budget. Platte City in 2015, implemented and finalized 17 residential projects and 7 commercial projects (Platte City, personal communication, April 4, 2016). Evanston has implemented and completed 40 projects since 2011 (Evanston, personal communication, March 23, 2016). On the other hand, there are cities that have only implemented and completed one project in a year since it started, like Kettering, OH who has finalized one project since 2014 (Kettering, personal communication, March 21, 2016). However, this is due to Kettering using its FIP more for demolition and rebuilding (Kettering, personal communication, March 21, 2016).

## **Ways to Diversify Funding for Program Sustainability**

A façade improvement program (FIP) is usually an agreement between a city and the property/business owner looking to implement the improvement. The FIP provides a monetary allowance, with a stipulated investment expected from the private property owner. The property owner gains the benefit of adding value to the given property, while the public gains the benefit of creating an attractive environment.

Traditionally, FIP have been financed mostly through redevelopment funding by the state/federal funding. Throughout our interviews we have found that many cities wished for increased/diversified funding options. Although Centerville expressed it already has funding for the program, cities have expressed having alternatives for different funding options in case the demand for improvements exceeds the supply i.e. the approved allocated amount for the program. The different types of funding options as seen in other cities are as follows:

- 1. City General Fund:** The general fund is the taxpayer dollars that are deposited into one fund along with other fees and miscellaneous revenues. This funding source has been proven to be the best option and most utilized considering that the Mayor and City Council can allocate these funds to programs and services in any area, as shown in the City of Dayton and Kettering. This is due to few restrictions on how these resources may be allocated. The amount allocated can differ depending on the city. However, the range seen with cities examined can range from \$15,000-\$500,000 towards its economic development department.

2. **Block Grant Programs:** Is an amount of money the federal government uses to provide state and local governments a specific amount of funding to assist them in addressing issues such as community development, social services, public health, or law enforcement (HUD, 2016). In regards to façade improvement, the American Recovery and Reinvestment Act-Community Development Block Grant Recovery Program (CDBG-R) seems the most promising for many cities, but also has certain standards needed to be met before reimbursement of funds (HUD, 2016) (See Appendix U for more information about CDBG-R).
3. **Loan:** Are negotiated with local banking institutions collaborated/partnered under the program that may prove an alternative to grants. However, after interviewing a number of cities, majority of the cities stated that it would be harder to sell to the City Council and will have more complexity required in administering the funds.
4. **Special Assessment Bonds:** This option has not been used by any of the cities interviewed, however it has been used by other cities in the United States. Utilizing bonds and special assessments the municipality would provide low cost financing through an assessment against the private property. The loans would then be financed through the sale of taxable or tax-exempt bonds depending on the county's legal capacity to issue tax-exempt bonds for non-exempt projects. To ensure that the façade is maintained throughout the term of the façade financing, the municipality could also include a façade easement and agreement and once the loan is repaid, the façade easement would be released.

A special assessment is a levy on homeowners/property owners charged to cover the costs for improvements within the area in which homeowners/property owners' benefit. For example, if a neighborhood needed to pay for sidewalks repaved, a tax would be levied on the home/property owners in the neighborhood benefiting the paved sidewalk.

### Methods for Dispensing the Funds

There are various ways cities dispense the funding to property owners for the improvements on their property, either through reimbursement or upfront.

**Reimbursement.** Based on the cities interviewed, reimbursement is the more popular option. Reimbursement occurs when the property/business owner would remit payment for the out-of-pocket expenses of the project and the city would compensate for those expenses up to a certain percentage of the maximum contribution amount. For example, if the city will only reimburse 50% of a maximum contribution amount of \$5,000, but the total project cost is \$15,000. The applicant will pay the \$15,000 upfront, and will then get reimbursed \$5,000 after the project has been completed. Table 9 on below is a breakdown of different scenarios if the city was to reimburse 50% of a maximum contribution amount of \$5,000.

**Table 9**

#### Match Example

COMMERCIAL Total Project Cost is:	Project Cost	Applicant Match	City Reimbursement
Below Max Reimbursement	\$10,000	\$5,000 (50%)	\$5,000 (50%)
At Max Reimbursement	\$40,000	\$20,000 (50%)	\$20,000 (50%)
Above Max Reimbursement	\$60,000	\$40,000 (67%)	\$20,000 (50%)

Source: Maricopa 101: Façade Improvement Program

***Advantages of dispensing the funds via reimbursement:***

- Ensures that the improvements get done in a timely manner.
- Ensures that the improvements are done according to guidelines.
- Eliminates risk of loss when dealing with public funds.

***Disadvantages of dispensing the funds via reimbursement:***

- Property owners may not have the funds to pay for the total project cost upfront.
- If financial constraints is an issue for an applicant, then the funds agreed upon is held until the applicant passes the set period allotted for the project or until the finances is figured out.

**Upfront.** Based on the cities examined this method of funding is not utilized much.

Only the city of Worthington, OH, who had a commercial FIP utilized this method of funding, no residential FIP used this method. It is important to note that Worthington had a mixed funding financing tool, whereby half of the funds was a grant and half was a zero percent loan, thereby the property owner has some liability ensuring they do the improvement. Upfront occurs when the property/business owner would receive the funding from the city then use the funds to do the improvement.

***Advantage of dispensing the funds upfront:***

- Ensures the property/business owner will complete the project because they have the funds to do it.

***Disadvantages of dispensing the funds via reimbursement:***

- There is no financial liability for the property owner if he/she does not complete the project or complete it on time.

## **Types of Financing Tools**

**Grant.** Throughout the research there are many features that a city must decide. The two questions that must be answer by Centerville in this scenario is “What is the percentage that Centerville will match?” and “What is the maximum grant contribution?” Cities that offer matching grants range anywhere from 25%-75%. Highlighted in the interview with Pittsburgh, PA, a match has to be significant enough to make the application and paperwork worth it. Otherwise, the hassle of applying for the program will not seem as valuable to many business owners. The term “significant” will differ in every community, but the literature suggests anything ranging from \$2,500-\$10,000 for residential improvements and \$25,000-\$50,000 should be sufficient. Below is a table that shows cities that were interviewed, their matching percentage, and maximum grant contribution.

**Loans.** Although most public programs are set us a reimbursements, throughout the interviews cities have found that it can be difficult to get facade money out the door. This is because, in many instances, property owners do not have the capital to front the entire cost of the renovation. As stated above, being able to diversify your funding options can assist in addressing the lack of capital for property owners that are unable to front renovation costs. Good partners in exploring ways to combat the lack of capital could include bridge loans, a revolving loan fund, Non-profit lenders, or partnerships with community development organizations in exploring different ranges of loan options. Other loan options that cities have utilized include, but are not limited to:

- **Revolving loan fund:** a loan is an arrangement where the municipality lends money to a property owner, and the property owner agrees to repay the funds (Council of Development Finance Agencies (CDFA), n.d.). The funds are self-replenishing as a property/business owner pay back their loans, utilizing interest on old loans to issue new ones (CDFA, n.d.). Disadvantages of a revolving loan fund. The operating costs (funds available) of a revolving loan fund can exceed the operating income (interest paid), which can result in the wearing down of the funds available (CDFA, n.d.). This means, the project administrator should carefully consider which loans to make. For example, if there are too many long-term loans, then it could affect the number of new loans, slowing down the revolving nature of the fund. Another issue that may affect the chipping away of the fund is annual inflation. Therefore, the fund should require additional public investment to remain functional (CDFA, n.d.).
- **Bridge loan:** bridge loan is a short-term loan that is provided for an average of 2 weeks to 3 years (this can be determined by municipality) until the arrangement of larger or long-term financing is available (BusinessDictionary, 2016, Bridge loan). The interest rate on a bridge loan is usually higher because of the risk (Investopedia, 2016). This tool is used by property/business owners to be able to pay for improvements that they may not have the capital to cover.
- **Zero-interest loan:** A loan in which interest does not accumulate (or the interest is zero-percent) usually for a certain period of time, and the borrower only repays the principal of the loan for that time period. This is one of the financing tool used in Worthington, OH's ReCap program (Worthington, 2013, Assistance).



- **Low-interest loan:** A loan in which the interest is a small percentage of the amount that is borrowed.
- **Deferred loan:** A loan that is an arrangement of deferred payment, whereby the property/business owner agrees to start making payments at a specified period of time in the future. (BusinessDictionary, 2016, Deferred payment).
- **Forgivable loan:** A loan the borrower (the property owner) does not have to repay (to city), as long the property owner meets certain conditions, usually maintenance of the FIP improvement for a certain number of years e.g. 2-5 years (Roennevig, Michael, 2016)... Also the property owner does not have to pay interest on the loan, which turns the loan into a grant (Roennevig, 2016).

**Mixed funding:** It is a mix of grant and fund given to the property/business owner to do the improvement. Half or a certain percentage is given as a grant, and half or a certain percentage is given as a loan. As mentioned, Worthington uses this form of funding whereby 50% of the funds is given as a grant and 50% is given as a zero percent interest loan for a 3 year period.

**Tax Increment Financing (TIF).** Although Centerville is not interested in TIF, it is another financing tool cities use to financing its FIP.

### **Limiting the FIP to a Specified Target Area v. City Wide**

Research has shown that if a program is looking to gain the most benefit from the program's goal of improving the appearance of the architecture in an area, the program should be organized and planned within a targeted area rather than city-wide. Although a façade improvement program is aimed at improving an entire city's appearance, if there were to be an

individual improvement, it would be a subtle change and is more likely to go un-noticed, as stated by Painesville, OH (Painesville, interview, March 20, 2016). In order to gain the most momentum, façade improvements are best when it is strategic and undertaken in well-defined concentrated areas spelled out in clear-language (jargon-free), where their investment can have an obvious, meaningful and lasting impact to attract other investment (Soldotna, interview, March 31, 2016).

**Advantages to limiting the FIP to a specified target area.** There are various reasons why it is beneficial to limit the program to a specified, strategic, target area namely:

- Ensures vibrancy
- Changes are not spread out
- Noticeable changes
- More likely to change perception of community (higher response rate)

**Disadvantages to having no target area and funding projects city-wide.** Some disadvantages of not limiting the program to a target area and funding the project city-wide include:

- More applicants
- More projects (may require larger budget)

### **Advertising the Program**

Advertising is the most important criteria needed to make or break the success of a façade improvement program. Advertising is a prevailing method of creating awareness for a program, however, costs for advertising is always an issue. There are free and low-cost options that are available for programs that are beneficial, and have found that creativity goes a long way in

finding different ways to advertise with a limited program budget. How a city advertises its program to its constituents varied throughout each city depending on many different factors including: population size, population culture, nature of program, and demographics. The different types of advertising options seen in other cities are as follows:

1. **Public service announcements:** Public service announcements are media announcements that organizations deliver through television, radio, emails, e-newsletters, newsletters, direct mailers, and print (newspapers, magazines, and podcasts). Radio and television stations reserve a certain amount of time devoted to public service announcements. With radio and television stations those time slots are usually competitive and are no guarantees when they will broadcast the public service announcement and no way to measure how effective the advertisement may be (Evanston, interview, March 23, 2016).
2. **Grocery stores:** Grocery stores have community bulletin boards where you can advertise programs. An option Kroger's and Meijer's also offer is advertising on grocery carts, paper/plastic bags, or donation cans at check-out counters that can display your ads on them (Painesville, interview, March 20, 2016).
3. **Social media:** Social Media e.g. Facebook and tweeter has become a popular tool for free advertising. There is also the option of purchasing an ad on social media, which can be a good investment for the FIP, because it is easy to complement it with free promotions. It also allows a city to link its website, public updates, and allow a link for online donations. Links for broadcasting public service announcement on video sites such as YouTube, is also available on social media.

4. **Outdoor advertising:** Advertising that reaches the community throughout the city while they are outside their homes. A possibility could be approaching an outdoor advertising company about donating billboard space or even park benches. Depending on the demographics and culture of the city, options can also include but are not limited to: city bus ads, taxi ads, city vehicles (magnetic door signs), bus stops, or trash receptacles around the city.
5. **Word of mouth advertising:** Word-of-mouth advertising is the most important form of advertising that leads a program to its success according to every municipality that was interviewed. Word-of-mouth happens when a customer is satisfied with the program and tells other people how great the experience was. Each individual can steer dozens of new potential projects your way, and is one of the most credible forms of advertising because the individual puts their reputation on the line every time they make a recommendation and has nothing to gain. How is word-of-mouth triggered? Word-of-mouth is triggered when an individual's expectations have been exceeded. According to the cities interviewed, making the process of the program easy and accessible is key.

### **Criteria for Eligible & Ineligible Improvements**

The Eligibility criteria for each municipality differed throughout the research. It is also important to include the terms for participation which indicate who may participate in the façade improvement program and who may not. For instance, a tenant of a property would have to obtain written permission from property owners to be able to implement the façade.

Eligibility criteria would also describe the types of incentives or any other related requirements such as: the minimum and maximum amount of the grant or loan, whether loans

will be forgiven after a certain period of time or deferred to a certain period of time. The requirements may also include any requirements for participants to match the grant or loan, interest rates, and/or repayment terms for the loan.

Along with the eligible criteria, the types of eligible and ineligible activities should also be listed. Eligible activities can be storefront improvements, or possible new construction on vacant land to eliminate gaps within the area as seen within the City of Kettering (Kettering, interview, March 21, 2016). The range of work generally includes anything related to improvement of the building exterior or visible from the street such as masonry repairs and pointing; painting of exterior, repair, installation of new exterior lighting reconstruction, replacement of storefront windows, awnings or canopies, signage and exterior lighting, gutters and downspouts, handicap accessibility, door repair or replacement. Interior work, landscaping, and parking are usually considered ineligible, but may be covered by other local incentive programs.

