



Image Credit: Billy Parrish

## **Historic Downtown Summerville, SC**

# **Summerville DREAM 2017 Transformation Strategies**

Summary Report of Public Input and Board Retreat

January 31, 2018

Billy Parrish, Principal  
**BillyParrish Consulting**

## Introduction

Summerville DREAM, Inc., a 501(c) (3) nonprofit organization and the official sponsor for the Summerville, SC Main Street Program®, held four public meetings in August and September of 2017 to gather public input on the issues and opportunities facing Downtown Summerville. More than 70 Summerville residents participated in these meetings, offering for Summerville DREAM’s consideration issues, comments and critical insights. Also attending the meetings as observers were staff and council members from the Town of Summerville, board and staff members of Summerville DREAM, and members of the press.

Summerville DREAM’s goal for these public meetings was to engage the community in a dialogue about the future of downtown Summerville in preparation for their annual planning retreat to be held in early December of 2017. The DREAM board and staff wanted to hear directly from Summerville community residents regarding their aspirations for, and criticisms of, Downtown Summerville. The DREAM board and staff then utilized these key insights from the community in their December 2, 2017, retreat where the board discussed key short- and long-term goals and tactics as guided by the National Main Street Center’s “Transformation Strategies” concept.

## Transformation Strategies

According to the National Main Street Center (NMSC), a “Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. Grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement, a Transformation Strategy should describe a market position that the commercial district can successfully fulfill.” The NMSC goes on to say “...a successful strategy builds on an inherent strength or characteristic that can be nurtured and grown.”

Examples of Transformation Strategies are *Elder-Friendly and Aging-In-Place, Family-Friendly and Family-Serving, Tourists and Tourism, or Sporting, Recreation, and the Outdoors.*

*For more information on the National Main Street Center’s Transformation Strategies and the Main Street Approach®, please see ADDENDA: Information and Resources Regarding National Main Street Center Transformation Strategies, included at the end of this summary report.*

## Process

At each of the four public meetings, Michael Lisle, the Executive Director of Summerville DREAM, made a short presentation on the Vision and Mission of Summerville DREAM then outlined the agenda for the meeting. Michael then introduced and turned over the meeting to the facilitator, Billy Parrish.

The participants were first asked by the facilitator to silently jot down their top 3 ideas or issues regarding Downtown Summerville and to rank their ideas or issues in priority order. After all participants completed their silent brainstorming, each participant was asked to share his/her top priority issue or idea and each

participant's comments were captured on flip charts. The facilitator then went back around the room and asked each participant for their next priority idea or issue until all the participants had shared their priorities. After a brief discussion, each participant was given three "sticky dots" and asked to place their dots on the issues or ideas that they thought were most important. After all the participants had placed their sticky dots on the flip charts, the facilitator and Summerville DREAM ED Michael Lisle counted the dots per idea or issue and, when time permitted, reviewed the outcomes with the participant group.

At the end of each meeting the facilitator took photos of each flip chart page and secured the dots to the flip chart paper for future reference. The facilitator then compiled all the issues and ideas into a chart for each meeting with the corresponding votes made by the participants for each meeting.

*For the complete list of issues and comments, votes and rankings by the facilitator, please see ADDENDA: Compilation of Issues & Comments from Four Public Meetings Held in Summerville, South Carolina August – September 2017, included at the end of this summary report.*

## **Facilitator's Summary of Public Input**

In addition to compiling the feedback from each public engagement meeting, the Board of Summerville DREAM asked facilitator Billy Parrish to review the results of each meeting and then compile a summary for the board from his facilitator's point of view. As it is human nature to focus on the things that one finds inconvenient, or that one feels passionate about, there is a need for the board to hear what the community is most concerned with or passionate about – members of the Summerville community need to be, and feel, heard. Along with the community's direct feedback, the board wanted to have the facilitator's take on what he heard from the community and to offer observations and insights filtered through his three decades of downtown revitalization experience.

It will be the DREAM board's responsibility to then to distill from both public comment and their own insights the issues and ideas that are most likely to assure that Summerville DREAM will be successful in its work.

