



Economic Stimulus Plan:
Underserved Communities in Charleston County
developed by JC & Associates, LLC



JC & Associates, LLC | 864-270-3784 | www.jc-associates.com



Economic Development Stimulus Plan: Underserved Communities

This economic development policy proposal in the form of \$41,300,000 Economic Stimulus plan for underserved communities in Charleston County represents a comprehensive plan to spur job creation, business development, and workforce development. We present this plan to the members of County Council that represent these blighted communities in Charleston County with a request for them to support and advance through County Council.

The BCD Council of Government “predicts limited job growth in the study area (approximately 200 jobs)” over the next decade. The Economic Stimulus Plan addresses this dismal outlook, and is comprehensive in that it addresses the following: 1) *Job Training & Community Development Education*, 2) *Affordable Housing Development*, 3) *Revolving Loan for Business Development*, 4) *African- American Tourism Product Development and Promotion*, and 5) *Infrastructure*.
*Special Note: Chas. County & North Charleston have combined its CDBG/HOME programs.

1. Job Training: \$1,000,000 for 10 years (\$10,000,000 Investment)

- \$10,000,000 Trade & Community Education Program- Program will teach carpentry, drywall, and other basic construction trades.
- The program will also offer a General Education Diploma Program, Financial Literacy Program, and Community Builders Program which will serve as the connection between the community and local community colleges.
- County will be the conduit to jobs created because of County incentives.

2. Affordable Housing

Affordable Housing (A): Land Bank

- County will establish a land bank for affordable housing that affordable housing developers can access for projects within Charleston County and North Charleston.
- Land banks are governmental or nonprofit entities that acquire, hold, and manage tax-delinquent or abandoned properties.
- Land bank entities have the authority to facilitate the resale of purchased, foreclosed properties or execute a redevelopment plan to mitigate the impacts that vacant properties have on communities by achieving long-term planning goals, such as fulfilling affordable housing provisions.

Affordable Housing (B): Zoning Changes

- *Overlay zones* are authorized as a planning and land development regulation tool pursuant to S. C. Code sec. 6-29-720(C)(5). An overlay zone is a set of secondary regulations that apply on top of the base or underlying zoning district and the standards of both apply to developments proposed in the two zones, unless base district regulations are preempted by the overlay regulations. Zoning and development standards pursuant to the overlay that could be relaxed may include setbacks, density, permitting procedures, utility tap fees, impact fees, adequate public facilities requirements.

- ***Incentivized Inclusionary Zoning*** is a legal tool which mandates the private sector include a percentage of affordable units as part of a market rate development. A typical incentivized inclusionary zoning ordinance will set forth a minimum percentage of affordable units to be provided in a specific development for household incomes within a certain range.

Affordable Housing (C): Affordable Housing Bond (\$10,000,000)

- A \$10,000,000 affordable housing bond to address the gap between time and opportunity by developing the available large parcels of land remaining in the City.
- This will serve as a revenue source to support the Affordable Housing initiatives of the SC Community Loan Fund based in North Charleston, SC.
- These funds will be made available to developers of Affordable Housing projects in Charleston County and N. Charleston
- One-stop shop for developers and residents regarding the location of affordable units and development incentives.

Affordable Housing (D): Mitigation 995 Morrison Dr.

- Mitigate adverse impacts to Eastside Community due to development of 995 Morrison Drive;
- The Eastside CDC seeks ¼ Acre of land in downtown Charleston or;
- 1 ½ Acre of land in Charleston County or; ½ Acre of land in North Charleston;
- 60 Units of Affordable Housing to be developed by Eastside CDC;
- \$300,000 allocation from CDBG/HOME funds (\$5000 per unit).*(If Charleston County or City of North Charleston)

3. Revolving Loan Fund: \$1,000,000 for 10 years (\$10,000,000 Investment)

- \$1,000,000 allocation to community based lender Annually for 10 years;
- Funds to target residents and businesses from low to moderate income residents in Charleston County & N.Ch to develop new and existing businesses;
- Portion of funds will be used for a entrepreneurship program to assist residents and businesses from low income communities in developing capacity to access capital.