### **Design Approaches**

An emphasis on good design in producing façade improvements will add a positive image to Centerville and encourage investment within the city. Improving the physical appearance of properties is the priority of FIPs. Design guidelines should specify materials, themes, and levels of quality that are all appropriate for both remodeled and new buildings. In order for façade improvements to promote the image of Centerville and adhere to design guidelines, the design of these guidelines must be thoughtfully and thoroughly prepared. Across the nation, there are many examples of old buildings that have fallen into disrepair, displaying peeling paint, fragments of old signage installations, and other structural rehabilitation issues

which present the dilemma of deciding on how to proceed with decision-making regarding façade improvement design within the city.

Cities that were interviewed across the nation include some form of design assistance by the city. Examples of design assistance could include a staff architect, an architect under contract to the program, free design consultation, or a visual preference survey. Visual preference surveys usually are used within cities to gain feedback by the public when designing zoning codes, conducting urban planning research, or redevelopment planning. In this case, the City of Dayton utilizes the visual preference survey, where the program administrator sits with the property owner and puts together a series of images depicting potential design options and scores those options based on their own preferences (Dayton, interview, March 21, 2016).

According to Main Street US however, communities that have established Main Street programs, a design committee composed of community volunteers will often provide design assistance (Main Street US, 2015). Other possible creative design approaches based on interviews with cities, in obtaining conceptual design services include:

- **Multiple project design:** Although we have found that providing design options for free is a more popular practice, we have also found that if hiring an architect is needed, putting together a group of eligible projects and hiring the architect to provide design services for all the projects at one time, could potentially result in lowering the design fees (Pittsburgh, interview, March 29, 2016).

- **Design by trained University professionals:** In the City of Dayton, the program develops a relationship with the University of Dayton that has an architectural design program or an engineering program, with students under the guidance of their instructor, providing conceptual design services. This can be done with any University or Community College. Feedback from utilizing students have benefited all parties. Students are able to have hands on experience, property owners gain free design consultation, and the city is able to provide a service utilizing community resources. The perception gained by all participants have been valuable in the sense that the property owner felt that they were “chosen” by the city as well as the university to be a part of a big project for the community (Dayton, interview, March 21, 2016).

After the first couple of years implementing their façade improvement program, the City Dayton made a change to their design guidelines. The City of Dayton realized that their design guidelines were not narrow enough and realized that they spent tax payer funds to property owners to “maintain” their property. Dayton then revisited and tightened their design guidelines to ensure the improvement were not for maintenance of the property. Dayton is a great example of the importance of ensuring that the design guidelines are specific, narrow, and clearly defined for potential eligible façade projects.

## **Application Process/Procedure & Criteria**

The purpose of applications is to collect information about the potential participant and would usually include a brief description of the type of work the applicant would like to have completed, photographs, and design work. There are different ways the application is reviewed namely: by the program administrator and/or program staff, then by a final selection committee. Sometimes it is just reviewed by a selection committee. The selection process would depend on the nature of the municipality and its nature in making decisions. Some accept applications on a first come, first served basis or as part of a group of applications submitted by a deadline established by the program administrator or council members.

The façade improvement program application and selection process should not be cumbersome, overly complicated and burdensome, to encourage property owner interest and participation. The easiest way to determine its simplicity is by stating that the effort needed throughout the program should not be out of proportion to the grant amounts that will be offered to the individuals (Platte, interview, April 2, 2016). Too much “red tape”, jargon, and bureaucracy, will, does, and has discouraged applicants and hinders the success of the program. The following process has been used by most of the façade programs that has been interviewed:

1. **Submission of application.** The property/business owner completes an application which outlines his/her project design, cost of project, property ownership information, and before pictures of property. In Dayton, OH the applications simplicity goes as far as an email outlining the project plans.



2. **Review of application.** The program administrator reviews the application to make sure it complies with the design requirements. Sometimes before approval the property/business owner is provided free design assistance, by sending them to the design expert chosen by the city, who assists the business/property owner review the design and application to make it comply with the city's design requirements before the business/property owner submits the application for approval.
3. **Notification of approval.** The program administrator reviews the design documentation, and notifies the property/business owner that the application has been approved and a grant for a specific amount has been approved.
4. **Permit obtained:** The property/business owner gains all required permits to construct the improvements (the program administrator assists with the coordination).
5. **Start of construction & completion:** Construction of the improvements is implemented and completed.
6. **Submitting invoice/receipt.** The property/business owner submits the invoices for the construction completed as evidence of project value to the program administrator.
7. **Reimbursement of funds.** Upon satisfaction of the façade improvement, and the outcome of the project follows the initial plans, terms and conditions of the program agreement, a check is issued for the grant amount to the property/business owner.
8. **Post improvement.** Many cities review the projects every six months, yearly, every two years up to approximately five years to insure that the façade improvements are being maintained.

Cities of Daytona Beach, Pittsburgh, St. Louis, Henderson, and East Dundee have developed clear and effective application process, procedures and applications that are easy to use, and understand (See Appendix L, for sample application process & procedures, and Appendix V for sample applications).

### **Important Things to Keep in Mind**

**Prevailing wage requirements.** An important requirement that many municipalities and property owners do not keep in mind is that the use of public funds for providing grants is subject to Prevailing Wage requirements. This means that any and all construction costs that may be paid for with public funds should be agree to per union labor rates (Ohio Revised Code, 2016). It is important that the program administrator review prevailing wage requirements with legal counsel and prepare a clear statement of how they will be interpreted and enforced with the issuance of grant funds, as this issue may influence project construction costs and affect the FIP. For instance, the city of Grayslake, IL had to discontinue its FIP due to prevailing wage requirement.

Prevailing wage requirements differ from state to state. The prevailing wage requirement for Centerville is based on the Ohio Revised Code section 4115.03, which states:

"Public improvements" including all buildings, roads, streets, alleys, sewers, ditches, sewage disposal plants, water works, and all other structures or works constructed by a public authority of the state or any political subdivision thereof or by any person who, pursuant to a contract with a public authority, constructs any structure for a public authority of the state or a political subdivision thereof. wherein no less than seventy-five per cent of the project is located on private land and no less than seventy-five per cent of

the cost of the improvement is paid for by private property owners pursuant to Chapter 940., 6131., 6133., or 6135. Of the Revised Code. (Lawriter, 2016).

This means that any individual who receives public funds, 75% of the project is on private land, and 75% paid by the individual, they are not required to pay prevailing wages. However, If an individual is paying the minimum of a 50% match than they are required to pay prevailing wages. Prevailing wages can be defined as the hourly wage (could also include benefits) paid to the majority of workers in that particular field in the given area.

**Contract bidding.** An important requirement that is also over looked is the importance of construction bids. Bids are used to get an idea of a range of cost of a construction project. There is no universal number of bids that are recommended for façade improvements. The research shows that the number of bids range from 1-3. With that in mind, the bid that is the least costly is the bid that is funded, as shown in the interview with Maricopa, AZ. Accessibility of contractors is also a factor for the number of bids that should be required within the application. Due to the geographical nature of Maricopa, AZ, it is difficult for potential property/business owners to find three bids from license contractors. Most contractors are located in the next town over, therefore the accessibility of contractors have affected the number of applicants taking advantage of the façade improvement program. This is key not only for construction bids, but for all key features that are required within an application. If access to a requirement hinders an applicant in applying, than evaluate the requirements within the application.

**Non-monetary incentives.** Monetary incentives are not the only incentives Cities have experienced through the façade improvement programs, there are other incentives that cities have expressed as a value added addition and should be advertised along with the monetary incentives. Possible incentives that can be provided to grant recipients include:

1. ***Design services:*** Most programs that has been researched within this study offers some type of assistance with design services built into their program. The value of Design Services should not be understated, and should be emphasized in the promotion and procedures of the program. However, the method and approach used for design services should be carefully planned so that program funds are not wasted on projects that may not be effective. This point will be revisited below.
2. ***Publicity:*** In many of the municipalities' relationships was the core of publicity. Whether it be from word of mouth, or developed relationships with area publications and news agencies. The goal of the program administrator is to publicize each new project, its offerings, and its business plans. This becomes value added for both the business as well as the program.
3. ***Plaque program:*** A creative idea that was discussed throughout the interviews for marketing purposes is the creation of a plaque program. The plaque program would recognize individual project improvements. A plaque which describes the history of the building and honors the owner whom is responsible for the façade renovation for each project completed (City of Roseville, CA, 2016).

4. ***Permit procedures and fees:*** Cities have also considered, possible, waving permit fees or at least reducing the cost of permit fees. In reference to zoning and permit fees for construction projects, these can be expensive, cumbersome, and in most cases can be confusing to inexperienced property owners. The program's process should be simple for property owners to be able to easily navigate through the permit/application process.

**Program documentation.** Recommendations from cities interviewed advises that the program develop the following documents to assist with its administration:

- ***Program brochure:*** This form is to be used on your website, newsletters, and print hard copies for direct mailers and other marketing options.
- ***Application form:*** The form is to be distributed with the program brochure, see Appendix, for a copy of an application form.
- ***Program description:*** This form would describe the Terms and Conditions of the program. The program description, application for, letter of acceptance, and improvement agreement together serve as the agreement between the city and property/business owner.
- ***Letter of Acceptance:*** This letter is to advise the property/business owner that the project has been approved. The letter should acknowledge that the given criteria highlighted within the program description have been met and as long as all the stipulations are met within the terms and conditions, the property/business owner will be provided the funds.

- **Improvement Agreement:** This agreement is to be signed by program administrator and property/ business owner (after project is examined by program administrator), after improvements have been completed, and before funds are reimbursed.

### **Conclusions: Key Features of Façade Improvement Programs**

A façade improvement program will help the City of Centerville build its commercial, industrial and residential stock, if implemented successfully. The research has shown that, façade improvement programs vary from city to city. However, there are certain key features necessary to make a façade improvement program successful. Too often, there is a lack of evaluation of façade improvement programs before and after their implementation.

### **Return on Investment**

The WSU research team found no evaluation measure for what is considered a best practice for FIP, nor is there a ratio that determines what a good measure of return on investment (ROI). For example, in 2015, Painesville, OH spent \$30,000 of public funds and \$100,000 in private funds for a ratio of 3.3:1 (Painesville, personal communication, March 21, 2016). Pittsburg, PA has also maintained a ratio of 3:1. Other examples include: Platte City with an ROI of \$200,000 of public funds and \$4,620,000 in private funds for a ratio of 23.1:1 (Platte City, personal communication, April 4, 2016), Maricopa, AZ with an ROI of \$1,200 of public funds and \$46,000 in private funds for a ratio of 38.1: 1 (Maricopa, personal communication, March 23, 2016). These ROI's vary because cities include different things in calculating the ROI some cities include only external improvements, while some cities, make exceptions for some property owners and allow internal improvements. Others include internal improvements

or other improvements the property owner already planned on doing with his/her own funds apart from the FIP funds or improvements.

Despite the lack of evaluation and determination of what is considered best practices or good ROI, the WSU research team found important fundamental features necessary to make a façade improvement program work well and prevent future problems. These following key features were identified as representative from the 14 cities that have facade improvement program experiences. These key features include:

- **A clearly defined purpose for the façade:** Is your façade put in place to improve the overall quality downtown? Improve the quality of life in a certain area? City-wide? To stimulate private investment? To create the perception that something is being done? As an administrator, what is your clearly defined, narrowed, purpose for implementing the façade improvement program?
- **Making the process personable:** Representatives in cities like Painesville, St. Louis, Pittsburgh, Dayton, Kettering, Henderson, and Platte, all emphasized the importance of building personal and hands on relationships with potential property/business owners. Understanding that property/business owners may need assistance through every step of the process.
- **Deciding on the matching amount and the maximum funding amount:** Ensuring that it is worth it for property/business owners. Cities such as Dayton, have revisited their maximum funding amount. Dayton has increased and decreased the matching amount from \$20,000 to \$10,000 and back to \$20,000 for commercial properties (Dayton, interview, March 21, 2016). In most city interviews, the matching amount

- is 1:1 (50% match). Deciding on the matching amount and maximum funding amount could be a challenge and is dependent on the purpose and culture of the City.
- **An easy application and selection process:** Throughout the analysis and interview process, we recognized that “easy” is an ambiguous term. The application process can discourage a business/property owner if they do not understand specifically what is needed and required from them. The City of Dayton’s application process is as informal as possible, where an email is sent to the program administrator explaining the project, its action plan, and cost. Whereas, other cities have a more formal application, reviewed by staff, the administrator, then approved by City Council/Development Committee. All city representatives interviewed agreed that the application process affects the turnout of applicants.
  - **A well-defined, strategic and focused target area written in clear language:** Depending on the size of the city, this can be a difficult task if the improvements are city-wide rather than a concentrated targeted area. Based on research and interviews conducted, piloting in a target area then later expanding is the best way to implement the program.
  - **Clearly defined eligibility and ineligible criteria:** As we have examined throughout the paper, depending on the needs of the city, eligible activities could be storefront improvements, residential improvements, or even new construction on vacant land that may have previously been demolished. The range of work generally includes anything related to exterior or visible improvements. However, it is the cities responsibility to determine how they define eligibility and ineligibility. There is no universal eligible or ineligible criteria. For example, landscaping is considered an



eligible improvement in some cities. However, the argument against landscaping is that it is not a long term improvement. Examples of popular eligible improvements include: exterior painting, repair, awnings or canopies, signage and exterior lighting, gutters and downspouts; handicap accessibility, window and door repair or replacement. Examples of ineligible improvements include: landscaping, roof repairs (arguable depending on design), maintenance items, and parking lot repairs.

