

2015

PAAO GRANT MANAGEMENT

W  **ORKSH**  **P**

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

DOWNTOWN CONSTRUCTION SURVIVAL:

Main Street strategies for
managing streetscape
improvement projects

Kyle H. Meyer
Virginia Main Street
Department of Housing and
Community Development

Obsessed with downtown revitalization;
grew up in the Richmond region; has an
avid taste for art and music; and enjoys
outdoor, recreational pursuits and
adventure travel.

Agenda

1

Introductions

2

What is Main Street?

3

Downtown Construction Survival

4

Connecting to the Network

PART ONE

Introductions



Harrisonburg, VA



Culpeper, VA

**NEW BRICK
WAREHOUSE**
LOFTS

South Boston, VA



Supper
DISC

ASHLAND

GRAND REOPENING!
WHEN HARRY MET SALLY
FRIDAY, NOV 21 7:30PM

ASHLAND

SANTA & MRS CLAUS
SUNDAY, NOV 23 NOON-2:30PM
FREE - BRING THE KIDS!

THANK YOU
A.D. & JEAN
WHITTAKER

Ashland, VA





Altavista, VA

What's UP with Downtown



- Who currently is managing a CDBG Business District Revitalization project?
- Who's planning one?
- Why revitalize downtown?

PART TWO

What is Main Street?

What is Main Street?



National Main Street Center

a subsidiary of the
National Trust *for* Historic Preservation

What is Main Street?



What is Main Street?



Outcomes

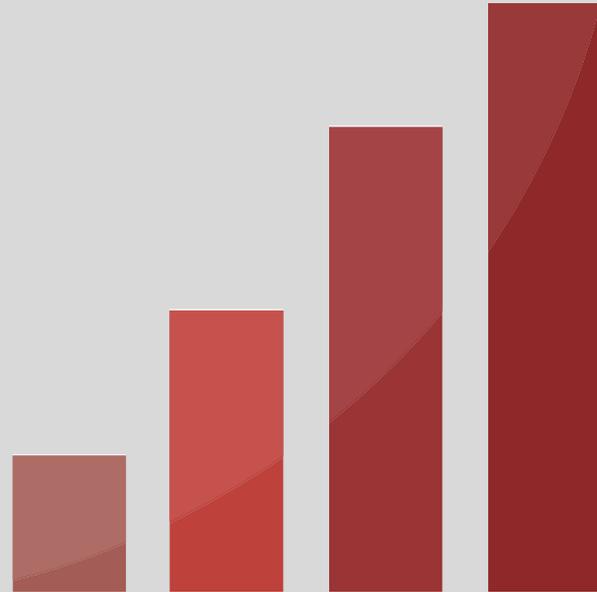
- Sustainable Development
- Entrepreneurship
- Private/Public Partnerships
- Pride
- Vibrancy
- Sense of Place

Data Point

Net New Businesses since 1985

3,365

30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities

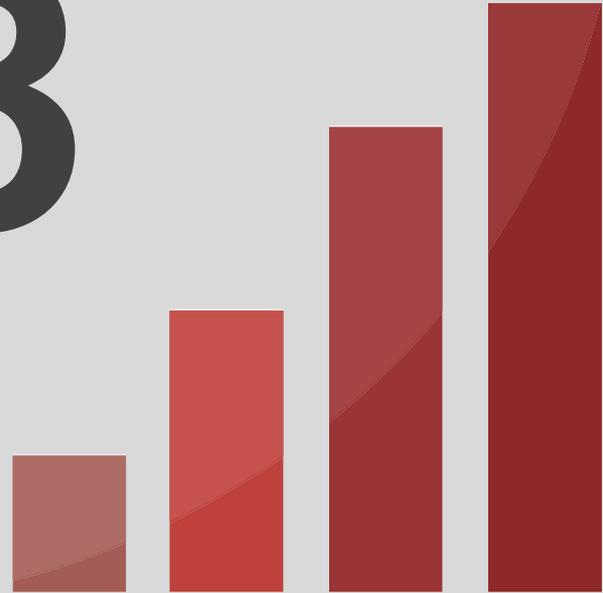


Data Point

Net New Jobs since 1985

11,908

30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities



Commercial Development



Peninsula Town Center, Hampton, VA

Commercial Development

Space

- Property development/management

Markets

- Marketing

Business

- Leasing

Partners

- Human/financial resource management

Main Street Four-Point Approach®

Space

- Design

Markets

- Promotion

Business

- Economic Restructuring

Partners

- Organization

Organization

Volunteer Development
Communication/Public
Relations
Fund Development

Economic Restructuring

Market Research
Business Assistance
Financial Assistance
Property Development

Design

Public Spaces
Building Improvements
Education/Technical
Assistance
Regulation/Enforcement