### **Facilitator's Summary:**

The facilitator, Billy Parrish took two different approaches to analyzing the results. After compiling the results and voting for each public meeting, he compiled the overall results, consolidating and distilling what seemed to be to be the most critical issues per the priority voting. He then compiled a list of all the issues and comments and looked for how often an issue or comment was discussed. This provided a slightly different picture of the *Zeitgeist* of the public meetings.

### **Priority Voting**

There were two top vote getters in the group compiled from all four public meetings, one of which most would agree is not something that Summerville DREAM can take on. With 21 overall votes, the top vote getter at 21 votes was Improve Walking Downtown (or Walkability). Though difficult to tackle, this topic is worthy of further review by Summerville DREAM, and is an essential element of a successful downtown.

Coming in at Number 2 with 14 votes was Improve Traffic. This is clearly the purview of the Town and DOT, so this one should come off the table, but for how traffic may affect Walkability.

Coming in at Number 3 with 8 votes was Boutique Hotel/Downtown Event Facility.

At Number 4 with 7 votes was Extend the “Feel” of the Downtown Core, an idea that the facilitator coupled with the idea presented that historically appropriate Façade Improvements should be extended throughout downtown.

Number 5 at 5 votes was Preserve Historic Buildings and Character. The facilitator suggested that one could combine Number 5 with Number 4 as the two are deeply connected.

If both Number 4 and Number 5 are combined then the total votes equal 12, making Preserving Historic Character and Extending the Feel of Downtown into the second most important priority. Clearly the historic character of both the downtown and the adjacent historic residential district is very important to the community.

The final items that made the cut coming in at 4 votes each were European-Style Farmers Market and Tourism.

In looking at how the votes played out, the facilitator wanted to see how often issues/comments were mentioned as a different way to see what the participating public seemed to be saying. One could argue that the large attendance at the first meeting (approx. 35 participants) skewed the voting, so the facilitator took a different approach by comparing the dot-based voting exercise versus the number of related comments.

#### Compilation of All Related Issues or Comments

The facilitator looked at the total number of times an issue or comment was raised, again through the facilitator’s lens and his experience working in small cities for over three decades. As before, the facilitator chose to eliminate Traffic as an issue that Summerville DREAM was not best equipped to address. Once this deletion was made, one issue again rose to the top – Walkability.

Walkability received an overall score of 22.5 issues/comments, and, if one added Wayfinding Signage issues/comments to that total, the overall score rose to 27.

Active Business and Investment Recruitment came in with 10.8 issues/comments, but when all comments related to the recruitment of retail, restaurants, residential development, actively working with property owners and the development of financial incentives for investment were added, the total was 31.5.

Support Historic Preservation at 11 issues/comments was technically second in line, but when comments related to expanding the historic district North and historically-appropriate façade improvement were added to this total, this larger category came in at 15.5.

Branding was the next top scoring issue/comment with 10.5 issues/comments. If one added Marketing and Tourism to this category, the combined issue/comment total would be 19.75.

If the issues/comments were reordered based on the adjusted total, then the breakdown would be as follows:

1. Facilitate Business and Investment Recruitment
2. Create and Promote Greater Walkability in the Downtown Area
3. Engage in Branding, Marketing and Tourism Promotion
4. Support Historic Preservation

The facilitator observed that Numbers 1-4, above, better represent the overall priorities and opportunities for Summerville DREAM's next 18-24 months as distilled from the community input sessions. The challenge before the board and staff of Summerville DREAM will be to use this input in the development of 1-2 Transformation Strategies that can then be used to frame the four-point work plan for the organization.

One final personal note from the facilitator regarding summary of the public engagement meetings:

*On my last visit to Summerville I took several hours to drive, and then walk, around the downtown. What I found was an attractive and inviting historic small city downtown with a critical mass of strong retail businesses, restaurants and services, all anchored by a committed local government and a strong nonprofit partner.*

*As the board and staff of Summerville DREAM prepare for the December board retreat, I encourage you to reflect on what we have heard in the public meetings, what we have seen and experienced in terms of Summerville's downtown, and continue the conversation.*

*Billy Parrish  
October 18, 2017*

*For the complete list of issues and comments, votes and rankings by the facilitator, please see ADDENDA A: Compilation of Issues & Comments from Four Public Meetings Held in Summerville, South Carolina August – September 2017, included at the end of this summary report.*