4. African- American Tourism: \$1M for 10 years (10,000,000 Investment)

- \$10,000 for African- American Tourism Conference;
- \$290,000 Annual A-Tax for Cultural Arts/Tourism Related Activities in Black Tourism, and just as the College of Charleston’s Tourism Dept. and CCVB provide recommendations to Council concerning A-TAX allocations, the Wando Huger CDC’s Tourism Advisory Council will provide recommendations for these allocations;
- \$700,000 for Promotion & Marketing Initiative (Technology- Marketing-State Match) Annual to be produced by the Wando- Huger CDC Tourism Advisory Council.

5. Infrastructure

- In House study on the infrastructure needs within underserved communities.
- Commitment from County Council to fund recommendations by beginning to study options.



Job Training & Community Education: Return On Investment (ROI) - 3000 skilled workers added to local workforce

Program Synopsis

- \$1,000,000 Trades Apprenticeship & Community Education Program- Program will teach carpentry, drywall, and other basic construction trades.
- The program will also offer a General Education Diploma program and serve as the connection between community and local community colleges.
- Program will work with local job placement agencies like SCWorks' Trident One Stop to place newly skilled workers in living wage jobs.

Program Need

- Dropout rate in underserved communities in Charleston County is 60%. That is 30% over the national average. Highly unskilled labor force within population.
- Murder Rate in North Charleston is higher than State and National Rates.
- Incarceration rates in North Charleston and County is higher than State/ National Rates.
- The County of Charleston and other forces with the power to change conditions have ignored and neglected the problem for so long problems have become exacerbated to the point where we must move with a sense of extreme urgency as the statistics that govern Human Quality of Life and Quality Human Rights per the UN unfortunately show we are a state of crisis and emergency.

Program Description

Trades Apprenticeship Program

- *HVAC*- This course teaches students about temperature, pressure and energy transfer. Students learn about the relationships between voltage, current, power and resistance, operating circuits and relays, and maintaining residential and business air conditioning systems.

- *Electrical-* Electrical technology course introduces the basic laws of electricity, sources of electricity, and electricity safety procedures. It also reviews electrical technology such as resistors, inductors, capacitors and series, and parallel circuits.
- *Carpentry-* There are 5 basic carpentry courses. These courses will teach how to become a true carpenter.
 - Concrete is one part of basic carpentry. The concrete part of carpentry has to deal with building forms that are going to hold concrete. Students learn there are different ways to build forms for example, with Symons forms, plywood and 2 by 4's and much more.
 - Framing is another part of carpentry. Framing takes skill and experience. The skills that are required in framing are plumbing up a wall, and making sure studs are 16 on center or whatever the specs calls for. Developing a good eye for straightness in carpentry work, and making sure everything is level are also aspects of this course
 - Sheetrocking is a course where students will learn how to sheetrock radius walls, windows, doors, and cut out holes for the electrical sockets.
 - The final course is "Trim" which goes around windows doors, around the perimeter of ceilings and much more.

Community Education

- **GED**
Trident Literacy Program will have a satellite at our facility. The GED preparation program helps students prepare to earn their high school equivalency. They can take practice tests before registering for the exam. The GED exam is given locally each month. The classes are not like traditional classes. The program is tailored to meet needs, and students progress at their own pace. Five or fewer students work with a tutor, so they can be comfortable as learning is the primary goal. A tutor can help one-on-one when students need it.
- **History & Culture- Plan For Rebuilding the Underserved Communities**
Students will be required to enroll into a Black History course that will teach them about their history. There will be a course on community asset building based off the course work from Dr. John Henrik Clarke, Dr. Amos Wilson, and Dr. Chancellor Williams.

- **Financial Literacy-Savings, Investments**

Participants will learn the basics of financial literacy and banking. Topics covered include: bad debt, importance of spending plans, non-traditional financial services, being an informed consumer, buying stocks, sell strategy, mutual fund options, investing in education, planning for the future, purchasing your first home, taxes and tax planning, life, health, and property insurance options. Program will work with agencies to educate clients on IDAs (Individual Development Accounts), Micro Loans, and Asset Protection.