Promotion

Marketing Strategy
Image Development
Retail/Business
Promotions
Community/N'hood
Events



Guiding Principles

1. Comprehensive
2. Incremental
3. Public-private partnerships
4. Action-oriented
5. Builds on existing assets
6. Emphasizes quality
7. Changing attitudes
8. Self-help

PART THREE

Downtown Construction Survival

Legacy BDR Projects



- Waynesboro
- Martinsville
- Brookneal
- Haysi
- Floyd
- Pound
- Stuart
- Altavista
- Blackstone

What's UP with Downtown



- What is your biggest challenge managing the project?
- What have you done to overcome a challenge?

Advice from the Front Lines



- Plan early and identify the team who will be running the project
- Get the public involved so they become ambassadors
- Show a united front as the management group
- Provide an opportunity for business and property owners to speak up with concerns

Heather Kennedy, Executive Director, Lynch's Landing, Lynchburg

A background image of a desk with a ruler, pencil, and paper. The ruler is yellow and black, the pencil is blue, and the paper is white. The text is overlaid on this image.

SIDE NOTE

Communication, communication, communication! I cannot express this enough.

–Heather Kennedy, Executive Director, Lynch’s Landing, Lynchburg

Advice from the Front Lines



- Hold weekly meetings open to the public to give detailed updates
- Use social media to post project updates
- Work with local media to feature project stories
- Publicly highlight that stores are open during construction, both through media and signage
- Celebrate the opening!

Jennifer Bell, Downtown Manager, City of Winchester

PART THREE

Downtown Construction Survival: Organization



Take the lead on developing
partners by strengthening and
leveraging an engaged public

Management Team Responsibilities



- Believe in the downtown as a civic, cultural, and commerce center
- Designate a Grant Manager
- Understand the Program Design
- Develop relationships with stakeholders
- Review and approve applications
- Document meetings
- Frequent communication (Progress reports)

Stakeholder Involvement



- Local government
- Property owners
- Business owners
- Residents
- Downtown employees
- Utilities
- Financial institutions
- E.D. organizations
- Historic preservationists
- Service organizations
- Arts & Cultural institutions
- Local media
- Visitor's Bureau

Six Signs of an Effective Meeting



1. A clear agenda and purpose
2. Starts and finishes on time
3. Good facilitator/leader
4. Agreed-upon ground rules
5. The right people in the room
6. Active group discussions and reach conclusions

Job of the Grant Manager



- Coordinate and conduct meetings
- Develop agenda
- Start and end meetings on time
- Keep meeting focused on objectives
- Make sure all are heard
- Send out meeting minutes
- Contact people who did not attend
- Ensure decisions are made and responsibilities are clear

Develop a Work Plan



- Helps define the management team
- Helps define what you are NOT going to do
- Gives you direction and tools to measure your success
- Details the schedule of the project
- Informs downtown events, tour, and businesses
- Use to schedule press releases

Community Meetings



- Communities must be provided with a forum
- Express opinions on public projects
- Also discuss what has happened and what to expect
- Planning is essential before during, and after
- Do more than what is expected

PART THREE

Downtown Construction Survival:

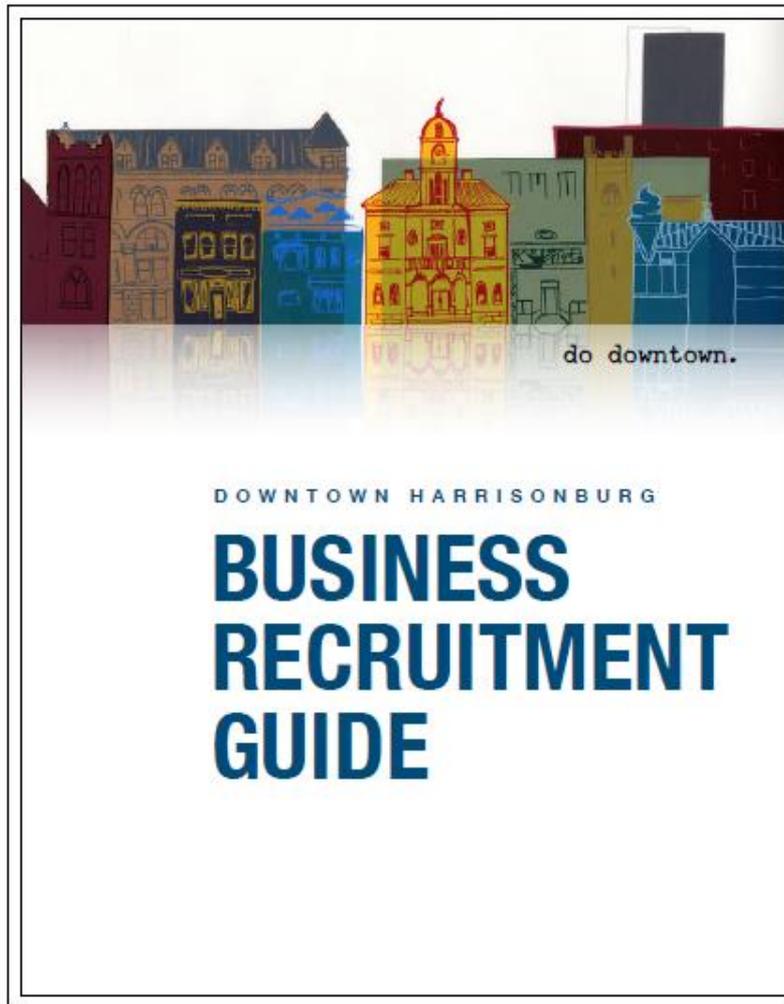
**Economic
Restructuring**



Take the lead on developing
businesses by strengthening and
leveraging entrepreneurs

Know and For

- Microloan p
- Upper story
- What are o
 - Tax Abateme
 - Arts and Cult
 - Enterprise Zo
 - Historic Tax C
 - Etc.



es



Housing Program Brochure



"Timeless advocates of downtown businesses, it's who we are, it's what we do."

Opportunity is knocking at your door!
 Yes, I am interested in participating
 I would like more information

Property owner's name _____

Property Address _____

Phone number _____

Fill in the information above and mail in this brochure or contact D.B.I. locally at (434) 292-3041 or send an e-mail to:

manager@downtownblackstone.org

POSTAGE GOES HERE

DOWNTOWN HOUSING PROGRAM
 434-292-3041
 1-800-800-0000
 1-800-800-0000



DOWNTOWN HOUSING PROGRAM SUMMARY & HIGHLIGHTS

"Transforming unused upper level building space into living quarters..."



...a win-win situation made possible by the visionary Town of Blackstone!"

Blackstone Downtown Program Highlights

Blackstone has designed this program to be safe, sanitary, and affordable in Downtown Blackstone. It provides both financial and technical assistance to downtown property owners of downtown properties who are interested in converting vacant upper level building space into living quarters for a period.

The Downtown Housing Program will be implemented by a Housing Rehabilitation Specialist who will approve all contractors, applicable contract awards and advise on any necessary revisions during the implementation.

BOUNDARIES

This program is centered in Blackstone's historic Main Street and Broad Street.

ELIGIBILITY

Property eligibility shall be determined on the basis of property type, the household size of existing tenants, if any, and the property to be rehabilitated or converted.

Adjusted gross income, AGI, for the household cannot exceed 80% of the area median family size as updated annually by the Department of Housing and Urban Development (see chart below).

Maximum Income
\$18,250
\$22,400
\$28,450
\$40,000
\$43,750
\$47,000
\$50,200
\$53,450

TERMS

PROPERTY ELIGIBILITY: Only investor owned properties are eligible for assistance under this housing program. Properties "Suitable for Rehabilitation" are those that can be improved to HUD Section 8 Housing Quality Standards within the allowable \$25,000 per unit in financial assistance available under this program. The unit must have a life expectancy of 15 years or more after rehabilitation. The Housing Rehabilitation Specialist or Architect will make a determination whether a unit is suitable or unsuitable for rehabilitation.

VACANT UNITS: An existing vacant unit that was previously inhabited may be rehabilitated provided the owner agrees to rent to an LMI household within 3 months after a certificate of occupancy is received.

ADAPTIVE REUSE: Structures in the project area that were originally intended for use as apartments may be fully or partially converted to residential use under this program. In such cases, CDBG investment is limited to a total of \$25,000 per unit, plus eligible exceptions.