# Summerville DREAM Transformation Strategies Retreat Summary

## Introduction

On Saturday, December 2, 2017 the board of Summerville DREAM held its Transformation Strategies Retreat in the Summerville DREAM conference room. The retreat was held from 8 AM until Noon with the goal of developing 1-3 Transformational Strategies to guide the work of the organization for the next 12 to 18 months. The board included the Summerville DREAM staff and representatives of the Chamber and the Town in the retreat. The participants were as follows:

- Jon Franko, Chair, Summerville DREAM
- Sarah Wiggins, Secretary/Treasurer, Summerville DREAM
- Rhonda Moore, Board Member, Summerville DREAM
- Rita Berry, Ex-Officio Board Member, Summerville DREAM, President & CEO, Greater Summerville/Dorchester County Chamber of Commerce
- Madelyn Robinson, Director of Administration & Economic Development, Town of Summerville
- Michael Lisle, Executive Director, Summerville DREAM
- Molly Willard, Director of Promotions and Design, Summerville DREAM

## Cityness Qualities Exercise

Retreat participants were asked to rate downtown Summerville's *Cityness* Qualities on a scale of 1-5, with 1 being the lowest and 5 being the highest. The Qualities evaluated and rated by the participants were those qualities, distilled by facilitator Billy Parrish, that make a City, small or large, more marketable to those Millennials, GenXers and Baby Boomers looking for a desirable place to enjoy living in a vibrant City. The participants' ratings for each Summerville *Cityness* Quality are listed below:

<u>Quality</u>	<u>Rating</u>
1. A Vibrant Downtown or Neighborhood Commercial Area	3,4,4,4,4,3
2. A Strong Sense of Place	4,5,5,4,5,3
3. A Local Food Culture	2,4,4,4,4,3,3
4. Arts & Culture	4, 3.5,3.5,3,5,4,2
5. Diversity of Housing Options	1,2,1,2,2,3,1
6. Diversity of Business Activity	2,4,4,3,4,3,4
7. Visible, High Quality & Well Maintained Public Sector Investment	4,4,5,4,3,4,4
8. Technology Infrastructure (Internet & Wi-Fi)	3,3.75,3,3,3,3+,2
9. Density and Proximity (Of Businesses, Buildings and Uses)	2,3-4,3,3,2,3,2
10. Walkability	3.5,3.75,3,3,4,2
11. Improving Intown Educational Opportunities (K-12)	3,3+,4,3,3,0,3
12. Clean, Safe and . . . Beautiful	4,4,4,5,4,3

After a discussion of the ratings and the role of Summerville DREAM in improving or enhancing Summerville’s *Cityness* Qualities, the retreat participants were asked to reflect on their ratings of each quality and pick their Top 3 Strongest Qualities and the Top 3 Weakest Qualities. The following is a summary of the participants’ responses, with the Top 3 Vote Getters in Bold (3 Strongest Qualities tied for #3):

<u>Top 3 Strongest Qualities</u>	<u>Participant Votes</u>	<u>Total Votes</u>
1. A Vibrant Downtown or Neighborhood Commercial Area	1	1
<b>2. A Strong Sense of Place</b>	<b>1,1,1,1,1,1,1,1</b>	<b>8</b>
3. A Local Food Culture		0
<b>4. Arts &amp; Culture</b>	<b>1,1</b>	<b>2</b>
5. Diversity of Housing Options		0
<b>6. Diversity of Business Activity</b>	<b>1,1,1,1</b>	<b>4</b>
<b>7. Visible, High Quality &amp; Well Maintained Public Sector Investment</b>	<b>1,1</b>	<b>2</b>
8. Technology Infrastructure (Internet & Wi-Fi)		0
9. Density and Proximity (Of Businesses, Buildings and Uses)		0
10. Walkability		0
11. Improving Intown Educational Opportunities (K-12)		0
<b>12. Clean, Safe . . . Beautiful</b>	<b>1,1</b>	<b>2</b>

*Note: Other comments related to strengths were Summerville’s Location and its Easy Access.*