- **Clearly defined design guidelines:** Improving the physical appearance of properties is the priority of façade improvement programs. In most cases design guidelines are decided by the program administrator that is reviewing the application. Nonetheless, the façade programs examined included some form of design assistance, which is usually provided by staff, the community's review commission, or through a contract with a university. Producing design guidelines, however is an important factor to ensure that the funds are being utilized and improvements are held to the same design criteria.

### **Qualitative Impact of FIP**

Although there is a lack of quantifiable economic impact based on cities interviewed there are qualitative benefits that have been expressed throughout phone interviews conducted, that cities have expressed. These qualitative benefits include:

- Constituents gain a sense of community and recognize the importance of retaining the feeling and character of the community
- Residents feel they are a part of a positive community
- A more attractive retail environment

- Building upgrades increases value of building and property values within designated areas
- Sales increase when customers enjoy their shopping experience
- Improvements encourage neighboring businesses to improve their buildings
- A new look that catches people attention (increased vibrancy).

## **Recommendations**

### **A Strategic Approach to Allow Adjustments and Learn from other Cities**

If Centerville decides to implement a façade improvement program (FIP), the WSU's research team urges Centerville to consider strategically planning the FIP in stages. This recommendation is based on advice from the cities interviewed. The basic steps of a staged process would include:

#### **Stage 1: Planning**

- City Council develops a proposed budget for the program and decides on matching amount and maximum funding amount.
- Begin program with small grants, with an estimated total cost for grants ranging from \$1,000 to \$25,000 per year, depending on projects needed within community.
- Decide if funding should be dispensed by reimbursement or upfront. It is recommended that it should be reimbursement based on research done and interviews conducted.
- An employee is designated to administer the program.

- Create design guidelines and clearly define how the design of a project will be handled for potential eligible façade projects. The program should include free or design assistance and ensure that the application process is easy for applicants to understand and follow.
- Decide on the target area.
- Put together the clear and specific application form to include:
  - Measurement indicators for before and after the improvement, so the data can be collected at the beginning. E.g. for commercial façade improvement - total receipts before and after the improvement, sales before and after the improvement, number of customers before and after the improvement, property value before and after the vibrancy of the environment,; E.g. for residential façade improvement – property value before and after improvement.
  - Include feedback/survey when property/business owners are being reimbursed
- Decide on the number of years for maintenance requirement after the improvement e.g. 2-5 years.

### **Stage 2: Advertise and implement program**

- Prepare a brochure for the program
- Advertise the program in places that are accessible to property owners and residents e.g. city website, grocery stores, city newsletter or bulletins, Better Business Bureau, Chamber of Commerce
- Implement the program

### Stage 3: Evaluate and decide future of the program

- The lack of evaluation of FIP programs makes it difficult to determine just how effective FIP programs are. If there was any type of evaluation, the evaluation design would be a one shot case study where the FIP is implemented then evaluated. A one shot case study should only be used when there is no available comparison group or pretest (evaluation) data as shown below. If there is a comparison group, the evaluation utilized is a one-group comparison design as shown below.

$$\begin{array}{ccc} & X & O_1 \\ & \text{-----} & \\ & & O_2 \end{array}$$

O<sub>1</sub> = Observation (evaluation)

X = Treatment (FIP)

O<sub>2</sub> = No FIP observation (evaluation)

- With that in mind the research team recommends Centerville to utilize the multiple time series design to evaluate their FIP as long as a comparable comparison group is available. There are two types of time series designs: the time series design and the multiple time series design. Time series designs have a base line phase (pretest), observed before the FIP (treatment), and then a post test. A multiple-time series design includes the comparison group that does not receive the FIP (treatment), as shown on p. 61 below. Utilizing this design eliminates the influence of any confounding variables that may affect results needed to make a sound judgment.

$$\begin{array}{cccccccccccc} O_1 & O_2 & O_3 & O_4 & O_5 & X & O_6 & O_7 & O_8 & O_9 & O_{10} \\ \hline O_{11} & O_{12} & O_{13} & O_{14} & O_{15} & & O_{16} & O_{17} & O_{18} & O_{19} & O_{20} \end{array}$$

$O_1 - O_5 =$  Observation pre-test (evaluation)

$O_6 - O_{10} =$  Observation post-test (evaluation)

$X =$  Treatment (FIP)

$O_{11} - O_{15} =$  No FIP observation pre-test (evaluation)

$O_{16} - O_{20} =$  No FIP observation post-test (evaluation)

- Depending on the success of the program, raise the maximum amount to allow for larger grants
- Evaluate the program to determine the long-term economic impact of the program. Based on representatives in cities interviewed, it is recommended to do this at least five years after the program has been implemented, to be able to determine the long-term overall quantifiable economic impact of the program.
- Determine the future of the façade improvement program.

Table 10

<b><u>Top 10</u> Key Features of a Facade Improvement Program</b>
<b>1. Develop a budget for the program</b>
<b>2. Dispense funds by reimbursement</b>
<b>3. Pilot in a target area</b>
<b>4. Easy application process</b>
<b>5. Quantifiable measurement indicators &amp; survey feedback in application</b>
<b>6. Free design assistance</b>
<b>7. Market program</b>
<b>8. Implementation Plan &amp; gather data</b>
<b>9. Long-term evaluation end of 4-5 years</b>
<b>10. Determine future of program</b>

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## Appendices

### Appendix A

#### FIP Eligible Improvements

All the cities examined provide information on the types of external improvements that qualify for the grant. Most of the eligible improvements have to enhance the appearance from the street or sidewalk. Some of the exterior improvements include:

- **Signage:** improvement, replacement or new installation.
- **Canopies and Awnings:** improvement, replacement or new installation.
- **Lighting:** replacement or new installation of lighting e.g. display window lighting, signage lighting.
- **Painting:** repainting and new painting of the property.
- **Window:** improvement, replacement or new installation, window frames.
- **Door:** improvement, replacement or new installation.
- **Plants and Landscaping:** improvement, replacement or new installation.
- **Roof:** improvement or replacement.
- **Tile, Trim, or Metal Work:** improvement, replacement, cleaning or new installation.
- **Patio, Outdoor space, Railings, or Stairs:** improvement, replacement, or new installation.
- **American with Disability Act Compliant access:** improvement, replacement or new installation, e.g. curb ramps.
- **Visible code violations**

Source: Author created from the guidelines gathered from 24 cities covered by the research.



**Appendix B****List of 24 Cities Analyzed**

Soldotna, AK

Maricopa, AZ

Tempe, AZ

Lompoc, CA

Rancho Cucamonga, CA

Roseville, CA

San Jose, CA

Stockton, CA

Daytona Beach, FL

Centralia, IL

East Dundee, IL

Evanston, IL

Grayslake, IL

Minneapolis, MN

Platte City, MO

Saint Louis, MO

Henderson, NV

Dayton, OH

Kettering, OH

Painesville, OH

Worthington, OH

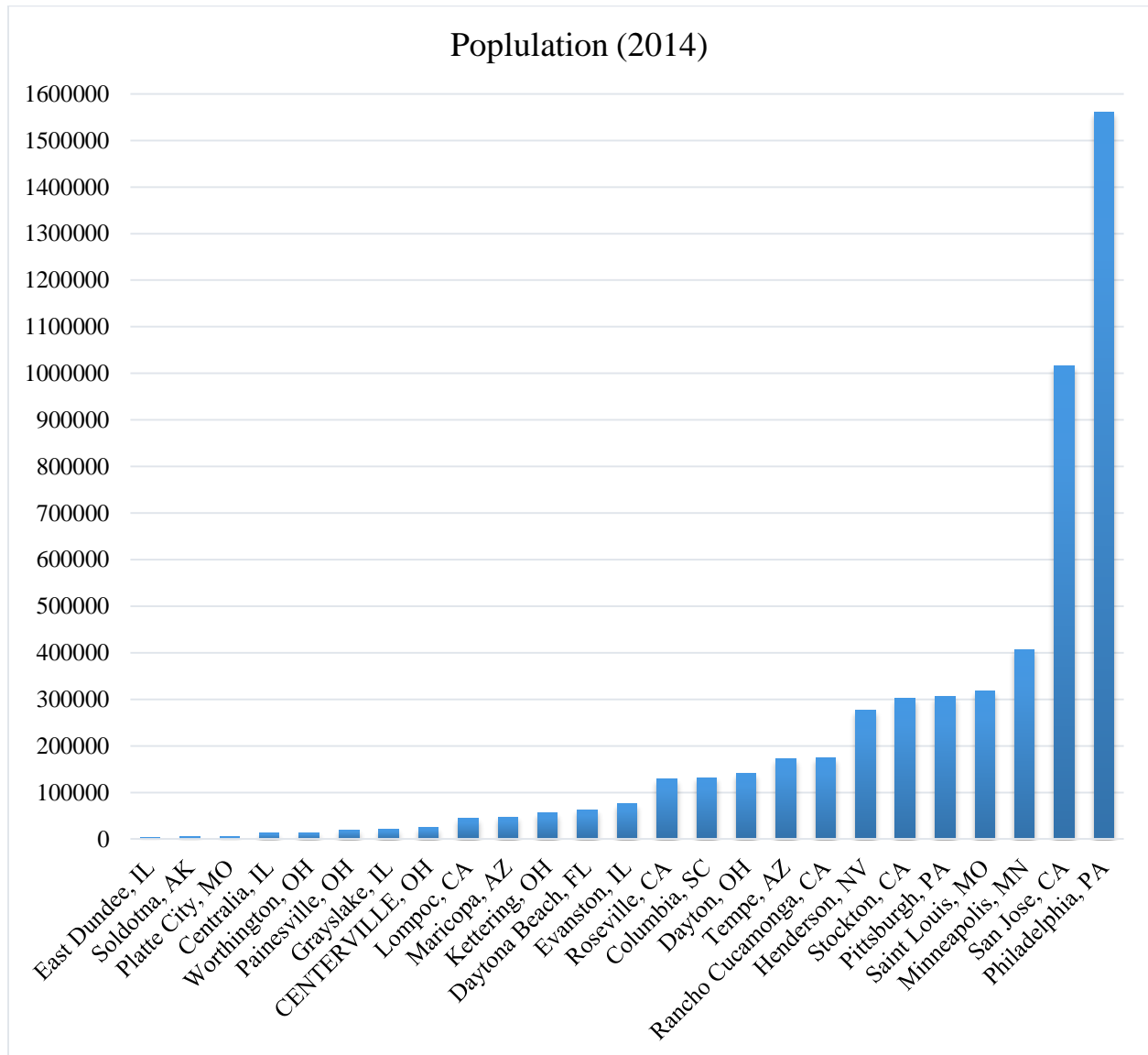
Philadelphia, PA

Pittsburgh, PA

Columbia, SC

## Appendix C

### Demographic Population of 24 Cities Analyzed Comparison with City of Centerville



Source: Author created from U.S. Census Bureau (2015). Annual estimates of the resident population: April 1, 2010 to July 1, 2014. Washington, DC: U.S. Census Bureau, Population Division.