RENT CONTROLS: A participating property owner may not charge a tenant for rent and utilities in excess of 35% of the tenant's AGI. Property owners will also be prohibited from unduly raising their rents for a 2-10 year period after rehabilitation, with the length of the compliance term to depend upon the level of the owner's initial investment. The investor-owner will be required to sign an agreement with the Town specifying when it will abide by these rent controls during the loan term.

OTHER REQUIREMENTS: In investor-owned areas, the owner is required to maintain sufficient insurance coverage to replace or repair rehabilitated units should there be fire or other disaster. The Housing Program Administrator must be notified immediately when a unit becomes vacant.

(This section continues on the next page)

OTHER REQUIREMENTS (cont'd):

Rental Properties must be rented within 3 months of vacancy or the loan will be due and payable. Extensions may be granted under conditions set by the Project Manager.

Loan payments are deferred during periods of vacancy, but resume as soon as the unit is occupied and the first month's rent is received.

FINANCIAL ASSISTANCE: All property owners of existing apartments assisted under this program will be offered a forgivable loan with owner equity participation which will consist of up to 90% of the total rehabilitation cost, as required to bring the units up to the DHCD Standards. If the income of the tenant is held constant, the owner will realize a forgiveness of the loan over the compliance period. No interest (0%) will be charged over the loan term (from 5 to 10 years).

Property owners assisted for adaptive reuse will be required to invest a minimum of 10% to a maximum of 50% owner equity. The remainder of the construction costs will consist of a loan for up to 90% of the total cost to bring the unit up to DHCD standard.

If a property owner has invested in improvements that contribute to the building's functionality for apartment use, this investment can be counted toward the 10% minimum provided it was made after March 1, 2006 and is properly documented. For each additional 10% the owner invests above the minimum required, the loan term will be reduced by one year, down to a minimum of 5 years.

A lien will be placed on the property for the full amount of the CDBG participation in the rehabilitation cost. The property owner will be contractually required to rent to a qualified LMI tenant at rents not exceeding 35% of the tenant's household income.

Microenterprise Loan Pool Brochure

Downtown Blackstone, Inc.

For More information
Please Contact by
Phone or Email:

Beth Winn @:
434-292-3330 O: 434-292-5777
bethandfrankiewinn@blackstoneemporium.com

OR

Lafayette Dickens @:
434-292-3041
manager@downtownblackstone.org



434-292-3330
 Beth Winn
 Downtown Blackstone, Inc.



Community Development Block Grant (CDBG)

Revolving Fund Loan Program



Revolving Loan Fund Program Highlights

The Revolving Fund Program was developed to provide financial incentives to business owners for the economic development of the downtown commercial area of the Town of Blackstone. Under this program, interest loans are available to businesses which add or retain jobs in the program area. Other highlights of the program include:

• Loans to existing or new commercial businesses that locate or expand within the program area.

• The program is administered by the Town of Blackstone through the D.B.I. Economic Development Committee, ERC.

• The program consists of local citizens and business owners who will manage and approve all loans.

• The program is open to businesses and individuals who own in the grant area.

• Loans of up to \$80,000 at 3% can be borrowed for a term of 10 years, with a 5-year term for loans created or retained.

• Loans must have equity interest in the business or building and must be secured by adequate collateral.

- One full time (30 hrs/wk) or two part time positions must be created for each loan
- 51% of the total jobs created must be LMI (low to moderate income)
- All jobs and salaries must be verified by the Virginia Employment Commission
- The maximum loan amount is \$80,000 for any single business
- Allowable uses for the loan include:
 - Building and land acquisition
 - Leasehold and site improvements
 - New construction and rehabilitation costs
 - Purchase of fixtures
 - Machinery and equipment
 - Associated installation costs
- Applicants are responsible for all application, closing and settlement fees
- All applicants are accepted on a first come, first serve basis
- No discrimination will be allowed with regard to any applicant.