<u>Top 3 Weakest Qualities</u>	<u>Participant Votes</u>	<u>Total Votes</u>
1. Vibrant Downtown or Neighborhood Commercial Area		0
2. Sense of Place		0
3. Local Food	1	1
4. Arts & Culture		0
<b>5. Diversity of Housing Options</b>	<b>1,1,1,1</b>	<b>4</b>
<b>6. Diversity of Business</b>	<b>1,1</b>	<b>2</b>
7. Quality of Public Sector Investment		0
8. Technology (Internet & Wi-Fi) Available Downtown	1	1
<b>9. Density (Of Businesses, Buildings and Uses)</b>	<b>1,1,1</b>	<b>3</b>
10. Walkability	1	1
11. In Town Education (K-12)	1	1
12. Clean, Safe & Beautiful		

*Note: Other comments related to weaknesses were Summerville’s Traffic Patterns, Perception, Marketing, Lack of Full Time Jobs, Unwillingness to Invest and Better Alignment of Key Public & Private Sector Partners.*

## **Review of Community Engagement Meetings**

The retreat participants next reviewed the Summary of the Community Engagement Meetings sponsored by Summerville DREAM in late August and September of 2017. The facilitator provided for consideration by the retreat participants a distillation of the key insights gathered in the Community Engagement Meetings. Specific to Summerville DREAM, the facilitator offered the following three areas of focus that emerged from the meetings and interviews, filtered through his experience working with hundreds of small cities and towns working within a Main Street-based downtown revitalization model.

1. **Economic Engagement:**

Summerville DREAM, in actively pursuing the Main Street Four Point Economic Vitality, will become more active and engaged in the economic strengthening and transformation of downtown. Areas of active engagement would be business retention, expansion and recruitment, working directly with property owners to facilitate positive change, and encouraging the creation of more residential housing choices in the downtown and in town areas.

2. **Walkability (and Public Safety):**

With Summerville's advantageous location and proximity to the Charleston Metropolitan Area comes significant state highway traffic. The volume and speed of traffic moving through the town can create challenges for pedestrians and conflicts at times with the goal of a more walkable downtown and in town area.

3. **Branding and Marketing:**

The need for a more active approach to the branding of Summerville and its downtown and more aggressive marketing was mentioned often in the community engagement meetings. In addition, the need for more Visitor and Tourism promotion was mentioned as well.

The participants discussed the three focus areas as presented and refined the concepts as reflected in the following:

1. **Economic Engagement:**

The participants further developed the concept of Summerville DREAM's Economic Engagement focus and identified specific areas of engagement, either as a "Doer" or as a "Facilitator/Advocate" for each key activity.

- Engage Property Owners – "Doer"
- Engage Business Owners and look for expansion opportunities – "Doer"
- Business Recruitment within the Downtown "Footprint" – "Doer"
- Encourage the Development of Residential Infill Opportunities – "Facilitator/Advocate"
- Encourage the Development of a Multipurpose Building within the Downtown "Footprint" -- "Facilitator/Advocate"



2. Walkability:

Advocate for, promote, and find opportunities to “model” walkability in the downtown area. Create expanded walkable areas during key events (*Tactical Urbanism*) and encourage businesses to make their storefronts more appealing to pedestrians in the downtown area.

3. Branding and Marketing:

Downtown Summerville is a critical part of the community’s “brand.” Summerville DREAM will work with its critical partners, the Chamber and the Town of Summerville, to ensure a shared vision of the Summerville Brand. In addition, Summerville DREAM will reinforce the Summerville Brand in its events, promotions and marketing activities.

## **Transformation Strategies**

The facilitator next presented a definition of the National Main Street Center’s (NMSC) concept of Transformation Strategies, as well as providing a handout (attached) outlining the definitions and examples provided by the NMSC. According to the NMSC, “A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. Grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement, a Transformation Strategy should describe a market position that the commercial district can successfully fulfill.”