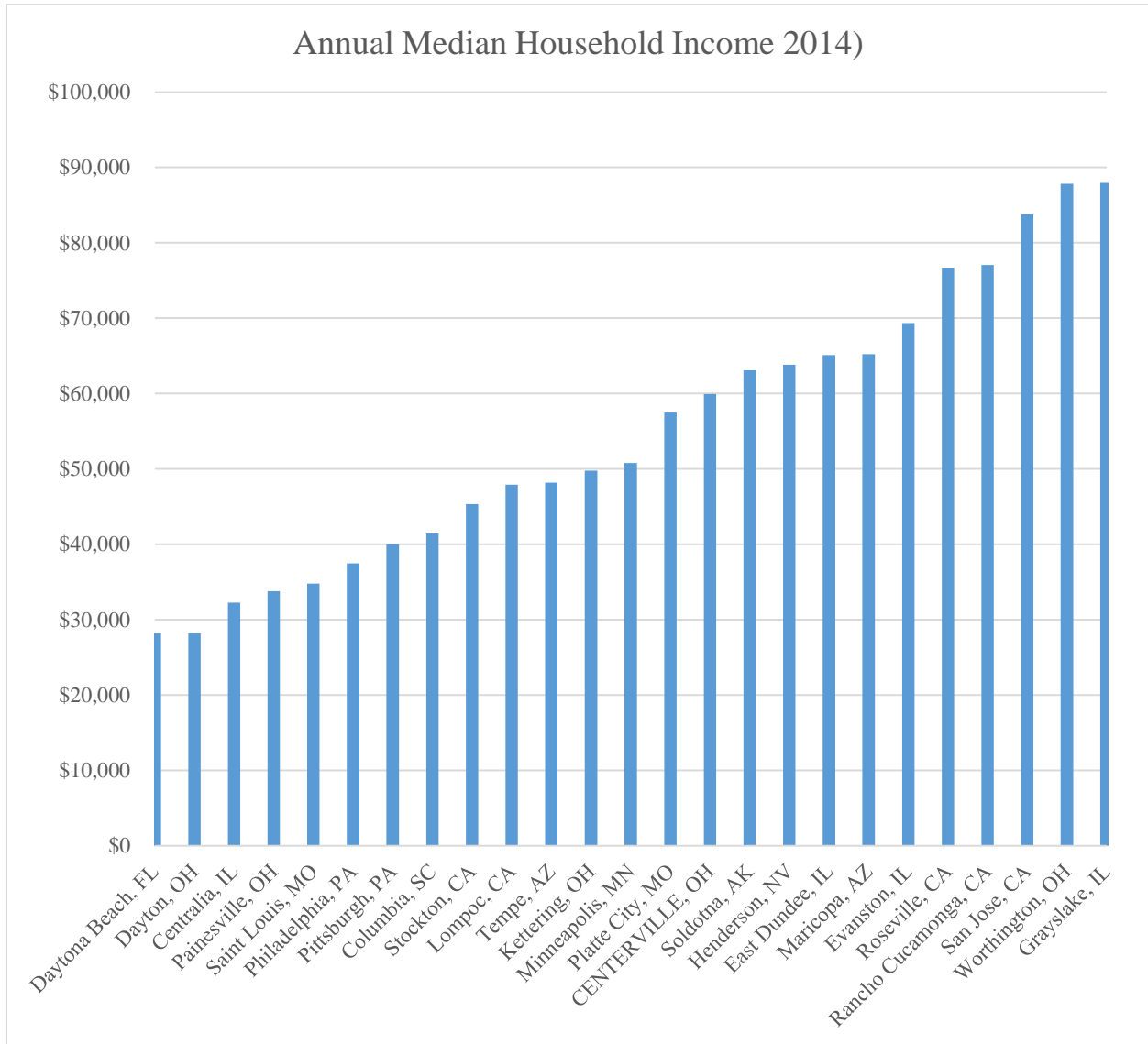
**Appendix C: Demographic Population of 24 Cities Analyzed Comparison with City of Centerville (Cont'd)**

<b>The City</b>	<b>Population (2014)</b>
East Dundee, IL	3198
Soldotna, AK	4445
Platte City, MO	4824
Centralia, IL	12742
Worthington, OH	14384
Painesville, OH	19,840
Grayslake, IL	21,018
<b>CENTERVILLE, OH</b>	<b>23915</b>
Lompoc, CA	44013
Maricopa, AZ	47442
Kettering, OH	55705
Daytona Beach, FL	63011
Evanston, IL	75658
Roseville, CA	128615
Columbia, SC	132067
Dayton, OH	141003
Tempe, AZ	172816
Rancho Cucamonga, CA	174305
Henderson, NV	277440
Stockton, CA	302389
Pittsburgh, PA	305412
Saint Louis, MO	317419
Minneapolis, MN	407207
San Jose, CA	1015785
Philadelphia, PA	1560297

Source: Author created from U.S. Census Bureau (2015). Annual estimates of the resident population: April 1, 2010 to July 1, 2014. Washington, DC: U.S. Census Bureau, Population Division.

### Appendix D

#### Median Household Income of 24 Cities Analyzed Comparison with City of Centerville



Source: Author created from U.S. Census Bureau (2014). 2010-2014 American community survey 5-year estimates. Washington, DC.

**Appendix D: Median Household Income of 24 Cities Analyzed Comparison with City of Centerville (Cont'd)**

<b>The City</b>	<b>Annual Median Household Income (2014)</b>
Daytona Beach, FL	\$28,164
Dayton, OH	\$28,174
Centralia, IL	\$32,253
Painesville, OH	\$33,770
Saint Louis, MO	\$34,800
Philadelphia, PA	\$37,460
Pittsburgh, PA	\$40,009
Columbia, SC	\$41,454
Stockton, CA	\$45,347
Lompoc, CA	\$47,908
Tempe, AZ	\$48,183
Kettering, OH	\$49,790
Minneapolis, MN	\$50,767
Platte City, MO	\$57,489
<b>CENTERVILLE, OH</b>	<b>\$59,917</b>
Soldotna, AK	\$63,068
Henderson, NV	\$63,830
East Dundee, IL	\$65,123
Maricopa, AZ	\$65,214
Evanston, IL	\$69,347
Roseville, CA	\$76,712
Rancho Cucamonga, CA	\$77,061
San Jose, CA	\$83,787
Worthington, OH	\$87,842
Grayslake, IL	\$87,967

Source: Author created from U.S. Census Bureau (2015). Annual estimates of the resident population: April 1, 2010 to July 1, 2014. Washington, DC: U.S. Census Bureau, Population Division.

## Appendix E

### General Questions Asked All 14 Cities Interviewed

1. Why did the City choose façade improvement program and not any other program/tool to help property owners?
2. How did the City choose the ineligible improvements?
3. Funding:
  - a. Why does the City use the type of funding it uses and not other types of funding?
4. Does the City monitor the project during the improvement period?
  - a. Why or why not?
5. Does the City require maintenance obligation for property owners after completion of the project?
  - a. Why or Why not?
6. Did the program always work well at the beginning?
  - a. If yes, what worked at the beginning?
  - b. If no, what did not work?
  - c. What changes did the City make to make it work?
7. In the first year of implementation about how many property owners applied? (application rate)
  - a. How many were approved (approval rate)?
  - b. How about subsequent years did more or less property owners apply? (application rate)
    - i. How many were approved (approval rate)
8. What has worked well in terms of the procedure?
9. What has been the feedback from property owners about the ease of the application process?

**Appendix E: General Questions Asked All 14 Cities Interviewed (Cont'd).**

10. What has been the Return on Investment:

a. For the City?

i. How does the City calculate it?

b. For the property owners?

11. Has the City done any evaluation on the program?

12. What recommendation for starting the program will you give the City of Centerville?

## **Appendix F**

### **Purpose of Cities' Façade Improvement Programs**

- Prevent building deterioration
- Increase business growth and expansion
- Promote private sector investment
- Promote pride in property ownership
- Promote a standard property design
- Increase property values
- Improve and create a visually pleasing environment

Source: Author created from the guidelines gathered from 24 cities covered by the research.



## Appendix G

### Commercial FIP Before and After Pictures

**Before Improvements**



Source: Maricopa, AZ

**After Improvements**



Source: Maricopa, AZ



## Appendix G: Commercial FIP Before and After Pictures (Cont'd)

### Before Improvements



### After Improvements



Source: Worthington, OH

#### Project Description:

Installation of suspended awnings, exterior paint, new architectural finishes and masonry, new aluminum storefront door and sidelight, new landscaping beds and plantings, and new signage and street numbers.



Source: Worthington, OH

#### Project Description:

Exterior paint, replacement of broken windows, new metal roofing on awning and new electrical sign.

Appendix G: Commercial FIP Before and After Pictures of (Cont'd)

**Before Improvements**



Source: St. Louis, MO

**After Improvements**



**Before Improvements**



Source: Maricopa, AZ

**After Improvements**



## **Appendix H**

### **FIP Eligible Participants/Buildings**

In all the cities in the report, the façade or storefront improvement programs have different requirements for eligible building or participant, some of which include:

- The applicant must be the property owner within a certain area designated by the city.
- If the applicant is a tenant leasing a commercial property the tenant needs written approval from the property owner. In some cities there is an additional requirement of having a certain leasing period to be eligible (Specific to commercial FIP)
- There should not be any delinquent bills, charges or taxes due to the city.
- Only improvements that directly front a public right of way or visible from the street.
- The project should expand or retain employment opportunities, create jobs and economic activity. (Specific to commercial FIP)
- Applicant should not have any other reasonable means available for financing the improvements.

Source: Author created from the guidelines gathered from 24 cities covered by the research.

## **Appendix I**

### **FIP Ineligible Participants/Buildings**

Most of the cities do not mention which building or participants are ineligible for improvement, however some cities give requirements for ineligibility, some include:

- New buildings constructed within a certain number of years.
- Properties that are subject to unresolved code enforcement issues or actions.
- Properties that are primarily for residential use (ex. apartments or condominiums)  
(Specific to commercial FIP).
- Structures that do not face or are visible from the right-of-way
- Work started before approval of the city

Source: Author created from the guidelines gathered from 24 cities covered by the research.

## **Appendix J**

### **FIP Ineligible Improvements**

- Parking lot improvements
- Interior improvements e.g. interior window covering.
- Improvements that only involve areas that are not visible from the public right-of-way.
- Non-permanent fixtures and furnishings.
- Purchase of property
- Purchasing of equipment.
- HVAC or electrical repair or improvements.
- Security systems
- Structural foundations

Source: Author created from the guidelines gathered from 24 cities covered by the research.



## Appendix K

### Worthington, OH Application Scoring Sheet



#### Re-emergent Corridor Assistance Program (ReCAP) Application Scoring Sheet 2016

This sheet is used by the Worthington Community Improvement Corporation (CIC) to score each application submitted during 2016 for Re-emergent Corridor Assistance Program (ReCAP) funding. A total score of 100 points is possible; to be considered for funding, an application must receive a minimum score of 65 points.

- Current Physical Condition / Exterior Appearance (**up to 20 points**)
- Scope of Work (**20 points**)
- Applicant's Project Viability & Demonstrated Ability to Repay (**20 points**)
- Applicant's Demonstrated Commitment to Worthington Business Community (**10 points**)
- Overall Quality of Application (**30 points**)

One (1) scoring sheet is completed by the CIC for each application received, with each scoring session occurring during a regular or special meeting of the CIC. Items in this sheet have been weighted to best gauge the completeness and quality of each Applicant's responses.

For each item addressed by the Applicant, to the degree indicated, provide a checkmark in the appropriate box. The total evaluation score assigned to each application then is determined by adding the values from all checked items.

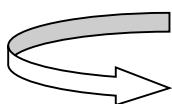
City Staff Use Only		
Project located within the ReCAP Program Area?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Proposed improvements being made to a commercial building?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Applicant's City income tax obligations and real estate taxes on the building in full compliance?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Applicant provided at least two (2) bids by contractors representing all exterior improvements contemplated under the Project?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

### Appendix K: Worthington, OH Application Scoring Sheet 2016 (Cont'd)

Applicant Information	
Applicant Name	
Applicant Type	<input type="checkbox"/> Owner <input type="checkbox"/> Tenant, with Owner's approval
Project Site Address	Worthington, OH 43_____
Applicant Address	

Current Physical Condition / Exterior Appearance				
<i>Using the items below, gauge the Project Site's current conditions, including building and site improvement needs, and the applicability of ReCAP assistance.</i>				
	<i>N/A</i>	<i>Nominal</i>	<i>Preferred</i>	<i>Extra-ordinary</i>
Prominence and visibility of Project Site from commercial corridor(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceived age of Project Site facilities and lack of exterior upkeep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extent to which Project Site's current conditions are impacting surrounding properties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using the marks given to the application above as a guide...



... score the application below:

Criterion	Point Value	Applicant Score
Need for exterior improvements to the Project Site – <b>choose ONLY ONE (1) of the following choices:</b>		
• Project Site does <i>not</i> have a demonstrated need for improvement	0	<input type="checkbox"/>
• Project Site's need for improvements is <i>nominal</i>	+ 5	<input type="checkbox"/>
• Project Site's need for improvements is <i>preferable</i>	+ 15	<input type="checkbox"/>
• Project Site's need for improvements is <i>extraordinary</i>	+ 20	<input type="checkbox"/>

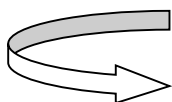


### Project Scope of Work

*Using the items below, gauge the Applicant's Project Scope of Work (plan to make improvements), the reasons for making such improvements, and the timing in which they will occur.*

	<i>N/A</i>	<i>Nominal</i>	<i>Preferred</i>	<i>Extra-ordinary</i>
Project Scope of Work describes exterior improvements fully and in sufficient detail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope of Work's described improvements will positively impact Project Site's appearance along the Corridor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope of Work's improvements are in-line with design expectations and build quality typical for similar properties in Worthington	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application materials include appropriate visual evidence of Project Site's current conditions as well as adequate specifics about planned exterior improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extent to which the Applicant demonstrates pre-planning via its Scope of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project's estimated completion time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using the marks given to the application above as a guide...

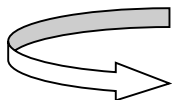


... score the application below:

Criterion	Point Value	Applicant Score
Quality and comprehensiveness of Applicant's Scope of Work– <b>choose ONLY ONE (1) of the following choices:</b>		
• Scope of Work does <i>not</i> adequately describe the exterior enhancement project	0	<input type="checkbox"/>
• Described Scope is <i>nominal</i>	+ 5	<input type="checkbox"/>
• Described Scope is <i>preferable</i>	+ 15	<input type="checkbox"/>

• Described Scope is <i>extraordinary</i>	+ 20	<input type="checkbox"/>		
<b>Project Viability &amp; Demonstrated Ability to Repay</b>				
Using the items below, gauge how well the Applicant demonstrates that its project is viable, the Applicant has experience undertaking similar projects & Applicant's ability to repay the loan.				
	<i>N/A</i>	<i>Nominal</i>	<i>Preferred</i>	<i>Extra-ordinary</i>
Estimated total exterior project costs are reasonable and appropriate to the Project scope.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provided contractor bids are in-line with trade customs and comparable projects in the area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicant demonstrates its capabilities and available administrative capacity to successfully manage and complete the Project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project site not marked by obvious significant obstacles to renovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bank's letter of credit or loan commitment, or personal financial statement, is indicative of Applicant is likely repayment of the loan portion within three (3) years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using the marks given to the application above as a guide...



