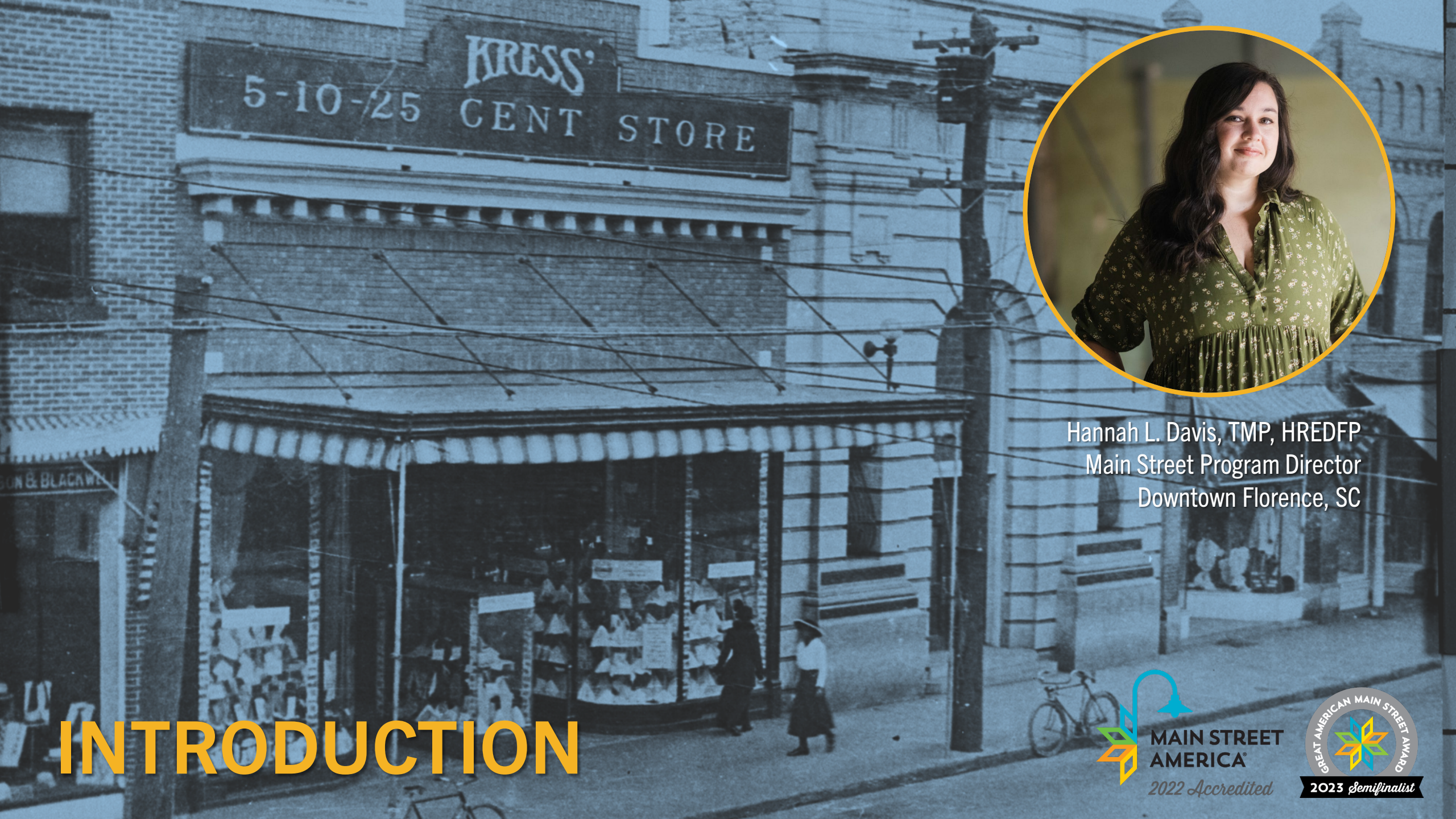




CULTIVATING PARTNERSHIPS ON *Main Street*





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Main Street Program Director
Downtown Florence, SC