- **Interviews & Resume Building for Construction Industry**

This course will prepare students for interviews and develop polished resumes. It will answer questions such as: How will you stand out in a highly-competitive job market? Are you prepared to shine in job interviews? What can you expect during the interview process? Does your resume represent you in the best possible way? How will you choose among the many career paths in the construction and trade industry and options?

- **Job Fair: Boeing, New MBE Program, other corporate partners**

Once a semester, we will sponsor a job fair for our students and graduates. Our Community Partnerships with various employers, such as businesses involved with the new County of Charleston sponsored MBE Program, and companies receiving government subsidies such as Boeing, SCANA, and Volvo will give our students plenty of prospects to get their lives moving towards self- sufficiency.

Marketing & Collaboration Strategy

- ***Community Outreach & Partnerships***

Marketing and outreach, such as designing posters and pamphlets, for distribution to teachers throughout the community to recruit new students for the programs. Partnerships will be developed with other community based organizations and government agencies, like Charleston County Juvenile Department, and DJJ, to assist in the recruitment of students for programs, including links to Agency Websites to our admissions page on our website. Success will provide opportunities for additional revenue sources as these agencies become sources of funding as we meet and exceed our graduation and job placement goals.

- ***Public Relations/Earned Media***

Public relations is “a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” In this sense, “publics” is defined as stakeholders such as students, prospects, government agencies, community organizations, and residents in low-income communities, etc. The PR team will use creative storytelling to portray the program’s point of view and benefits to gain public exposure and support. This will be achieved through several tactics, including social media, special events, or tailoring messaging on the program’s website. Media Relations is an aspect of public relations. We will use different media outlets and coverage to tell the program’s story, rather than directly engaging with the public and key stakeholders.

- ***Media Sponsorships/Ad Buys***

By providing in-kind media sponsorship to local nonprofit organizations, media outlets expose readers and listeners to an economic opportunity, promote discourse, and increase participation in our community. Media sponsorships include a limited number of on-air announcements throughout the day, special radio events, calendar listings on the website, listings in e-newsletters, and ads. Media sponsorships include discounted media buys.

- ***Video/Digital/Social Media***

We will use a variety of social media platforms and websites to promote the program. Most social media platforms have their own built-in data analytics tools, which enable us to track the progress, success, and engagement of ad campaigns. We will address a range stakeholders through social media marketing including potential students, potential employees, journalists, bloggers, and the public. On a strategic level, social media marketing includes the management and implementation of a marketing campaign, governance, setting the scope (e.g. more active or passive use) and the establishment of a program's desired social media "culture" and "tone". To use social media effectively, we will allow customers and internet users to post user-generated content (e.g., online comments, program reviews, etc.) rather than use marketer-prepared advertising copy.

Program Staff

Executive Director

Provost

Office Manager/Admission Coordinator

Community Outreach Coordinator

Community Partnership Coordinator

Welding Instructor

Plumbing Instructor

Electrical Instructor

Carpentry Instructor

Graphic Art Design Instructor

Drafting/Drawing Instructor

Community Education Coordinator

Community Partnerships to Leverage Resources

History & Culture- Partnership with Avery Research Center

GED Program- Partnership with Trident Literacy

Financial Literacy- Partnership with Trident United Way Prosperity Centers



Affordable Housing Recommendations to Charleston County - ROI 20,000 Units of affordable and workforce housing

Affordable Housing (A): Land Bank

- County establish a land bank for affordable housing that affordable housing developers can access for projects within Charleston County and North Charleston.
- Land banks are governmental or nonprofit entities that acquire, hold, and manage tax-delinquent or abandoned properties.
- Land bank entities have the authority to facilitate the resale of purchased, foreclosed properties or execute a redevelopment plan to mitigate the impacts that vacant properties have on communities by achieving long-term planning goals, such as affordable housing provisions.