- Easy application process:**
1. Complete Application
 2. Pay your Business Plan
 3. Credit Report and other requested information to the ERC for Consideration



Application Checklist
(Please make sure the following are attached to your application)

Business Plan

Last two years tax return or one tax return and extension letter

Business tax return for past two years (if business is established)

Credit Report Authorization

Proof of equity interest in business or building

Proof of collateral

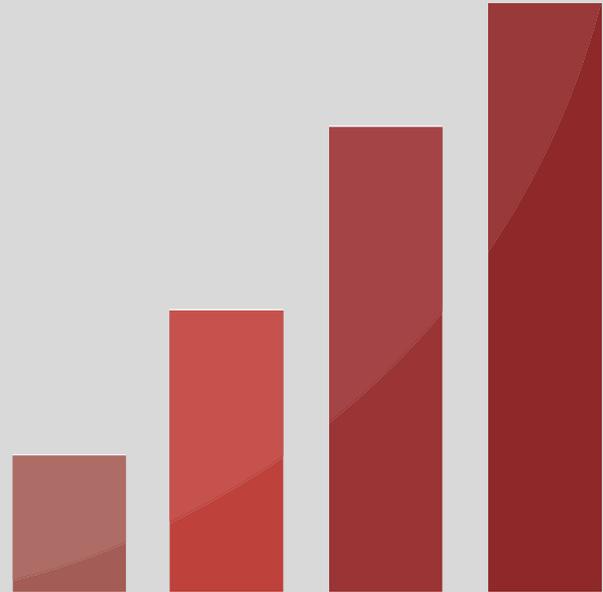
Data Point

Business Reported Decline in Revenue

68%

During a road construction project

*Greater Madison Chamber of
Commerce, Wisconsin*





SIDE NOTE

Make the construction period as painless as possible for business and property owners.

Keep Businesses Strong



- Use the back door
- Make access easy for shopper
- Remove impediments



Provide a Survival Kit

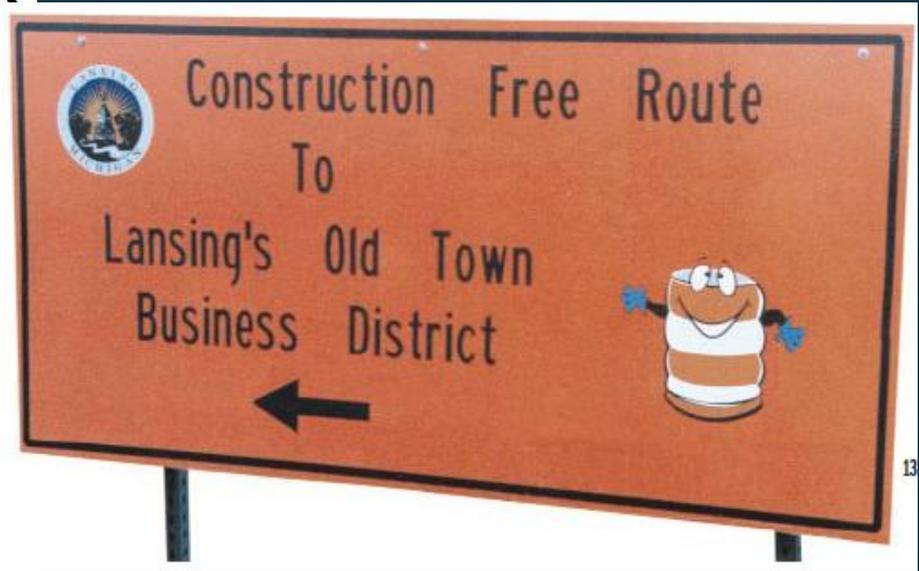


- A site plan of the construction area
- A color drawing of an aspect of the project
- Ordering information for marketing materials
- Information on promotions
- Details on who to contact for issues/information
- Basic construction information
- Proposed sequence of construction