The participants briefly discussed the definition and NMSC examples of Transformation Strategies, and Parrish presented three “straw person” Transformation Strategies to stimulate discussion:

1. Residents & Regional Visitors
2. Convenience Goods & Services
3. Specialty Retail & Dining

## **2018 Transformation Strategies**

After a vigorous and far reaching discussion of Summerville’s market, and the active downtown revitalization role that Summerville DREAM can play in partnership with the Town of Summerville and the Chamber, the following three Transformation Strategies were developed and agreed to by all participants:

1. Residents – Focus on, and outreach to, several Summerville Area Zip Codes
2. Convenience Goods & Services – Reach out and engage area residents with an emphasis on “Shop Local”
3. Specialty Retail & Dining – Also with an emphasis on “Shop Local”

## ADDENDA A:

### Compilation of Issues & Comments from Four Public Meetings Held in Summerville, South Carolina August – September 2017

**Summerville DREAM Fall 2017 Public Meeting Analysis (Update 2):**

**Top 14 Issues/Comments Receiving the Most Votes in All Public Meetings  
With Related Issues from Each Meeting Grouped Together by Facilitator**

<b>Top Vote Getters: Votes Consolidated by Topic</b>					
<i>Ranked by Top Vote Getters Across All Meetings*</i>	<b>Totals</b>	<b>1st Mtg.</b>	<b>2nd Mtg.</b>	<b>3rd Mtg.</b>	<b>4th Mtg.</b>
Improve Walkability	21	15		2	4
Improve Traffic	14	14			
Boutique Hotel/Downtown Event Center	8	4		4	
Extend Feel of Core Downtown/Façade Improvements	7	3			4
Preserve Historic Buildings & Historic Character	5	5			
European Style Farmers Market	4		4		
Tourism Promotion	4		4		
Rely Primarily on Private Investment	3	3			
Distinctive Downtown Signage/Wayfinding	3	3			
"Feet on the Street" After 5 PM	3		3		
Locate a Trident Tech Campus Downtown	3		3		
Increase Density, Mixed-Use Downtown	2			2	
Concentrate on 2nd Floor Spaces in Downtown	2			2	
Increased Marketing/PR Toward SVL Residents	2			2	

*\*Phrasing from Flip Charts "Cleaned-Up" by Facilitator*

**Summerville DREAM Fall 2017 Public Meeting Analysis:  
Issues/Comments Receiving the Most Votes in Public Meetings\***

<b>1st Public Meeting on August 29, 2017: Top Vote Getters</b>	
<b>No. Votes</b>	<b>Issue/Comments</b>
15	Continuous sidewalks through historic district (2) + Wider sidewalks better lighting (multi-use paths) (3) + More sidewalks, better lighting (2) + Improve downtown accessibility/core commercial area (4) + More walkable (2) + Public safety/crosswalks (2)
14	Traffic improvement (6) + Improve traffic flow (2) + Divert traffic from downtown (4) + Traffic lights re-sequenced (1) + Improve ramp to EB I-26 @199 (1)
5	Preserve historic buildings (4) + Protect/enhance historic assets (1)
4	Boutique hotel w/conference space, cultural events, etc. located in DT core (~38 rooms) (3) + Downtown inn/event center (1)
3	Extend feel of core DT w/façade improvements
3	Rely primarily on private investment, not public \$
3	Distinctive downtown signage/wayfinding

<b>2nd Public Meeting on September 15, 2017: Top Vote Getters</b>	
<b>No. Votes</b>	<b>Issue/Comments</b>
4	European-style farmers market on Dorchester site
4	tourism promotion/development for DT specifically (in-house) bring it in-house
3	“feet on the street” after 5 pm
3	Trident Tech campus in DT

<b>3rd Public Meeting on September 26, 2017 (AM): Top Vote Getters</b>	
<b>No. Votes</b>	<b>Issue/Comments</b>
4	boutique hotel/conference center/event space
2	Increase density, mixed use in downtown
2	concentrate on 2 <sup>nd</sup> Floor spaces in downtown
2	wide sidewalks, esp. around the square + increase outside dining, pet friendly
2	increase marketing/PR towards SVL residents - create more opportunities for them to spend

<b>4th Public Meeting on September 26, 2017 (PM): Top Vote Getters</b>	
<b>No. Votes</b>	<b>Issue/Comments</b>
4	Walkable downtown (Richardson, Cedar, Main); better crosswalk @ parking garage; better crosswalk @ parking garage (2) + Wayfinding signage to enhance walkability in/beyond Historic District (2)
2	Building Facelifts/façade improvements