Affordable Housing (B): Zoning Changes

- *Overlay zones* are authorized as a planning and land development regulation tool pursuant to S. C. Code sec. 6-29-720(C)(5).
 - An overlay zone is a set of secondary regulations that apply on top of the base or underlying zoning district and the standards of both apply to developments proposed in the two zones, unless base district regulations are preempted by the overlay regulations.
 - Zoning and development standards pursuant to the overlay that could be relaxed may include setbacks, density, permitting procedures, utility tap fees, impact fees, adequate public facilities requirements.
 - Under the PIA, a priority investment zone can be created as an overlay zone to encourage private development of affordable housing.
 - Zoning and development standards pursuant to the overlay that could be relaxed may include setbacks, density, permitting procedures, utility tap fees, impact fees, adequate public facilities requirements, etc.

- ***Incentivized Inclusionary Zoning*** is a legal tool which mandates the private sector include a percentage of affordable units as part of a market rate development.
 - A typical incentivized inclusionary zoning ordinance will set forth a minimum percentage of affordable units to be provided in a specific development for household incomes within a certain range.
 - Rental developments providing 5 or more units must make 20% of the units affordable to families with household incomes at 30-80% of AMI. Affordable units must remain affordable for 20 years.
 - Homeownership developments providing 5 or more units must make 20% of the units affordable to families with household incomes at 80-100% of the AMI.
 - Affordable units must remain affordable for 10 years.

<u>Type of Development</u>	<u>Income Tiers</u>	<u>Zoning Incentives</u>	<u>Zoning Incentives (40% or more Commitment)</u>
Rehab/New Construction Rental	30-50% AMI	Local tax abatements(10 yrs), zoning requirement waivers	Expedited permitting and waiver of permitting fees etc.
Rehab/New Construction Rental	50-80% AMI	Local tax abatement (5 yrs), zoning requirement waivers	Expedited permitting and waiver of permitting fees etc.
For-sale	50-80% AMI	zoning requirement waivers, short-term tax abatements	Expedited permitting and waiver of permitting fees etc.
For-sale	80-100% AMI	zoning requirement waivers, short-term tax abatements	
For-sale	100-120% AMI	zoning requirement waivers, short-term tax abatements	

- ***Review of Zoning:*** Review of all zoning to identify and remove unnecessary barriers to affordable housing such as density restrictions, and dependant housing.

Affordable Housing (C): Affordable Housing Bond (\$10,000,000)

- A \$10,000,000 affordable housing bond to address the gap between time and opportunity by developing the available large parcels of land remaining in the City.
- This will serve as a revenue source to support the Affordable Housing initiatives of the SC Community Loan Fund based in North Charleston, SC.
- These funds will be made available to developers of Affordable Housing projects in Charleston County and N. Charleston.
- Portions of funds to be used to develop a one-stop shop for developers and residents regarding the development incentives and location and resources for affordable housing.

Affordable Housing (D): Eastside CDC Mitigation Request to Charleston County for adverse Impacts relating to the development of 995 Morrison Drive, Charleston SC located within their borders.

Mitigation Request: *\$300,000 in CDBG/HOME Funds + Land (\$1,300,000 Investment) in order to build 60 Units of Affordable Housing.*

Rationale:

Mitigation is needed to offset the adverse impacts to Eastside Community due to the upcoming development of 995 Morrison Drive. The high end real estate development, while welcomed by the mainstream as a much-needed investment into a blighted area, is seen by traditional residents as another encroachment and intrusion negatively impacting their way of life primarily adding to the high gentrification rate already being experienced due to rising real estate costs. While they may hold little sway as it relates to private sector development changing the complexion of their community, they feel they have some leverage as it relates to a publicly sponsored real estate project. They have their voices of protest- which will be heard loud at County Council meetings, as well as, an alliance with other organizations around the county who have agreed to join us in our fight for mitigating resources to offset negative impact.

Request specifics:

- The Eastside CDC seeks ¼ Acre of land in downtown Charleston or; 1 ½ Acre of land in Charleston County or; ½ Acre of land in North Charleston; Purchase price- \$1.
- \$300,000 allocation from CDBG/HOME funds (\$5000 per unit).

The Community Based Organization: Eastside, CDC

501c3 Community based organization representing community interests. We are the voice of the Eastside. Our members consist of multi– generation Eastsiders. We seek opportunities to build a self– sustainable neighborhood by developing affordable housing, business development, and job training opportunities.