Use signs to direct customers to additional parking locations

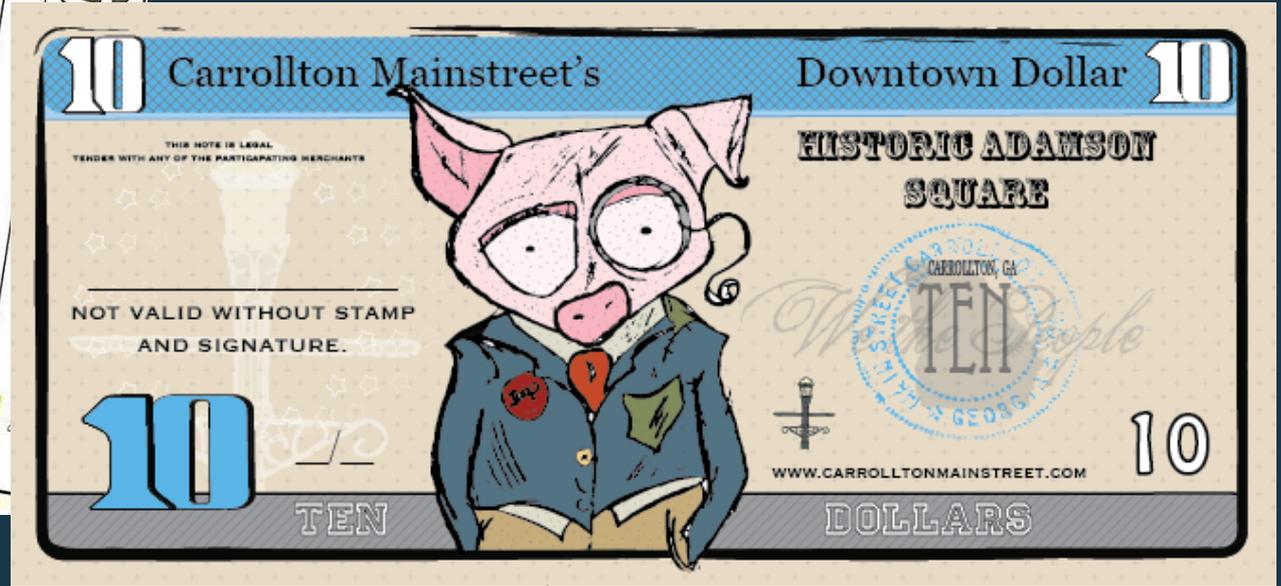


**ADDITIONAL
PARKING
IN REAR**



FreeSignPrinter.com

Design & distribute coupons



PART THREE

Downtown Construction Survival:

Design



Take the lead on developing space
by strengthening and leveraging
built history





Façade Improvement Brochure



POSTAGE
GOES
HERE

"Tireless advocates of downtown businesses,
it's who we are, it's what we do."

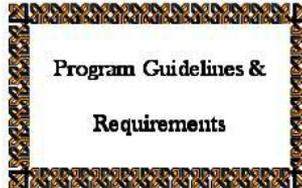
The Façade Improvement Program, including the Program Guidelines & Requirements discussed in this brochure, are subject to availability of funds and approval by the Façade Improvement Advisory Board and the funding agency, Virginia Department of Housing and Community Development.

Blackstone, Virginia



A designated Main Street Community

Photo: Downtown Blackstone
www.downtownblackstone.com



Façade Improvement Program Highlights

Blackstone is offering a Façade Improvement Program for commercial properties in Downtown Revitalization Project

The Façade Improvement Program is for exterior improvements, including lighting and promote downtown development.

PROGRAM WORKS

For the program with an application-appointed Façade Improvement Advisor, you will receive a letter that must be met prior to committing.

able to receive design assistance provided architect. You will meet to discuss your ideas for the architect will work with you until you want to develop. Once Façade Improvement Advisory Board application, the Town will advertise to a list of pre-qualified contractors.

contractor and the building owner a façade grant easement agreement for ten years, the owner will pay. If the property is sold, the easement agreement will transfer to the new owner. Please note that the grant agreement will result in a reduction in a pre-ordered basis.

TERMS

MATCH: The maximum amount of grant funds available is \$10,000 per façade per building (but could be less depending upon Façade Improvement Advisory Board approval and availability of funds) for building façades (including front and sides of buildings visible from public rights-of-way). Building owners must match the grant/deferred loan dollar for dollar. This can be accomplished in the following ways:

ELIGIBLE WORK: Exterior improvements on front, side or rear façades including cornices, gutters, downspouts, doors, windows, signs, exterior lighting, canopies, awnings, painting masonry cleaning repair, loading docks and site improvements including approved landscaping, parking and loading and screening.

INELIGIBLE WORK: Any interior improvements as well as repairs to roofs, structural components, billboards, security systems, non-permanent fixtures, security bars and new construction.

Example A ---The contractor submits a bid of \$7,500 for the work. The building owner contributes \$3,750 in cash and the Town matches it with \$3,750.

Example B ---The contractor submits a bid of \$7,500 for the work. The building owner provides invoices for \$7,500 worth of new materials or extent or work done to the building since October 19, 2005. The Town will pay the contractor \$7,500.

Example C ---The contractor submits a bid of \$7,500 for the work. The building owner provides invoices for only \$5,000 worth of new work. The Town will match the \$5,000 and the owner has to contribute the remaining \$2,500 in cash.