... score the application below:

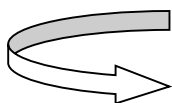
Criterion	Point Value	Applicant Score
Project viability and loan repayment – <b>choose ONLY ONE (1) of the following choices:</b>		
• Applicant does <i>not</i> adequately demonstrate a viable project and/or its ability to repay the loan	0	<input type="checkbox"/>
• Applicant demonstrates <i>nominal</i> project viability and loan repayment	+ 5	<input type="checkbox"/>
• Applicant demonstrates <i>preferred</i> project viability and loan repayment	+ 15	<input type="checkbox"/>
• Applicant demonstrates <i>extraordinary</i> project viability and loan repayment	+ 20	<input type="checkbox"/>

Source: Worthington, OH

### Appendix K: Worthington, OH Application Scoring Sheet 2016 (Cont'd)

Commitment to Worthington Community				
<i>Using the items below, gauge how well the Applicant demonstrates its commitment to the Worthington community.</i>				
	<i>N/A</i>	<i>Nominal</i>	<i>Preferred</i>	<i>Extra-ordinary</i>
Applicant is current or previous member of one or more Worthington-area business associations or charitable groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicant has operated within the Worthington area for some time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicant has supplied other evidence that sufficiently demonstrates its commitment to the Worthington community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using the marks given to the application above as a guide...



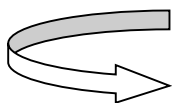
... score the application below:

Criterion	Point Value	Applicant Score
Applicant's commitment to the community – <b>choose ONLY ONE (1) of the following choices:</b>		
• Applicant does <i>not</i> adequately demonstrate its commitment to the Worthington community	0	<input type="checkbox"/>
• Applicant demonstrates <i>nominal</i> commitment to the community	+ 5	<input type="checkbox"/>
• Applicant demonstrates <i>preferred</i> commitment to the community	+ 7	<input type="checkbox"/>
• Applicant demonstrates <i>extraordinary</i> commitment to the community	+ 10	<input type="checkbox"/>

### Appendix K: Worthington, OH Application Scoring Sheet 2016 (Cont'd)

Overall Quality of Application				
<i>Using the items below, gauge the overall quality of the Applicant's submitted application, including the nature of the proposed project and the project's likely outcomes.</i>				
	<i>N/A</i>	<i>Nominal</i>	<i>Preferred</i>	<i>Extra-ordinary</i>
Applicant has supplied a proposal that is logical and easy to follow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicant has completed the entire application, and included any additional materials to allow for full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The project, once completed, will assist in keeping commercial tenants and/or locating new tenants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The nature of the exterior improvement project likely will result in an increase in the value of the Project Site and surrounding properties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applicant's described use of any ReCAP award provides optimal return-on-investment in improving exterior façade.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using the marks given to the application above as a guide...



... score the application below:

Criterion	Point Value	Applicant Score
Overall quality of Application – <b>choose ONLY ONE (1) of the following choices:</b>		
• Generally, the application describes a <i>nominal</i> exterior improvement project	+ 10	<input type="checkbox"/>
• Generally, the application describes a <i>preferred</i> exterior improvement project	+ 20	<input type="checkbox"/>
• Generally, the application describes an <i>extraordinary</i> exterior improvement project	+ 30	<input type="checkbox"/>

## Appendix L

### Sample Application Process & Procedures



# VILLAGE OF EAST DUNDEE

120 Barrington Avenue, East Dundee, Illinois 60118 847-426-2822 fax: 847-426-9621

## PROCEDURES FOR EAST DUNDEE FAÇADE RENOVATION PROGRAM

**Please follow the order of procedures given below. Failure to do so could render a project ineligible or result in unnecessary delays.**

1. **APPLICATION:** Participant must fill out a program application and submit it, along with photos (5X7 or larger) and application fee of \$250.00 to the Village of East Dundee Building Department. The application fee is refundable if the application is not approved.
2. **DESIGN:** Participant will need to discuss façade design with Village staff. Design must be approved by the Village of East Dundee Building Department **before construction bids are obtained**. If the project building is located in East Dundee's Historic District, design approval by the Historic Preservation Committee is needed. An architect's services will be required. The Village can recommend a local one.
3. **BIDS:** Participant must submit at least three (3) construction bids to the Village Building Department for the work required. If TIF or BDD funds are to be used, a written agreement **must** be made before construction begins. Please allow 30 days.
4. **CONSTRUCTION:** Contractor can begin work on the façade. **A Contractor (preferably local), will perform all work.** Periodic inspections will be made by the Village Building Inspector during construction. **Improvements must be completed within twelve (12) months from the date of grant approval.**
5. **PAYMENTS:** Participant will pay the contractor (and architect) their share of the project costs before requesting disbursement of Village funds. **Reimbursable expenses will be paid after completion of construction upon the awarding of the Permanent Certificate of Occupancy.**
6. **CLOSING:** Before construction begins, utilizing the bids received by the applicant, participant and the Village will enter into an agreement, which specifies the conditions of the grant. The Village will issue a check made out to the participant when all work has been completed as agreed and **proof of payment has been supplied to the Village Building Department.**  
  
Information required by the Village Building Department to close the grant includes, but may not be limited to: a copy of the deed to the property, proof property taxes are paid up to date, a check for the filing fee for the mortgage, title insurance on the property, statements from the contractor and architect indicating the project is complete and what, if anything, they are owed (or copies of front and back of canceled checks for the total amount of the approved project costs), and a copy of the occupancy permit.

If the Village has any extraneous costs over and above the agreed upon grant amount, the participant will reimburse the Village, or the Village will have the right to place a lien on the property until the participant reimburses the Village, plus administrative costs.

Participant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Village of East Dundee Building Dept: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix L: Sample Application Process & Procedures (Cont'd).



# VILLAGE OF EAST DUNDEE

120 Barrington Avenue, East Dundee, Illinois 60118 847-426-2822 fax: 847-426-9621

## PROCEDURES FOR THE EAST DUNDEE RESIDENTIAL FAÇADE RENOVATION PROGRAM

**Please follow the order of procedures given below. Failure to do so could render a project ineligible or result in unnecessary delays. Please note: East Dundee's Residential Façade Grant Program is only intended for owner-occupied homes.**

1. **APPLICATION:** Participant must fill out a program application and submit it, along with photos (5X7 or larger) and application fee of \$25.00 to the Village of East Dundee. The application fee is refundable if the application is not approved.
2. **DESIGN:** Participant will need to discuss façade design with Village staff. Design must be approved by the Village of East Dundee Building Department. If the project building is located in East Dundee's Historic District, design approval by the Historic Preservation Committee is needed.
3. **BIDS:** If structural repair is needed, participant must include problems to be repaired to the Village Building Department for the work required.
4. **CONSTRUCTION:** **The Contractor, appointed by the Village, will perform all work.** Periodic inspections will be made by the Village Building Inspector during construction/improvements. **Improvements must be completed within twelve (12) months from the date of grant approval.**
5. **PAYMENTS:** Participant will pay the contractor their share of the project costs before requesting disbursement of Village funds. **Reimbursable expenses will be paid after completion of construction upon the final inspection and approval of East Dundee's Building Inspector.**
6. **CLOSING:** Before construction begins, participant and the Village will enter into an agreement, which specifies the conditions of the grant. The Village will issue a check made out to the participant when all work has been completed as agreed and **proof of payment has been supplied to the Village Building Department.**  
  
Information required by the Village Building Department to close the grant includes, but may not be limited to: a copy of the deed to the property, proof property taxes are paid up to date, a check for the filing fee for the mortgage, title insurance on the property, statements from the contractor indicating the project is complete and what, if anything, they are owed (or copies of front and back of canceled checks for the total amount of the approved project costs).

If the Village has any extraneous costs over and above the agreed upon grant amount, the participant will reimburse the Village, or the Village will have the right to place a lien on the property until the participant reimburses the Village, plus administrative costs.

Participant's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Village of East Dundee Building Dept: \_\_\_\_\_ Date: \_\_\_\_\_

Source: Village of East Dundee (n.d.). Checklist for residential façade renovation program. East Dundee, IL:

Retrieved from

[http://www.wdundee.org/EDapps/vwide/forms.nsf/7FB32C3A1EC9F19A86257E2300792BFA/\\$file/Facade%20residential%20packet.pdf](http://www.wdundee.org/EDapps/vwide/forms.nsf/7FB32C3A1EC9F19A86257E2300792BFA/$file/Facade%20residential%20packet.pdf).

## Appendix L: Sample Application Process & Procedures (Cont'd).

### STOREFRONT RENOVATION PROGRAM (SRP) GRANT BASIC PROCEDURES

- STEP 1: Property owner (applicant) submits SRP application to the URA with photograph(s) of building, copy of current occupancy permit, \$250 application fee and description of requested improvements.
- STEP 2: URA will review the submitted requested improvements (work plan). Such review may include a design consultation with URA staff or their agent. If design is acceptable, the URA will provide a notice to proceed letter within fifteen business days.
- STEP 3: Once applicant receives the notice to proceed letter, they will need to secure cost estimates based on the approved work plan. The applicant must submit these cost estimates to the URA within 60 days of receiving the notice to proceed.
- STEP 4: The URA will review the cost estimates and then proceed to issue a commitment letter to the applicant within ten business days.
- STEP 5: Upon applicant signing and returning the signed commitment letter, work may begin. URA will monitor progress of the building improvements.
- NOTE: THE URA CANNOT PAY FOR ANY WORK THAT HAS BEEN COMPLETED PRIOR TO A SRP COMMITMENT LETTER BEING EXECUTED.
- STEP 6: Applicant must pay the matching portion of the project costs first. The URA will make payment when all work is complete. Applicant will be required to complete all work within four-months of acceptance of the commitment letter. Once work is completed, the URA will schedule a closing for execution of the grant agreement and the disbursement of grant funds. Disbursement of grant funds is contingent upon applicant providing receipts for completed improvements.
- NOTE: *The SRP Grant provides up to 50% or \$5,000 maximum for eligible improvements. If your project costs exceed \$10,000 and you are located within one of the City's Mainstreets-eligible neighborhoods, you may be interested in utilizing the Streetface program which could provide a larger dollar amount towards your project costs. For more information on the Streetface program, please contact Quianna Wasler, Mainstreet Development Specialist, of the URA at 412-255-6550 or [qwasler@ura.org](mailto:qwasler@ura.org).*

BUSINESS DEVELOPMENT CENTER ~ 200 ROSS STREET, 11<sup>TH</sup> FLOOR ~ PITTSBURGH, PA 15219 ~ 412-255-6550

Source: City of Pittsburgh (2014). Storefront renovation program guidelines. Pittsburgh, PA: Urban Redevelopment Authority of Pittsburgh. Retrieved from [http://apps.pittsburghpa.gov/ura-files/SRP\\_Info\\_Guidelines\\_Updated\\_1-7-14\\_new.pdf](http://apps.pittsburghpa.gov/ura-files/SRP_Info_Guidelines_Updated_1-7-14_new.pdf).



## Appendix L: Sample Application Process & Procedures (Cont'd)

### RESIDENTIAL FAÇADE PROGRAM BASIC PROCEDURES

- STEP 1: Property owner (applicant) submits application to the URA with all required additional information as requested on the application, including:
- color photos,
  - application fee,
  - a description of requested improvements, and
  - contractor bid(s).

All applications will be reviewed in the order received.

- STEP 2: URA will review the submitted requested improvements (work plan) and determine if a design consultation with URA staff or their agent is required. If a design consultation is required, URA will work with the Design Center of Pittsburgh to provide one at no cost to the property owner.

- STEP 3: URA construction department staff will review the requested improvements for approval.

- STEP 4: Once the requested improvements are approved, grant recipients will receive written notification of their award in the form of a commitment letter, along with a copy of the program's Contractual Obligations.

- STEP 5: Upon applicant signing and returning the Contractual Obligations document to the URA, construction can begin.

**NOTE: WORK THAT HAS BEEN COMPLETED PRIOR TO AN RFP COMMITMENT LETTER BEING EXECUTED CANNOT BE PAID FOR WITH GRANT PROCEEDS**

- STEP 6: Once work is completed, the URA will schedule a final inspection of the completed project. Final disbursement of grant funds is contingent upon applicant providing receipts for completed improvements. Work must be completed within six months. Payment from the URA will be in the form of a two party check to the property owner and the contractor .

**NOTE: Grant disbursement will occur within thirty (30) days following the written request for payment submitted by either the property owner or the contractor.**



## Appendix M

## Residential FIP Before and After Pictures

Before Improvements



After Improvements



Source: Pittsburgh, PA

**Project Description:**

Exterior paint for the front of the stairs, creation of balcony that was closed on the third level of the house, and paint for the stair railings.