The Affordable Housing Development Partner: Cardinal Capital Corporation

The team is comprised of a diverse group of professionals that offer a broad range of skills, in-depth knowledge, and years of experience in acquiring and managing affordable housing projects. Cardinal Capital provides comprehensive real estate services including acquisition, financing, rehabilitation, new construction, property management, and asset management. We manage over 8,000 units. Our mission is to deliver financial and social value to the clients and communities we serve. www.cardinalcapital.us

Benefit to County

Community support can be valuable to the County, especially in terms of getting through the approval process at government oversight boards (for example, zoning, land use commissions). The County has an incentive to avoid community opposition to project, which could result in costly delays or cancellation.

Benefit to Community

Provisions made for housing such as funds, and land would aid in offsetting negative impacts caused by the development. Providing the Eastside with tools needed to work towards sustainable community based development projects such as additional affordable housing and other wealth creating initiatives.



Business Development Loan Fund Programs: ROI- 300 Businesses Served - 1500 Jobs Created

Business Development Program

Program designed to develop residents from Charleston County and North Charleston's most depressed communities into entrepreneurs and business owners. Managed by Increasing Hope, the program will bridge the gap between those who have the capacity to access capital and those who do not. The program will include workshops on financial planning, saving, and credit repair. The program will also include one on one counseling with SCORE/SBA. Finally, all members of the program will be mentored by a business from the Charleston Metro Chamber of Commerce. Once they have successfully completed the program, participants will then apply for funds from CCDLP.

The Charleston County Capital Access Program

CCCAP would be a loan portfolio insurance program (similar to a loan guarantee) that enables small businesses to obtain credit to help them grow and expand their businesses. The CCCAP would assist aspiring small businesses with their working capital and fixed asset financing needs. In CCCAP, when a participating Lender originates a loan, the Lender and Borrower combine to contribute a percentage of the loan (from 3% to 6%) into a reserve fund, held by the Lender.

Charleston County Direct Loan Program

CCDLP provides fixed, low-interest rate loans to certified minority-owned businesses that are purchasing or improving fixed assets resulting in creating new jobs for Charleston residents in low-income and blighted communities. The CCDLP determines the eligibility of a business by: Evaluating the number of jobs created or retained; Participation of the business and a conventional lender in the project and; Demonstrating that the county's assistance is necessary for the project to go forward.

In its review of loan applications, the agency also evaluates the management capacity of the company, the availability of working capital, and the overall ability of the company to repay its debt. Criteria is designed to provide a more definitive review of applicant's need and capabilities.

Funds received under the CCDLP may be used for part of the cost of acquisition, renovation or construction of depreciable fixed assets. This includes the following categories:

- Acquisition of land and buildings
- New construction
- Renovation to existing buildings
- Acquisition of machinery and equipment

In addition, limited soft costs related directly to the fixed asset expenditure may be included. Examples of eligible soft costs include: architectural/engineering costs; installation costs for machinery; and financing costs for bank loans. CCDLP funds may not be used for:

- Refinancing
- Rolling stock
- Speculative real estate development
- Relocation costs
- Office equipment

The maximum direct loan under CCDLP is \$50,000.

The minimum direct loan under CCDLP is \$25,000.

The term on the CCDLP loan will be based upon:

- The useful life of the assets being financed.
- The term of the bank loan in the project.
- The term on a CCDLP Loan cannot:
 - Exceed 15 years for real estate financing, or 10 years for machinery financing.**
 - Exceed the term of the bank loan.

The CCDLP may request any of the following as collateral or security for the financing invested in a project:

- Personal guarantees from owners.
- Corporate guarantees from related companies.
- First mortgage or lien position on the assets financed with State funds (share with bank).
- Key person life insurance on the principal operating officer(s) of the company.
- Financial covenants on the operations of the business.
- Letter of credit.