INTRODUCTION



Session Overview

- Defining Partnerships
- Cultivating Successful Partnerships
- Case Study: FMU Kelley Center for Economic Development
- Case Study: Save a Lot Grocery
- Case Study: N. Dargan Street Mural & Pocket Park
- Key Takeaways



A man and a woman are working together on a craft project. The man, on the left, is wearing a green shirt, glasses, and a black apron. He is smiling and looking down at the project. The woman, on the right, is wearing a pink shirt, a black apron, and black gloves. She is also looking down at the project. They are both wearing black gloves. The project is a large, round, woven object, possibly a basket or a hat, made of light-colored material. They are working on it on a wooden table. In the background, there are other people and a bright, open space, suggesting a workshop or a community center. The word "partnership" is overlaid in large orange letters, and its definition is below it.

partnership

noun. the state of being a partner

A background image showing three people (two women and one man) sitting at a table, focused on painting cookies. The woman on the left is wearing a light green sweater and has her hair in a ponytail. The woman in the middle has long brown hair and is wearing a blue top. The man on the right is wearing a yellow shirt, a pink jacket, glasses, and a backward baseball cap. They are all using paintbrushes to decorate cookies on trays. The word 'partner' is overlaid in large orange letters.

partner

***noun.* someone who is associated with another, especially in an ACTION**



partnership

~~*noun.* the state of being a partner~~

***noun.* a relationship where two like-minded entities work together on a common goal with ACTION**

CULTIVATING PARTNERSHIPS ON MAIN STREET





Getting Started

1. Identify potential partners
 - Who shares a common vision with your Main Street program?
 - Based on your work plan goals and objectives, who is involved already, and who is missing from the table?
 - Who/what would give your project or goal that extra support it needs?
2. Packaging and mapping
 - Articulate a story that resonates with potential partners on your list.
 - Map opportunities and places for partners to plug in.

KRESS
CORNER





Getting Started

3. Build out and plug in
 - Approach potential partners
 - Workshop roles and mutual goals, risks, and benefits
 - Workshop decision-making and communication
 - Formalize partnership (agreement, MOU, contract)
4. Implementation
 - This is the ACTION!
 - Document, document, document
 - Ensure partnership is effective; evaluation and accountability

KRESS
CORNER





Getting Started

5. Report, share, and measure
 - Celebrate the partnership and its impact on your Main Street
 - Package data and promote collaborative work through partner entity and Main Street
6. What next?
 - Identify new goal/project/initiative
 - Take partnership to the next level
 - Table partnership
 - Dissolve partnership

An aerial photograph of a city street, likely in a historic district, featuring brick buildings and parked cars. A large blue semi-transparent rectangle is overlaid on the center of the image, containing the title and a list of ten principles. The text is white and clearly legible against the blue background.

Ten Principles for Successful Public/Private Partnerships

1. Prepare properly.
2. Create a shared vision.
3. Understand your key players.
4. Be transparent on risk and reward for all parties.
5. Establish a clear and rational decision-making process.
6. Make sure everyone does their part.
7. Secure consistent and coordinated leadership.
8. Communicate early and often.
9. Negotiate a fair deal structure.
10. Build trust as a core value.

Source: Mary Beth Corrigan et al, Ten Principles for Successful Public/Private Partnerships, ULI, 2005



Case Study #1: FMU Kelley Center



CHALLENGE

FDDC was ill-equipped with its own resources to operate the North Dargan Innovation Center. In this case, it was built, but we couldn't get anyone to come, and we couldn't attract full time qualified staff.

THE PARTNERS



Downtown Florence Main Street Program

- ✓ Financial Oversight
- ✓ Physical Renovated Space
- ✓ Established Incubation Framework

Francis Marion University

- ✓ Qualified Staff
- ✓ University-backed Program Capacity
- ✓ Pipeline of Prospective Tenants
- ✓ Grant Writing

Formal partnership through MOU
Partnership established in 2015



Case Study #1: FMU Kelley Center



Downtown
Florence Main
Street Program



FMU Kelley
Center for
Economic
Development

IMPACT

- Together acquired and renovated 142 N. Dargan St.
- Shared outreach within community
- Over 100 entrepreneurs served
- Four incubator graduates have stayed downtown