*\*From Voting Analysis Compilations*

**Summerville DREAM 2017 Public Meeting Analysis: Analysis Sorted by Number of Mentions (Most - Least)**

<b>Issue or Comment</b>	<b>No. of Times Mentioned in All Public Meeting</b>
Walkability (Sidewalks, Crosswalks, Lighting, etc.)	22.5
Traffic Improvement	13.5
Support Historic Preservation (& Expand Historic District North)	11
More Retail & Restaurants on 1st Floor	10.8
Branding & Identity	10.5
Business Recruitment	9
More Events (incl. In Parks & Public Space)	8.5
More Residential Downtown	5.7
More Tourism w/In Region (From Charleston)	4.75
Façade Improvements (w/in Historic Context)	4.5
Better Coordinate Marketing of Downtown	4.5
Wayfinding Signage Needed	4
Bury Power Lines	4
Develop Financial Incentives for Downtown Investment	4
Promote Public Art & The Arts in General	4
Boutique Hotel	4
Transform Existing Public Facilities and Increase Public Access	3.3
Expand/Make Permanent Farmers Market	3
More Parks, Greenspace & Trees	3
Ensure Widest Dissemination of Info, Before Decisions are Made	3
CPW Building	2.7
More Restaurants	2
Capitalize on Sawmill Branch Trail	2
Millennials/Young Families Emphasis	2
Fiscal Mgmt. All Districts	2
Small Business Assistance	2
Bandstand on the Square	2
Cultural Arts Center Downtown	1.5
Event Space Needed	1.25
Affordable Housing	1
Govt. Doesn't Pick Winners & Losers	1
Relay on Private \$\$ Not Public \$\$	1
Movie Theater Downtown	1
Expand Concept/Definition/Boundary of Downtown	1
Co-Op Startup Space for Restaurants & Artists	1
Resolve Municipal Court Issue	1
Attract JA to Dorchester County	1
Recruit Trident Tech to Downtown	1
Involve Youth	1
Increase Spending from Local Residents & Day Workers	0
<b>Total Issues/Comments</b>	<b>165</b>

## ADDENDA B:

### Information and Resources Regarding National Main Street Center Transformation Strategies

#### National Main Street Center (NMSC) – Definitions and Information on Transformation Strategies

##### Transformation Strategy – Definition from National Main Street Center Publication

<https://www.mainstreet.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=01cf95e3-5e71-ae73-902f-1b0e9494ceaa>

“The direction of a Main Street program is guided by Transformation Strategies—economically-supportable statements around which the program develops its action plans. Transformation Strategies incrementally create positive change in a district’s economy, and are implemented through simultaneous activity across the Four Points.”

“A **Transformation Strategy** [bold mine] articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. Grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement, a Transformation Strategy should describe a market position that the commercial district can successfully fulfill.”

##### Catalyst Strategies: (“Starter” Transformation Strategies Provided by the NMSC)

###### CUSTOMER BASED STRATEGIES

Workers and Residents

Elder-Friendly and Aging-In-Place

Family-Friendly and Family-Serving

Millennials, Hipsters and Young Adults

###### INDUSTRY, PRODUCT, OR SERVICE-BASED STRATEGIES

Tourists and Tourism

Apparel

Agricultural Center

Arts (performing and visual)

College Town	Health and Wellness
Convenience Goods and Services	Knowledge Economy
Entertainment and Nightlife	Manufacturing
Environmentally-Friendly Products and Services	Military
Ethnic Specialties	Installations
Food	Sporting, Recreation, and the Outdoors
Furniture and Home Furnishings	

“...a successful strategy builds on an inherent strength or characteristic that can be nurtured and grown.”

**Main Street Four Points:**

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for the scores of entrepreneurs and innovators that drive local economies.