Before Improvements



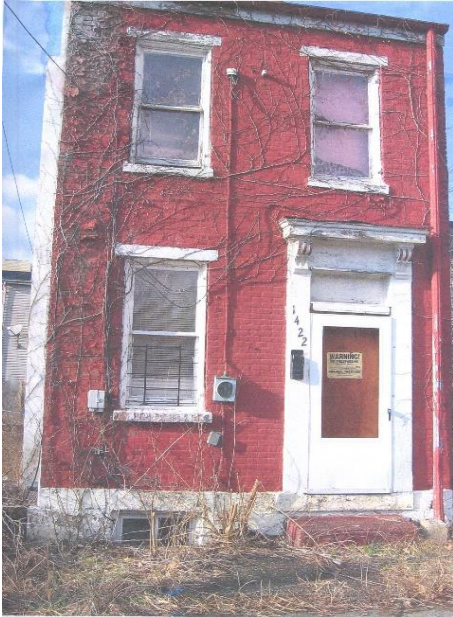
After Improvements



Source: Pittsburgh, PA

**Appendix M: Residential FIP Before and After Pictures for (Cont'd)**

**Before Improvements**



Source: Pittsburgh, PA

**After Improvements**



**Before Improvements**



Source: Pittsburgh, PA

**After Improvements**






## Appendix N

### Columbia, SC's Report Regarding the Economic Impact of its FIP

#### Façade Improvements Fuel Investment in Downtown Columbia in 2011-2012

**Façade Program Highlights**

<b>Total Amount of Investment (Public &amp; Private)</b>	<b>\$ 6,601,889</b>
# of Buildings Vacant BEFORE FIP	7
# of Buildings Vacant AFTER FIP	3
# of New Businesses In Improved Sites	6
# of Project Sites	16
# of Individual Forgivable Loans	24
# of New Jobs	34
Amount of Public Investment	\$ 425,829
Amount of Private Investment	\$ 6,176,060
<b>Total Number of Sq Ft now available</b>	<b>118,300 SF</b>




**Small and Local Businesses Benefit**

The City has a commitment to small and local businesses. The list below shows all of the contractors that have been awarded work through the façade program. As an incentive, the City offers applicants additional points in the review process if they offered an opportunity to bid to female and/or minority owned businesses.

<p><b>Ace Glass</b> Arnold Construction Bardin Builders Buff's Home Improvement Buildvision C &amp; C Roofing Carolina Awning Carolina Covers Carolina Window &amp; Millwork-OMNI Glass CBSI General Contractor Chad Branham Construction Cohn Construction Collards Custom Cabinets Cosmetic Painting</p>	<p><b>Creative Fence</b> David Williams Painting Diego Sanchez Masonry Dixon &amp; Sons Constructors Echerer Painting Garmar Development Garris Masonry Gordon Stucco Jackson-Elders Steel Co. Joiner Electric Services Joseph Heath Joseph Jacobson General Contracting Larry Fink General Contractor M &amp; L Construction</p>	<p><b>Mashburn Construction</b> Master Construction Middleton Painting Moreno Stucco O'Brien Painting Services Palmetto State Glass PATCON Pizzuti Builders Pugh's Welding Rosewood Restorations Sheppardah Restorations Superior Stone Designs Turner Contracting Willy Crosby Masonry</p>
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#### Façade Improvements Fuel Investment in Downtown Columbia in 2011-2012



**Façade Improvement Program  
Business Improvement District**

**Aesthetics Matter!!**

*In the 1980s and early 1990s, the City of Columbia's downtown was vibrant and active with retail outlets that drew residents from all across the city. Eventually, many businesses began to move away from the downtown area.*

*By 2007, 21% of retail storefronts in Columbia's downtown were vacant. The majority of retail storefronts had darkly tinted windows, reducing the visibility of merchandise. Signage over many storefronts needed repair or replacement. Original building façades were covered over with faux and mismatched materials. A majority of the buildings uses were inappropriate for the immediate and potential market.*

*The City of Columbia began to understand that aesthetics matter. People are attracted to beautiful places. Our downtown had great historical value, and its beauty needed to be uncovered. If the City could uncover this beauty, while preserving the awesome historical significance, the downtown area could once again become a place where residents want to live, work, play, and worship.*

The City of Columbia's Façade Improvement Program aims to improve the appearance of commercial corridors throughout the city that are significantly deteriorated. Through this forgivable loan program, business owners are able to make improvements to the front exterior portion of commercial buildings that can be seen from the public right-of-way.


While the City has had other façade programs in the past, the investment of \$425,829 in public dollars in the downtown Business Improvement District (BID) set precedent. Details of how the program was implemented in the BID are highlighted below:

**Program Structure:**

- 5-year, Forgivable Loan Opportunity
- 80%-City/20%-Applicant Project Cost Split
- Maximum City Investment per Façade \$20,000
- Interior Improvements are not Eligible

**Eligible Improvements:**

<ul style="list-style-type: none"> <li>Windows</li> <li>Doors</li> <li>Awnings</li> <li>Lighting</li> <li>Paint</li> <li>Signage</li> <li>Fencing</li> </ul>	<ul style="list-style-type: none"> <li>Storefront Remodeling</li> <li>Masonry/Carpentry Repairs</li> <li>Landscaping – hardscape and planting materials</li> <li>Iron Bar Removal &amp; Disposal from Windows and Doors</li> <li>Parking Lot Paving/Enhancing</li> <li>Repair/Install Architectural Detail</li> </ul>
--	---



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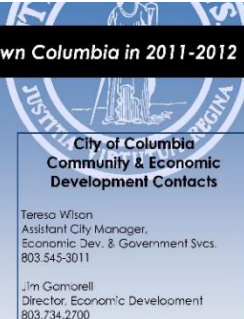
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Appendix N: Columbia, SC's Report Regarding the Economic Impact of its FIP (Cont'd)

### Facade Improvements Fuel Investment in Downtown Columbia in 2011-2012

### Facade Improvements Fuel Investment in Downtown Columbia in 2011-2012

## BID Façade Improvement Program

### Phase I: 2011-2012

The following businesses took advantage of the façade program in the BID. The average forgivable loan amount per façade was \$17,743. Building owners invested anywhere from \$2,221 to \$3.4M in façade improvements and renovations – making the program financially feasible and a benefit for any size business or project.

	Address	Project Name
1	2015 Assembly St.	Palmetto Teachers Association
2	2001 Assembly St.	Liberty House
3	1301 Assembly St.	Vista Center
4	1210 Main St.	First Citizens
5	1301 Main St.	Parkside Center
6	1548 Main St.	Something Special Florist
7	1556 Main St.	SC1556 Main, LLC
8	1613 Main St.	Barnes, Alford, Stork & Johnson
9	1614 Main St.	Main & Taylor, LLC
10	1625 Main St.	Mark's Menswear
11	1627 Main St.	Paradise Ice
12	1631 Main St.	Habenicht Bldg.
13	1734 Main St.	The Elite Bldg.
14	1213 Blanding St.	Villa Tronco
15	1528 Sumter St.	The Renaissance Foundation
16	2016 Sumter St.	Carolina Eye, Ear, Nose & Throat

**USING COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) TO FUEL ECONOMIC DEVELOPMENT**


The City of Columbia receives an annual entitlement of Community Development Block Grant (CDBG) funds from the U. S. Department of Housing and Urban Development (HUD). HUD awards these funds to help cities to develop viable communities by providing decent housing, a suitable living environment, and ability to expand economic opportunities, principally, for low- and moderate-income persons.

The City of Columbia funded the BID façade program using a portion of its annual CDBG award. By using CDBG dollars, the City is able to offer forgivable loans that do not have to be repaid if the façade improvements are maintained for five years. The City's ability to offer this type of program to businesses in our current economy has definitely been well appreciated by façade participants.

Within the City, CDBG funds are administered through the Community Development Department. The Office of Business Opportunities is allocated funds from Community Development to administer the program.

*"CDBG is an important tool for helping local governments tackle serious challenges facing their communities."*

US Department of Housing & Urban Development



## 5

**New Event Attractions**

**Famously Hot New Year Celebration**  
(20,000+ people)

**Sons of Italy Italian Festival**  
(15,000+ people)

**SC PRIDE Parade and Festival**  
(15,000+ people)

**Jam Room Music Festival**  
(5,000+ people)

**First Thursdays (monthly)**  
(3,000+ people)

## 16

**New Retailers**

The visible improvement has strengthened public confidence in the downtown area. Since the program began, 16 new retailers have opened in the BID, in addition to completion of a 54-suite, luxury apartment project, and newly available office space.

## 34

**New Jobs**

Six new businesses participated in the façade program in the BID. As a result, 34 new jobs were added to downtown.



## Appendix O

### WSU Research Team Questionnaire Revised by Columbia, SC

#### *Façade Improvement Program Evaluation*

**\* 1. What year were the restorations/improvements completed?**

**\* 2. What was the total cost of your façade project? (Give dollar amount)**

**\* 3. Of this total project cost, what portion of funds were paid by the City and what portion of funds were paid by you? (Give dollar amount)**

Portion of funds were paid by the City

Portion of funds were paid by you

**\* 4. What encouraged you to participate in this program? (Check all that apply.)**

- Inspired by previous program improvements in nearby buildings
- Convinced by the favorable matching fund breakdown of 80% paid by City and only 20% paid by façade recipient
- Other (please specify)

**\* 5. Was there a change in the number for First-time customers? (first-time customers are customers who visited the building for the first time) Check one.**

- Yes: 25% or more of **first-time customers increase**
- Yes: 10% **first-time customers increase**
- Yes: 5% or less of **first-time customers increase**
- About the same
- Decrease in first-time customers

**Appendix O: WSU Research Team Questionnaires Revised by Columbia, SC (Cont'd)**

**\* 6. Did you notice a change in revenue (sales) because of the program improvements?**

- Yes: percentage of **revenue (sales) increase** is about 25% or more
- Yes: percentage of **revenue (sales) increase** is about 10%
- Yes: 5% or less **revenue (sales) increase**
- No
- I do not know

**\* 7. Did you notice a change in property value because of the program improvements?**

- Yes: percentage of **property value increase** is about 25% or more
- Yes: percentage of **property value increase** is about 10%
- Yes: 5% or less **property value increase**
- No
- I do not know

**\* 8. Did your building's rental rates change because of the program improvements?**

- Yes: percentage of **rental rates increase** is about 25% or more
- Yes: percentage of **rental rates increase** is about 10%
- Yes: 5% or less **rental rates increase**
- No
- I do not know

**9. What can be changed in the program requirements in order to encourage more property owners to apply.**

**\* 10. What is your business name, type, and address?**

Business name

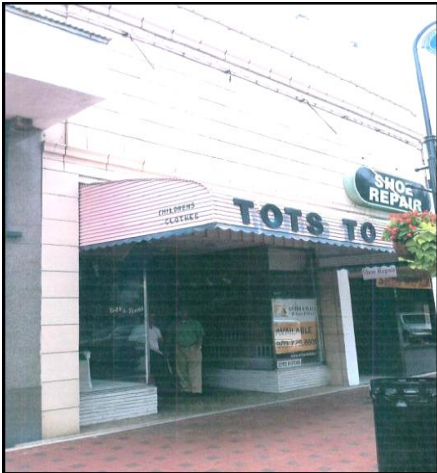
Type of business

Business Address



**Appendix P**  
**Before and After Pictures of the 11 Participants in Columbia, SC's FIP and WSU**  
**Questionnaire**

**Before the improvements**

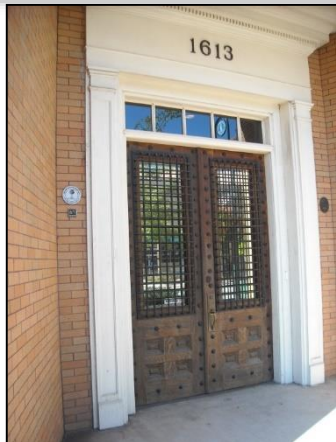


**After the improvements**



<b>Business Name:</b>	Sweet Cream
<b>Type of Business:</b>	Restaurant
<b>Business Address:</b>	1627 main St.
<b>Date of Improvement</b>	2013
<b>Total Project Cost</b>	\$24,000

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Barnes Alford Stork and Johnson
<b>Type of Business:</b>	Law Firm
<b>Business Address:</b>	1613 Main Street
<b>Date of Improvement</b>	2012
<b>Total Project Cost</b>	\$10,745

**Appendix P: Before and After Pictures of the 11 Participants in Columbia, SC’s FIP and WSU Questionnaire**

**Before the improvements**



**After the improvements**



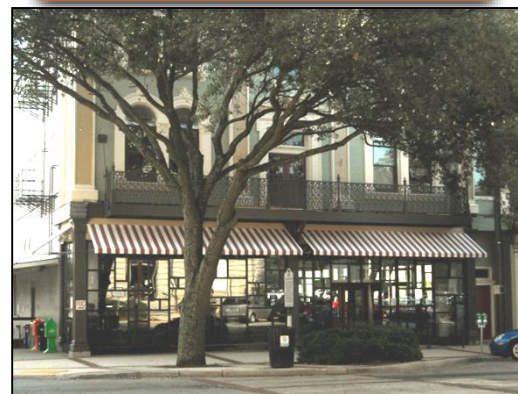
<b>Business Name:</b>	Library house
<b>Type of Business:</b>	Billing office and rental space
<b>Business Address:</b>	2001 Assembly St Ste 104
<b>Date of Improvement</b>	Unavailable
<b>Total Project Cost</b>	\$250,000

For Library house, the Façade Improvement Program covered \$40,000 of the exterior work. The owner did other work to the parking lot, building exterior, and interior, which were not covered by the program. Their overall total cost of the project was \$250,000.