- ✓ First Line Entrepreneur Touchpoint
- ✓ Business Plan Review
- ✓ Streamlined Municipal Services
- ✓ No-cost Training (marketing, resiliency, and e-commerce)
- ✓ Rent Subsidy Incentive for Incubator Graduates

- ✓ Business Plan Review
- ✓ Small Business Incubation
- ✓ Low to No-cost Training (financial literacy, start-ups, legal needs, and planning)
- ✓ Regional Network Stewardship
- ✓ Grant Writing



Case Study #2: Save a Lot Grocery

CHALLENGE

- Downtown Florence was a USDA-designated food desert
- Significant investment made in residential redevelopment
- Northernmost boundary of Historic District has large parcels of vacant land.

PRELIMINARY WORK (2016-2019)

- The City of Florence created a Food, Artisan, and Warehouse Overlay District to encourage and allow-by-right these types of uses adjacent to the Historic District.
- The FMU Kelley Center enhanced and grew the downtown small business incubator.
- Downtown Florence demonstrated track record of success with partnerships.
- City of Florence acquired vacant parcel one block North of Historic District.
- HopeHealth, a federally-qualified health care center, acquired an entire block (one building remaining) one block west of the parcel and cleaned up a Brownfield site in partnership with the City of Florence to build their new facility.

PROJECT GOALS

1. Provide pathways for investment in an underserved and undercapitalized area of Downtown Florence.
2. Connect our Main Street Program area to historic neighborhoods in transition to the north, east, and northwest of downtown.
3. Improve food access for neighborhoods and new residential uses downtown.



Case Study #2: Save a Lot Grocery



meet Tim.

City of
Florence

Downtown
Florence Main
Street Program

FMU Kelley Center
for Economic
Development

City
Development
Office

Florence
Housing
Authority

PDRTA

SC Community
Loan Fund

Collins/Almers
Architecture

FBI
Construction

Save a Lot
Corporate



Case Study #2: Save a Lot Grocery

2019-2021

- Site Challenges
- Contractor Challenges
- Weather Delays
- COVID-19



Part of the Main Street Program's role was to keep the public excited, keep them informed, and support Tim. We took advantage of pop culture events to keep things light (see "Bernie Waits for Save a Lot" at left), and we worked with local media to ensure the project stayed top of mind and that reports were accurate.

Case Study #2: Save a Lot Grocery

- This partnership resulted in the creation of 25 jobs and contributed to over 100 temporary jobs during the construction phase.
- Downtown Florence's first grocery store was realized four years after partnerships were established.
- Patience and persistence paid off and healthy food access is here.



OPENING DAY •
OCTOBER 27, 2021



Total investment: \$3.2M



Case Study #3: N. Dargan Street Mural

CROSSING THE TRACKS

- The City of Florence has a sustainable funding mechanism for downtown public art, a Sunday Alcohol Sales Tax, which generates approx. \$30K annually to support downtown public art.
- In partnership with a local preservation group, our Main Street Program worked in 2017-2018 to designate the 200 and 300 blocks of N. Dargan Street as the African American Historic District.
- The City of Florence extended streetscape improvements into this block in 2019.



The Historic Lincoln Theater was a single-screen movie house active from the 1930s- late 1960s along the block in our Historic District known as Florence's Black Wall Street. This theater was part of the Blumenthal Circuit and is now home to the Thompson Barber College, an accredited barbering institution that has been a mainstay of this district since 1986.

CHALLENGE

- Northernmost boundary of Historic District has struggled to attract development.
- Business owners want to see meaningful beautification projects in this block.
- Public trust is shaky within the community.