DESIGN supports a community’s transformation by enhancing the physical and visual elements of downtown while capitalizing on the unique assets that set the commercial district apart.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community’s unique characteristics.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

## **ADDENDA C:**

### **Summerville DREAM Board Retreat Agenda**

**Summerville DREAM 2017 Transformational Strategies Retreat**

**Saturday, December 2, 2017**

**8 AM – Noon**

#### **Agenda**

**8:00 Light Refreshments**

**8:15 Welcome and Introductions**

Jon Franko, Chair, Summerville DREAM

Michael Lisle, Executive Director, Summerville DREAM

**8:25 Update from the Town of Summerville**

Madelyn Robinson, Director of Administration & Economic Development

**8:30 Instructions for the Retreat**

Billy Parrish, Facilitator

**8:40 Warm Up Exercise – The Qualities that Define Summerville’s Market Niche**

Billy Parrish, Facilitator

- Work through Worksheet (individually, then whole group distillation)
  - Top 3 Strongest Cityness Qualities
  - Top 3 Weakest Cityness Qualities
- Discussion of Placemaking and Creating the Qualities that Define Place in Regional
  - Market (Niche Discussion)
- Top 3 Priorities – TBD, Time Permitting

**9:45 Break**

**10:00 Review of Community Engagement Meetings & Discussion**

Billy Parrish, Facilitator

- Summerville DREAM’s Top 3 Areas of Focus from Community Engagement Process
  - Economic Engagement

- Walkability & Public Safety

- Branding & Market Definition (Includes Placemaking?)

**10:30 Defining Key Transformation Strategies**

Billy Parrish, Facilitator

- Definition
- Discussion
- Finalize Summerville DREAM Transformation Strategies

**11: 30 Q & A – Resources Needed, Support Needed, Potential Partners**

**11:45 Next Steps**

**12:00 Adjourn**



## ADDENDA C:

# Summerville DREAM Board Retreat Transformation Strategies Handout

## Transformation Strategies

### National Main Street Center (NMSC) – Definitions and Information on Transformation Strategies

#### Transformation Strategy – Definition from National Main Street Center Publication

<https://www.mainstreet.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=01cf95e3-5e71-ae73-902f-1b0e9494ceaa>

“A **Transformation Strategy** [bold mine] articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. Grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement, a Transformation Strategy should describe a market position that the commercial district can successfully fulfill.”

#### Catalyst Strategies: (“Starter” Transformation Strategies Provided by the NMSC)

##### CUSTOMER BASED STRATEGIES

Workers and Residents

Elder-Friendly and Aging-In-Place

Family-Friendly and Family-Serving

Millennials, Hipsters and Young Adults

##### INDUSTRY, PRODUCT, OR SERVICE-BASED STRATEGIES

Tourists and Tourism

Entertainment and Nightlife

Agricultural Center

Environmentally-Friendly Products and Services

Apparel

Ethnic Specialties

Arts (performing and visual)

Food

College Town

Furniture and Home Furnishings

Convenience Goods and Services

Health and Wellness

Knowledge Economy

Installations

Manufacturing

Sporting, Recreation, and the Outdoors

Military

**Useful Quote:**

“...a successful strategy builds on an inherent strength or characteristic that can be nurtured and grown.”

## ADDENDA D:

### Summerville DREAM Board Retreat *Cityness* Qualities Worksheet

#### Cityness Qualities Worksheet

Town of Summerville, SC

**Instructions:** Rate Summerville on a Scale of 1 to 5, 1 being the lowest and 5 the highest, and then note Summerville's greatest asset and greatest need or opportunity in each category.

Quality	Rating	Greatest Asset(s)	Greatest Need(s) or Opportunity!
1. A Vibrant Downtown (or Neighborhood Commercial Area)			
2. A Strong Sense of Place			
3. A Local Food Culture			
4. Arts & Culture			
5. Diversity of Housing Options			
6. Diversity of Business Activity			
7. Visible, High Quality & Well Maintained Public Sector Investment			

Quality	Rating	Greatest Asset(s)	Greatest Need(s) or Opportunity!
8. Technology Infrastructure			
9. Density and Proximity			
10. Walkability			
11. Improving Intown Educational Opportunities			
12. Clean, Safe and ...Beautiful			

**Revelations & Epiphanies:**

Q. What are Summerville’s top 3 strongest Cityness Qualities?

Q. What are Summerville’s top 3 weakest Cityness Qualities?

Q. Which of Summerville’s top 3 weakest or strongest Cityness Qualities can you have the greatest impact on in the next 12-18 months?