PARTICIPANTS: Eligible participants include commercial property owners within the defined Downtown Project Area.

INELIGIBLE PARTICIPANTS: National franchisees, government offices in industrial buildings, properties primarily in residential use and buildings outside of the project area.

APPROVAL OF WORK: The Downtown Façade Improvement Advisory Board has the authority to determine eligibility of proposed work and confirmation of completed work. Certain work may be required or precluded as a condition of funding.

OTHER APPROVALS: Improvements funded through this program to buildings in the Town's Historic District must comply with Section 106 requirements of the Secretary of the Interior's Standards for the Rehabilitation of Historic Structures. The contractor must obtain a required local building permits. All work must comply with local, state and federal regulations.

How To Apply:

If your property is located in the grant area simply, let it be known that you would like to get on board by contacting us and we will make sure you get included in this exciting program!

For more information on submitting an application for assistance or to get an application, please contact Lafayette Dickens at 292-3041 or send an e-mail to:

manager@downtownblackstone.org

PART THREE

Downtown Construction Survival:

Promotion



Take the lead on developing
markets by strengthening and
leveraging cultural history

Brand the Transformation



- “Paving for the Future”, Durant Main Street, OK
- T-shirts, stickers, construction cones, and signs designed with a logo
- Design construction signage, “Danger...Progress Ahead”





Building Up Downtown

[News](#) | [Resources](#) | [Links](#) | [Contact Us](#)

- HOME
- CDBG GRANT
- INFRASTRUCTURE IMPROVEMENTS
- FAÇADE PROGRAM
- BROWNFIELDS PROJECT
- DOWNTOWN PARKING



Project News

Downtown Streetscape Project Update #15

We are almost finished with the streetscape project!!!! I want to personally thank you for your patience and support. I hope that you will agree that the final results are worth the hassle. Moreover, I expect that the improved aesthetics will attract more patrons to Downtown and help continue the upward trends in activity and investment that we have seen over the past three years!

City council clears hurdle in bridge replacement

WAYNESBORO-Work on the \$9.3 million replacement of Waynesboro's Main Street Bridge is not scheduled to start until 2016, but the Waynesboro City Council cleared a bureaucratic hurdle on the project Monday when it





Ten Steps to Survival



1. Keep a positive attitude
2. Deliver a consistent message
3. Communicate with everyone involved
4. Stay focused on the goal
5. Be a good partner

Ten Steps to Survival



5. Provide realistic goals and expectations
6. Keep the public informed and interested
7. Conduct a construction image campaign
8. Keep your sense of humor
9. Make it fun



PART FOUR

**Connecting to the
Network**



VIRGINIA
MAIN
VIRGINIA DEPARTMENT
OF HOUSING AND
COMMUNITY DEVELOPMENT
Street

TOOLKIT 2015

Building a Resilient Nonprofit Together
September 15 & 16, 2015
South Boston, Virginia

Main Street Resources

Virginia Main Street

Phone: (804) 371-7030

Email: mainstreet@dhcd.virginia.gov

Web: www.dhcd.virginia.gov/mainstreet

Blog : <http://dhcdvms.wordpress.com>

Staff:

Helen Person, Program Manager

Joy Rumley, Program Administrator

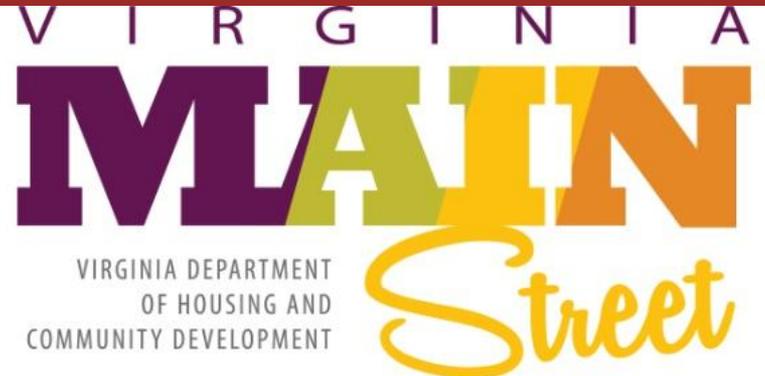
Kyle Meyer, Program Administrator

National Main Street Center

Phone: (312) 610-5611

Email: mainstreet@savingplaces.org

Web: www.mainstreet.org





Any Questions?



THANK YOU!