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Papadea CO
<b>Type of Business:</b>	property rentals
<b>Business Address:</b>	1734 Main St
<b>Date of Improvement</b>	2012
<b>Total Project Cost</b>	\$30,968



## Appendix P: Before and After Pictures of the 11 Participants in Columbia, SC's FIP and WSU Questionnaire

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Carolina Eye, Ear, Nose , and Throat
<b>Type of Business:</b>	Medical
<b>Business Address:</b>	2016 Sumter Street
<b>Date of Improvement</b>	2010
<b>Total Project Cost</b>	\$10,000

Carolina Eye, Ear, Nose, and Throat received new metal fencing with sliding gate at entrance. They also installed metal railing at rear of lot. Existing railing at steps and side entrance were painted. New awnings at side entrance.

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Kleen Kare Cleaners
<b>Type of Business:</b>	Dry cleaning and laundry
<b>Business Address:</b>	4011 N. Main St
<b>Date of Improvement</b>	2013
<b>Total Project Cost</b>	12,500

**Appendix P: Before and After Pictures of the 11 Participants in Columbia, SC’s FIP and WSU Questionnaire**

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Solomon Law Group
<b>Type of Business:</b>	Law Firm
<b>Business Address:</b>	3501 N. Main Street
<b>Date of Improvement</b>	Unavailable
<b>Total Project Cost</b>	\$14,000

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Marion Investment Advisors, LLC
<b>Type of Business:</b>	Investment services
<b>Business Address:</b>	3612 N. Main St.
<b>Date of Improvement</b>	2012
<b>Total Project Cost</b>	\$12500

## Appendix P: Before and After Pictures of the 11 Participants in Columbia, SC's FIP and WSU Questionnaire

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	ALT Properties, LLC
<b>Type of Business:</b>	Real Estate/ Restaurant
<b>Business Address:</b>	4001 North Main
<b>Date of Improvement</b>	2015
<b>Total Project Cost</b>	\$155,000

For ALT Properties, LLC, the façade improvements were part of a much larger project. Façade Improvements were: General Site Improvements, Parking Lot Improvements, Dumpster Pad / Enclosures, Retaining Wall, and Landscaping & Irrigation.



**Appendix P: Before and After Pictures of the 11 Participants in Columbia, SC’s FIP and WSU Questionnaire**

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Palmetto Teachers Association
<b>Type of Business:</b>	non-profit association
<b>Business Address:</b>	2015 Assembly Street
<b>Date of Improvement</b>	2012
<b>Total Project Cost</b>	\$41,300

**Before the improvements**



**After the improvements**



<b>Business Name:</b>	Habenicht Co. LLC
<b>Type of Business:</b>	Real estate holding
<b>Business Address:</b>	1631 Main Street
<b>Date of Improvement</b>	2013
<b>Total Project Cost</b>	\$4,500

## Appendix Q

### Wisconsin, SIP Survey Questionnaire

1. Property address (and historic building name if applicable):

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2. I am the building's (circle one):

Owner      Tenant      Both (owner-occupied)

3. What year were the restorations/improvements completed?

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4. What prompted the restoration and/or improvements? (Check all that apply.)

- Inspired by nearby improvements  
 New program available  
 Ownership transfer  
 Other \_\_\_\_\_

5. Did you notice any change in the number of first-time customers? Check one.

- Yes: 25%+ increase  
 Yes: 10% increase  
 About the same  
 Decrease in first-time customers

6. Did you do any of the following work to the **exterior** of your building? Check all that apply.

- |   |  |  |
|---|--|--|
| <input type="radio"/> Masonry work      | <input type="radio"/> Signage                            | <input type="radio"/> Awnings or canopy removed/replaced |
| <input type="radio"/> Metal repair work | <input type="radio"/> Doors or windows repaired/replaced | <input type="radio"/> Other _____                        |
| <input type="radio"/> Wood repair work  | <input type="radio"/> Removal of past alterations        | _____  |
| <input type="radio"/> Paint             |  |  |
| <input type="radio"/> Re-siding         |  |  |

**Total expenditures: \$** \_\_\_\_\_

## Appendix Q: Wisconsin, SIP Survey Questionnaire (Cont'd):

7. Did you also make changes to the **interior** of your building?

- Yes: first floor commercial interior
- Yes: upper floor build-out
- Yes: building mechanicals

**Total expenditures: \$ \_\_\_\_\_**

8. Use of property's first floor **prior** to restoration/improvements (circle one):

Unoccupied    Retail    Hospitality/Restaurant    Service    Mixed    Other

Primary tenant(s): \_\_\_\_\_

9. Use of property's first floor **after** restoration/improvements:

Unoccupied    Retail    Hospitality/Restaurant    Service    Mixed    Other

Primary tenant(s): \_\_\_\_\_

10. Use of property's second floor **prior** to restoration/improvements (circle one):

Unoccupied    Retail    Hospitality/Restaurant    Service    Mixed    Other

Primary tenant (if commercial only): \_\_\_\_\_

11. Use of property's second floor **after** restoration/improvements:

Unoccupied    Retail    Hospitality/Restaurant    Service    Mixed    Other

Primary tenant (if commercial only): \_\_\_\_\_

12. How were the restorations/improvements financed? Please provide a complete breakdown of all financing, investments, grants, etc. Check all that apply.

- Business expense: \$ \_\_\_\_\_
- Bank loan: \$ \_\_\_\_\_
- Personal out-of-pocket expense: \$ \_\_\_\_\_
- Local grant/loan: \$ \_\_\_\_\_
- Historic preservation tax credit
- Other tax credit

13. Did any of the following activities also occur in the same time frame as when the improvements were made? Check all that apply.

- Changes in the business plan (pricing)
- Changes in merchandising
- Promotional changes
- Moved location
- Extended store hours
- Streetscape enhancements or other public improvements
- Major neighboring downtown business opened/closed: \_\_\_\_\_
- Major business competition opened outside of town: \_\_\_\_\_
- Recession

## Appendix Q: Wisconsin, SIP Survey Questionnaire (Cont'd):

14. What other nearby buildings improve their façade **after** your improvements?

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15. Was there a perceived change in nearby building neglect or absenteeism after your improvements?

Examples:

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16. Please describe your experience with the local historic design and zoning review (if applicable).

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17. Did any changes need to be made to the plan for the building to meet code regulations? Did this project cause your municipality to change zoning ordinances?

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18. How do you feel the finished product impacted your community and surrounding downtown?

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19. Business owners: Did you notice a change in revenues because of the improvement?

Percent change = \_\_\_\_\_ %

20. Building owners: Did your building's rental rates increase because of the improvement?

\_\_\_\_\_ % increase current rent (\$/sq. ft.)

Source: Ryan, Bill, Amy Greil, Dayna Sarver, Joe Lawniczak, & Errin Welty (2014). An analysis of downtown storefront improvements: a selection of Wisconsin case studies. Madison, MI: University of Wisconsin-Extension.

## Appendix R

### University of Wisconsin-Extension Study Program Information & Economic Impacts

Business name	Cost	Economic benefits	Intangible benefits	Financing assistance
<b>Hotel Stebbins</b> ( Algoma, WI)	\$45,000	>10% increase in first-time customers	Generated interest in urban revitalization in the community and in cultivating a sense of place	Bank loan
<b>Bagels &amp; More</b> ( Beloit, WI)	\$25,000	>10% increase in first-time customers 20% increase in sales	Catalyst for other improvements in the area	Downtown Beloit Association Façade Improvement Grant Bank loans
<b>Brocach Irish Pub</b> (Madison, WI)	\$20,000 (includes some interior work)	No data	In the past ten years, the owner has expanded to two additional locations	50/50 Façade Match Improvement Program
<b>Madison Sourdough</b> (Madison, WI)	\$30,000	Improvements made possible by the grant program attracted a high-quality restaurant tenant, which encouraged additional aesthetic improvements at the site	While maintaining the character of the surroundings, improvements made it inviting to foot traffic in the neighborhood	50/50 Façade Improvement Match Program (up to \$10,000)
<b>Purple Door Ice Cream</b> (Milwaukee, WI)	\$95,000	Estimated 10–15% increase in property value	The business serves the neighborhood and compliments other businesses that have moved in including Water Council, Indulgence Chocolates, and Black Sheep	City of Milwaukee Façade Grant



**Appendix R: University of Wisconsin-Extension Study Program Information (Cont'd)**

<b>Business name</b>	<b>Cost</b>	<b>Economic benefits</b>	<b>Intangible benefits</b>	<b>Financing assistance</b>
<b>Faye's Pizza</b>	\$120,000	>10 % increase in first-time customers Sales increased by more than 200% in two years (includes launching a new line of frozen pizzas)		- Bank loan - Sheboygan Historic Preservation Grant Program - Historic preservation tax credits
<b>Firehouse Pizza</b>	200,000 (for both interior and exterior improvements )	>25% increase in first-time customers Unoccupied building now income-producing Increased seating area doubled sales	Spurred the rehabilitation of Brickner Woollen Mills, Richardson's Furniture, 1878 Broadway block, and Bemis Bath Shoppe	Bank loan
<b>Eddie's Alehouse &amp; Eatery, Inc.</b>	\$30,000	>10% increase in first-time customers Estimated 10% increase in sales		Bank loan
<b>Rodeo Saloon Bar &amp; Grill</b>	\$10,000	Façade improvements are believed to improve future sale prospects	Spurred neighbors (What's Brewin'?, State Farm Agency, and the café across the street) to also make improvements	Main Street Sign Grant
<b>Steele Street Floral (Algoma, WI)</b>	\$30,000	Increased tourist foot traffic and publicity		None
<b>Country Treasures (Chippewa Falls, WI)</b>	\$130,000	>10% increase in first-time customers 2% increase in sales	Stimulated community support and motivated other public improvements such as streetscape work	Regional Business Fund Low-interest Main Street Loan
<b>The Knitting Room ( Fond du Lac, WI)</b>	\$28,000	Owner believes market value has doubled since his 2007 acquisition of the property		-Downtown Fond du Lac Façade Improvement -Grant -Bank loan -Historic preservation tax credits
<b>Sequels (Monroe, WI)</b>	\$7,000	Estimated 15–25% increase in first-time customers		Matching Façade Improvement Grant

**Appendix R: University of Wisconsin-Extension Study Program Information (Cont'd)**

Business name	Cost	Economic benefits	Intangible benefits	Financing assistance
<b>Bemis Bath Shoppe (Sheboygan Falls, WI)</b>	\$645,000 (interior and exterior improvements )	Unoccupied building now income-producing	Provided manufacturer with a downtown presence and spurred the improvements of Osthelder Saloon, Depke's Shoes, Ella's Dela Delicatessen, and the Chamber/Main Street building	- Bank loan - State and federal historic preservation tax credits
<b>Scarlet Garden (Tomahawk, WI)</b>	\$2,500	>10% increase in first-time customers Estimated 17% increase in sales		None
<b>North Bay Sport &amp; Liquor (Green Lake, WI)</b>	\$2,206	10–20% increase in first-time customers	Catalyst for other area improvements	Downtown Green Lake Renewal Project Funds
<b>Colby Abbot Building (Milwaukee, WI)</b>	\$350,000	>10% in first-time customers Estimated 5% increase in rents after pop-up store program ended		Pop-up Store Incentive Program
<b>Tribeca GalleryCafé &amp; Books (Watertown, WI)</b>	\$3,900	>10% increase in first-time customers Estimated 15% increase in sales		None
<b>Sam Meyer Insurance Agency, Inc. and Red Brick Inn (Fond du Lac, WI)</b>	\$28,000	Owner thinks market value has doubled since his 2005 acquisition of property		- Downtown Fond du Lac Program (DFP) Façade Grant - Bank loan - Historic preservation tax credits
<b>Waukesha Tattoo Company (Waukesha, WI)</b>	\$30,000	>25% increase in first-time customers The neighboring businesses, River's End Gallery and People's Park (a bar), renovated their properties after Waukesha Tattoo Company did		Local grant/loan

Source: Ryan, Bill, Amy Greil, Dayna Sarver, Joe Lawniczak, & Erin Welty (2014). An analysis of downtown storefront improvements: a selection of Wisconsin case studies. Madison, MI: University of Wisconsin-Extension...

## Appendix S

### The State of Wisconsin Study's Complete Findings

**1. Increase in number of first-time customers.**

As a result of storefront improvements, more than 80% of reporting businesses experienced an increase in the number of first-time customers.

**2. Increase in sales.**

Over 90% of existing businesses reported an increase in sales. For case studies where data was available, sales revenue increased an average of 20%.

**3. Increased rental revenues.**

Some of the most significant economic returns were realized by property owners who were able to lease previously unoccupied space as a result of storefront improvements.

**4. Properties changes to the better use.**

A few buildings were repurposed to accommodate different type of tenants in response to market needs. These new tenants often helped stabilize the income stream of the property. Exterior storefront improvements were often conducted with other changes in the building to accommodate the new and perceived better use.

**5. Interior redesign, are often performed simultaneously.**

Many of the projects included concurrent interior renovations and building improvements.

**6. Even small investments can generate high returns.**

Improvements are often relatively inexpensive. Often very small outlays had a significant impact on sales and rental income.

**7. Multiple funding sources are often assembled to cover project costs.**

50% of the projects used local incentive grant or loan programs (for façade, signage, or business improvements). Traditional bank loans were also used by 50% of the projects. Historic tax credits were used in a few projects.

## **Appendix S: The State of Wisconsin Study's Complete Findings (Cont'd)**

### **8. Property owners generally believe that their building value has increased.**

A number of respondents indicated that their property value has or is expected to increase as a result of the improvements.