*Cityness Qualities Worksheet, Copyright BillyParrish Consulting, 2017*

## ADDENDA E:

### Summerville DREAM Board Retreat Recommended Reading List

#### Summerville DREAM Reading List

##### Billy's Blog Posts

How to be Walkable:

<https://peopleplacepurpose.wordpress.com/2013/10/28/walking-the-line-on-walkability/>

The Market for City and Small-Town Living:

Essentially a Part 1 - <https://peopleplacepurpose.wordpress.com/2013/04/29/finding-common-ground-boomers-millennials-and-the-cityness-continuum/>

Essentially a Part 2, adding Gen X into the Market Mix -

<https://peopleplacepurpose.wordpress.com/2014/01/15/another-generation-seeks-city-life/>

The Importance of Place:

<https://peopleplacepurpose.wordpress.com/2013/12/13/place-community-and-the-coming-new-year/>

Lean Urbanism:

<https://peopleplacepurpose.wordpress.com/2014/04/14/its-not-easy-being-lean/>

##### Articles and Information on Tactical Urbanism

Wiki Definition:

[https://en.wikipedia.org/wiki/Tactical\\_urbanism](https://en.wikipedia.org/wiki/Tactical_urbanism)

Great Article with Example Photos:

<https://www.smithsonianmag.com/innovation/tactical-urbanists-are-improving-cities-one-rogue-fix-at-a-time-180955049/>

Short Article from CITYLAB:

<https://www.citylab.com/design/2012/03/guide-tactical-urbanism/1387/>

Extensive Guide to Tactical Urbanism (Very Detailed!):

[https://issuu.com/streetplanscollaborative/docs/tu-guide\\_to\\_materials\\_and\\_design\\_v1](https://issuu.com/streetplanscollaborative/docs/tu-guide_to_materials_and_design_v1)

## **ADDENDA F: Bio for Facilitator**

### **BILLY PARRISH**

Billy Parrish is Principal and Senior Downtown Advisor of BillyParrish Consulting, a small niche consulting practice focused in the areas of downtown and neighborhood development. Billy is a capacity builder and downtown catalyst who helps local governments and nonprofit organizations develop strategies and specific projects that further the redevelopment goals of their downtown or neighborhood commercial areas.

Billy has over 35 years' experience in downtown redevelopment, nonprofit management and housing development. Billy was the first downtown development director in Rome Georgia and, with solid local public and private sector leadership, saw that Rome was designated one of the first 30 Main Street® programs in the U.S. Billy was recruited away from Rome by the National Main Street program where he worked to establish State Main Street® Programs in over 650 cities in 35 states. Prior to returning to Georgia Billy served as the Director of the National Main Street Center.

In 1990 Billy returned to Georgia and worked in the areas of educational renewal, historic preservation and workforce housing development. From 2002 through 2010 Billy was Director of Downtown Development for the State of Georgia, and from 2010 through 2012 Billy worked on special projects in downtown and community development with the Georgia Department of Community Affairs. In early 2013 Billy launched his own consulting practice and to date has worked on projects and services in the Georgia cities of Augusta, Brunswick, Columbus, Covington, Dahlonega, Eatonton, Greensboro, Macon, Madison, Powder Springs, Sugar Hill, Toccoa and West Point, as well as provided advanced training for the Georgia Municipal Association, the Georgia Cities Foundation, the North Carolina Main Street Program, the South Carolina Main Street Program and the Alabama Main Street program. Billy has also consulted with a greenspace, trails and connectivity organization, The Sandy Springs Conservancy, and assisted a Columbus, GA neighborhood revitalization organization, Midtown, Inc., in developing its strategic priorities. At the 2013 Georgia Downtown Conference, Billy delivered the highly-praised closing address, *Where Main Street Meets Market Demand*, as well as two groundbreaking economic development sessions covering *The New Community Initiated Development Approach*© to downtown development. Since 2013 Billy has, with his teaching partner Kirby Glaze, Esq., developed and delivered an in depth real estate development training and workshop based on *The New Community Initiated Development Approach*©.

A regular contributor to the Georgia Municipal Association's monthly newspaper, Past-Chair of the Dunwoody Sustainability Commission, and former Chattahoochee Parks Conservancy board member, Billy brings a unique combination of vision and in-depth experience across a wide array of community development initiatives, downtown and neighborhood development, community capacity building and process management.

### **BillyParrish Consulting**

***Downtown Development Neighborhood Renewal Capacity Building***

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