Case Study #3: N. Dargan Street Mural

MAIN STREET PROGRAM ●●●●

- ✓ Funding for the mural
- ✓ Artist contract/communication
- ✓ National Endowment for Arts Grant
- ✓ Wall preparation
- ✓ Promotion of public event
- ✓ Coordination of community
- ✓ Historic preservation

THOMPSON FAMILY ●●●●

- ✓ Property owner (218 N. Dargan)
- ✓ New roof on 218 N. Dargan
- ✓ Creative input
- ✓ Public event support

S.C.R.A.P. ●●●

- ✓ Artist Herman Keith
- ✓ Community center support
- ✓ Public art support
- ✓ Professional artist team management
- ✓ Mural installation

FLORENCE REGIONAL ARTS ALLIANCE ●●

- ✓ Artist network
- ✓ Promotional support
- ✓ Design support



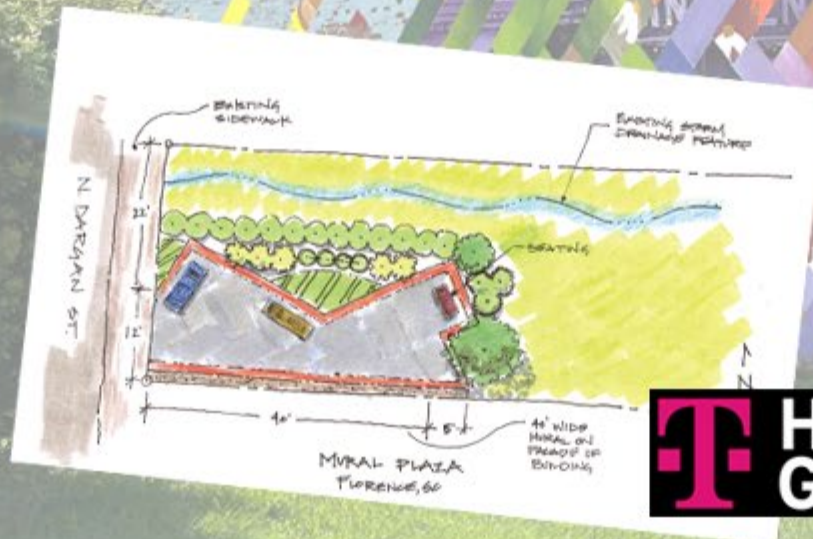
In July 2022, we hosted a series of public community mural painting days beginning with a public kick-off event at the site.

Case Study #3: N. Dargan Street Mural

COMPLETE PARTNER LIST

- Downtown Florence Main Street Program
 - NEA
- Thompson Family
- City of Florence
- S.C.R.A.P.
- Florence Regional Arts Alliance
- First Reliance Bank
- T-Mobile
- Ideal Funeral Home
- U-Slay Hair Salon

**463 COMMUNITY
VOLUNTEERS**



**T HOMETOWN
GRANT**

**THE
DOERS**

**THE
VISIONARIES**

**THE
ADVOCATES**

**THE
EXPERTS**

Partnerships are only as strong as their partners.





1. Open pathways for Main Streets to take advantage of targets of opportunity within their districts
2. Help Main Streets diversify funding sources for key projects
3. Help Main Streets create new stakeholders and engage or activate existing stakeholders in new and innovative ways
4. Are a great way for Main Street to demonstrate its value and tell its story
5. Help fill gaps on Main Street (knowledge, experience, resources)—we cannot be experts in everything!
6. Should be intentionally intentional, guided by strategy, and come with metrics to measure success

The background image shows a city street scene. On the left, a sign for 'THE SPA AT HOTEL FLORENCE' is visible. In the center, a group of people is walking on a sidewalk. On the right, there are trees with yellow leaves and a parked car. A green semi-transparent box is overlaid on the image, containing the text.

Partnerships are about ACTION

- ✓ **Build key partners into your work plans.** What projects do you have that would benefit from a strong community partner?
- ✓ **Work through a list of opportunity projects**—if you had x,y, and z, then you could make ABC happen. Keep this as a wish list and use it.
- ✓ **Create a list of potential partners for your Main Street Program.** These entities should have aligned missions or interests, be able to offer something the Main Street team needs and be receptive to what the Main Street team brings to the table in return.
- ✓ **Be a good partner**—do what you say you are going to do.

Join Me In

B O S
T O N



Speaker

mainstreet.org/now2023

MAIN
STREET
2023
Now
MARCH 27-29



Mural, Mural on the Wall

Tuesday, March 28 • 3:30 p.m.

Provincetown



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