### **9. Nearby businesses often enjoy increased sales and may initiate their own storefront improvements.**

A number of case studies demonstrated how new customers attracted to an improved building can positively affect other nearby buildings and their businesses. This was especially true in cases where an unoccupied building regained a commercial tenant. The indirect returns to the surrounding business district were amplified when the improved building was occupied by a tenant that generated foot traffic and complemented other nearby businesses. There were also numerous examples of how an improved building inspired other nearby building owners to consider improvements.

### **10. Community pride, historic appreciation, and civic legacy are celebrated.**

Many respondents told a story of a property owner who wanted to restore a building to its original elegance as a symbol of the community's heritage. These property owners recognize the unique market opportunities available through the improvement of the community's original and authentic business district.

Source: Ryan, Bill, Amy Greil, Dayna Sarver, Joe Lawniczak, & Errin Welty (2014). An analysis of downtown storefront improvements: a selection of Wisconsin case studies. Madison, MI: University of Wisconsin-Extension.

## Appendix T

### Definition of the Best Practices used in the Façade Improvement Study in North Carolina

The survey provided insight into five best practices among those identified by the literature. The best practices analyzed in this report come from the NCDDA's Façade Improvement Grant Workshop and the Commercial District Advisor Blog.

**1. Require matching funds from private sector that cover 25 to 50% of total project cost.**

Said another way, the community should provide a grant for 50 to 75% of the total project cost. The Commercial District Advisor Blog provides this best practice, noting that “the higher match is necessary in areas where business owners are struggling and may lack the capital necessary to meet their match requirements.” For example, on a \$4,000 project, the property owner would provide \$1,000 to \$2,000 and the community would provide \$2,000 to \$3,000.

**2. Provide design services as needed.** Given that the fundamental goals of many façade improvement grant programs are to improve the aesthetics of downtown areas and preserve local historic character, the NCDDA suggests providing design services as needed. The service both helps to accomplish the program goals and makes it easier for property and business owners to renovate facades.

**3. Establish grants to ensure good design choices.** This best practice also addresses the fundamental goals of façade improvement and is recommended by the NCDDA, but is implemented through the application and review process. For the purpose of this research, good design choices include review processes tied to the Secretary of Interior Standards for Rehabilitation, Local Design Guidelines, or a committee review.

**4. Communicate one-on-one with businesses and property owners.** This best practice comes from the NCDDA with the intent of determining property owner interest in façade improvement grants.

**5. Have straightforward applications.** This best practice comes from the Commercial District Advisor Blog. The blog particularly recommends for communities with small grants, with the idea that the smaller a grant is, the easier it should be to use.

Source: Source: Sherrill, Scott (2014). More than face value: façade improvement grants in North Carolina. Chapel Hill, NC: The University of North Carolina at Chapel Hill.

## **Appendix U**

### **About the CDBG Program**

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. CDBG is an important tool for helping local governments tackle serious challenges facing their communities. The CDBG program has made a difference in the lives of millions of people and their communities across the Nation.

The annual CDBG appropriation is allocated between States and local jurisdictions called "non-entitlement" and "entitlement" communities respectively. Entitlement communities are comprised of central cities of Metropolitan Statistical Areas (MSAs); metropolitan cities with populations of at least 50,000; and qualified urban counties with a population of 200,000 or more (excluding the populations of entitlement cities). States distribute CDBG funds to non-entitlement localities not qualified as entitlement communities.

HUD determines the amount of each grant by using a formula comprised of several measures of community need, including the extent of poverty, population, housing overcrowding, age of housing, and population growth lag in relationship to other metropolitan areas.

#### **Citizen Participation**

A grantee must develop and follow a detailed plan that provides for and encourages citizen participation. This integral process emphasizes participation by persons of low or moderate income, particularly residents of predominantly low- and moderate-income neighborhoods, slum or blighted areas, and areas in which the grantee proposes to use CDBG funds. The plan must provide citizens with the following: reasonable and timely access to local meetings; an opportunity to review proposed activities and program performance; provide for timely written answers to written complaints and grievances; and identify how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate.

#### **Eligible Activities**

Over a 1, 2, or 3-year period, as selected by the grantee, not less than 70 percent of CDBG funds must be used for activities that benefit low- and moderate-income persons. In addition, each activity must meet one of the following national objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.

Source: U.S. Department of Housing and Urban Development (n.d.). Community development block grant program – CDBG). Washington, D.C: Author. Retrieved from [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/communitydevelopment/programs](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs).

## Appendix V

### Sample Application Forms



# VILLAGE OF EAST DUNDEE

120 Barrington Avenue, East Dundee, Illinois 60118 847-426-2822 fax: 847-426-9621

## VILLAGE OF EAST DUNDEE FAÇADE RENOVATION PROGRAM

### APPLICANT INFORMATION

\_\_\_\_\_(\_\_\_\_\_)\_\_\_\_\_  
 Name of Property Owner/Tenant Telephone Number

\_\_\_\_\_  
 Street Address City State Zip

### PROPERTY TO BE IMPROVED

\_\_\_\_\_  
 Name of Business Type of Business

\_\_\_\_\_(\_\_\_\_\_)\_\_\_\_\_  
 Street Address Telephone Number

Proposed Use(s) of Building:

Ground Floor \_\_\_\_\_ Upper Floor(s) \_\_\_\_\_

Other Relevant Building Information: \_\_\_\_\_

\_\_\_\_\_ Jobs Retained \_\_\_\_\_ Jobs Created \_\_\_\_\_

### ADDITIONAL INFORMATION/DOCUMENTS

The following information must accompany this application:

1. Photos of façade and other exposed sides (5X7 or larger preferred)
2. A copy of the occupancy permit, if one is available; if not, a copy must be provided prior to loan closing.
3. Your check for the \$250 application fee made out to the Village of East Dundee

I have provided all information to the best of my knowledge, and I have read and fully understand the requirements of the Program.

Applicant's Name (please print) \_\_\_\_\_ Date \_\_\_\_\_

Applicant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Village of East Dundee Building Dept: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix V: Sample Application Forms (Cont'd)



# VILLAGE OF EAST DUNDEE

120 Barrington Avenue, East Dundee, Illinois 60118 847-426-2822 fax: 847-426-9621

## VILLAGE OF EAST DUNDEE FAÇADE RENOVATION PROGRAM

**Please note: East Dundee's Residential Façade Grant Program is only intended for owner-occupied homes.**

### APPLICANT INFORMATION

\_\_\_\_\_ (\_\_\_\_) \_\_\_\_\_  
Name of Property Owner Telephone Number

\_\_\_\_\_ City State Zip  
Street Address

### PROPERTY TO BE IMPROVED

\_\_\_\_\_ (\_\_\_\_) \_\_\_\_\_  
Street Address Telephone Number

Other Relevant Building Information: \_\_\_\_\_

### ADDITIONAL INFORMATION/DOCUMENTS

The following information must accompany this application:

1. Photos of façade and other exposed sides (5X7 or larger preferred)
2. A document proving property ownership,
3. Your check for the \$25.00 application fee made out to the Village of East Dundee. This will be refunded if the project is not approved.

I have provided all information to the best of my knowledge, and I have read and fully understand the requirements of the Program.

Applicant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Village of East Dundee Building Dept: \_\_\_\_\_ Date: \_\_\_\_\_

Source: Village of East Dundee (n.d.). Checklist for residential façade renovation program. East Dundee, IL:

Retrieved from

[http://www.wdundee.org/EDapps/vwide/forms.nsf/7FB32C3A1EC9F19A86257E2300792BFA/\\$file/Facade%20residential%20packet.pdf](http://www.wdundee.org/EDapps/vwide/forms.nsf/7FB32C3A1EC9F19A86257E2300792BFA/$file/Facade%20residential%20packet.pdf)



## Appendix V: Sample Application Forms (Cont'd)



412.255.6600  
200 Ross Street  
Pittsburgh, PA 15219  
ura.org

CENTER FOR INNOVATION AND ENTREPRENEURSHIP

### STOREFRONT RENOVATION PROGRAM (SRP) GRANT APPLICATION

#### APPLICANT INFORMATION

URA I.D. # \_\_\_\_\_

\_\_\_\_\_  
Name of Applicant ( ) Telephone Number E-Mail Address  
\_\_\_\_\_  
Street Address City State Zip

#### IF TENANT, PLEASE PROVIDE:

\_\_\_\_\_  
Name of Building Owner ( ) Telephone Number  
\_\_\_\_\_  
Street Address of Building Owner City State Zip

#### PROPERTY TO BE IMPROVED

\_\_\_\_\_  
Name of Business ( ) Telephone Number  
\_\_\_\_\_  
Street Address City State Zip

Jobs To Be Retained: \_\_\_\_\_ Jobs To Be Created: \_\_\_\_\_

Type of Business: \_\_\_\_\_ Neighborhood: \_\_\_\_\_

Current Use of Building:  
Ground Floor \_\_\_\_\_ Upper Floor(s) \_\_\_\_\_

Proposed Use(s):  
Ground Floor \_\_\_\_\_ Upper Floor(s) \_\_\_\_\_

#### ADDITIONAL INFORMATION/DOCUMENTS

The following information must accompany this application:

1. Description of requested improvements (work plan). Please be sure to include where applicable, materials, colors, dimensions, location of improvements on the façade, etc.
2. Photos of facade.
3. A copy of the occupancy permit.
4. Conflict of Interest Disclosure Form
5. \$250 application fee payable to the Urban Redevelopment Authority.

I have provided all information requested to the best of my knowledge, and I have read and fully understand the program guidelines and requirements of the Storefront Renovation Program (SRP).

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Source: City of Pittsburgh (2014). Storefront renovation program guidelines. Pittsburgh, PA: Urban Redevelopment Authority of Pittsburgh. Retrieved from [http://apps.pittsburghpa.gov/ura-files/SRP\\_Info\\_Guidelines\\_Updated\\_1-7-14\\_new.pdf](http://apps.pittsburghpa.gov/ura-files/SRP_Info_Guidelines_Updated_1-7-14_new.pdf).

## Appendix V: Sample Application Forms (Cont'd)



412.255.6600  
200 Ross Street  
Pittsburgh, PA 15219  
ura.org

### Residential Facade Program Guidelines

CENTER FOR INNOVATION AND ENTREPRENEURSHIP  
200 ROSS STREET, 11<sup>TH</sup> FLOOR, PITTSBURGH, PA 15219  
Phone: 412-255-6650 – e-mail: qwasler@ura.org – website: ww.ura.org

#### APPLICANT INFORMATION:

URA I.D. # \_\_\_\_\_

\_\_\_\_\_  
Name of Building Owner                      Email                      Telephone Number  
\_\_\_\_\_  
Street Address of Building Owner                      City                      State                      Zip

#### PROPERTY TO BE IMPROVED:

\_\_\_\_\_  
Block & Lot                      Would you like a design consultation?    Yes     No   
\_\_\_\_\_  
Street Address                      City                      State                      Zip  
\_\_\_\_\_  
Neighborhood                      Historic/Non-Historic                      Council/District

#### ADDITIONAL INFORMATION/DOCUMENTS:

**The following information must accompany this application/conflict of interest form:**

- 1) \$150 Application fee (make checks payable to URA of Pittsburgh)
- 2) Color photos of facade and any exposed sides
- 3) Annotated façade elevation (if deemed necessary by the project Manager)
- 4) Project Budget/Scope (line item bid given by the contractor including materials)
- 5) Proof of homeowner's insurance policy
- 6) Proof of being current with mortgage obligations and municipal taxes
- 7) Proof of ownership (copy of deed, county property website, etc.)

Source: City of Pittsburgh (2014). Residential façade program guidelines. Pittsburgh, PA: Urban Redevelopment Authority of Pittsburgh. Retrieved from [http://apps.pittsburghpa.gov/ura-files/RFP\\_Program\\_Guidelines\\_and\\_Process\\_-\\_1-14\\_New.pdf](http://apps.pittsburghpa.gov/ura-files/RFP_Program_Guidelines_and_Process_-_1-14_New.pdf).

**Appendix V: Sample Application Process, Procedures & Application Forms (Cont'd)**

**Facade Grant Programs  
APPLICATION**



Daytona Beach CRA

Type:  Residential Façade Grant  Commercial Façade Grant

Redevelopment District \_\_\_\_\_

Property Address \_\_\_\_\_

Applicant (Property Owner) \_\_\_\_\_ Telephone (Business /Cell ) \_\_\_\_\_

Federal I.D. Number or Social Security # \_\_\_\_\_

Project Description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Building Proposed Improvements:**

	Improvement	Total Cost	Match	Grant
1.		\$	\$	
2.		\$	\$	
3.		\$	\$	
4.		\$	\$	
5.		\$	\$	
6.		\$	\$	
7.		\$	\$	
8.		\$	\$	

Estimated Construction Time: \_\_\_\_\_ days Estimated Completion Date: \_\_\_\_\_

Applicant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FOR OFFICE USE:**

- \_\_\_ Zoning
- \_\_\_ Permitted Use
- \_\_\_ Parking Provided (Residential)

**Application Checklist:**

- \_\_\_ Proof of Ownership
- \_\_\_ Written Consent of Owner
- \_\_\_ Completed application form
- \_\_\_ Two work estimates
- \_\_\_ Applicant does not owe the City
- \_\_\_ Photograph of the existing building
- \_\_\_ Drawings of proposed improvements

**Approval:**

- Application received by: \_\_\_\_\_
- Improvements meet Design Standards: \_\_\_\_\_
- \_\_\_\_\_ Date \_\_\_\_\_
- Redevelopment Director Approval: \_\_\_\_\_
- \_\_\_\_\_ Date \_\_\_\_\_