The CCDLP requires the payment of two fees:

- A \$300 nonrefundable application fee submitted at the time of the filing of the application; and
- A processing fee of 1.5 percent of the amount of the CCDLP loan which covers all legal expenses associated with the State's processing of the loan

The following areas will be evaluated by the Agency's staff in making a determination that the business is eligible to receive Charleston County Direct Loan Program financing:

- Ability to Repay
- Management
- Working Capital
- Need
- Job Creation
- Job Retention
- Minimum Assistance Necessary
- Occupancy
- Collateral



African- American Tourism: ROI- 5% Increase in visitors = \$200M Impact

- \$10,000 for African- American Tourism Conference
- \$290,000 Annual A-Tax for Cultural Arts/Tourism Related Activities in African-American Tourism, and just as the College of Charleston’s Tourism Department and the CCVB provides recommendations to County Council concerning Tax Accommodation allocations, the Wando Huger CDC’s Tourism Advisory Council will provide recommendations for these allocations.
- \$700,000 for Black Tourism Development (Product Development- Technology-Marketing-State Match) Annual to be produced by the Wando- Huger CDC Tourism Advisory Council.

Funding Sources

\$10,000 Tax Accommodation Funds

\$290,000 Tax Accommodations Funds

\$700,000 Economic Development/General Fund

Need

Here are some great facts about the potential of African American Consumers:

- 12% of the population accounting for \$157 billion in discretionary spending;
- By 2060 black population will increase from 45.7m to 74.5m/ 18% of the population;
- Increasingly powerful market segment;
- Upwardly mobile; Switched on and plugged in;
- Discerning consumers / not well-understood;

Based on the 2016 Economic Impact Study conducted by the University of South Carolina SmartState, here are some facts about African American Travelers:

- Average travel party's size - 3.4 adults
- Nights stayed in SC: 2.2 days
- Total expenditures/person: \$402
- Economic impact of \$2.37 billion
- Associated with 26,302 jobs and \$789.5m in labor income
- An increase of 5% in A-A visitors would result in an extra \$118m in economic impact in the region;
- Unique travel patterns compared to other segments;
- Travel decisions are closely related to their feelings of welcome/racial acceptance;
- Continue to experience discrimination when travelling the US (Lee & Scott, 2016)
- As it relates to African American sites, Historic Charleston and Lowcountry is second to only Lake Murray area. We should be second to noone.
- Domestic trips expected to grow 24.6% from 172.6 million now to 215 million
- State Parks specifically target A-A
- Results show social media has big influence
- More apps needed like the new one
- Reunions – ancestry

Based on the 2016 Economic Impact Study conducted by the University of South Carolina SmartState, the following are issues facing African- American Tourism development:

- Most sites are not well maintained and promoted. Site visits often found them closed, or with limited opening hours. There was little or no interpretation. Many of the sites are in need of repair and lacked updated infrastructure and technology;
- Most of the individuals working and/or volunteering at these sites were enthusiastic about sharing their stories, cultural relevance and historic importance; Yet, they often lacked critical entrepreneurial and hospitality skills (such as customer service, upselling, knowledge of the tourism industry, knowledge of the community, marketing);
- Need for product development – accurate portrayal of history;
- Racial issues are still prevalent which inhibit the growth and success of African-American tourism;

- Perceived lack of support, lack of funding, and lack of promotion at the state and local level;
- There is a need for collaboration between organizations working on African-American tourism;
- Branding/marketing for African-American tourism is not well established – no clear message;
- Many of the sites and attractions are located in economically depressed regions and if properly funded, managed, and promoted, they could be used as a catalyst to transform their economies.

Based on the 2016 Economic Impact Study conducted by the University of South Carolina SmartState, the following are solutions to these before- mentioned issues facing African- American Tourism development:

- Schools need to bring more AA into tourism programs or entrepreneurship classes
- Need to see more A-A in the tourism sector – working in managerial positions and starting new businesses
- Need to change the fact that African American employees are underrepresented in tourism-related businesses including upper management positions.
- Also, need to train others - mandatory diversity trainings for employees, and community-based marketing and promotion designed to build trust with minority patrons are all strongly recommended
- Need to modernize; many sites are outdated, interpretation is poor, no integration of technology etc.
- Lack of culinary attractions – all tourists agreed cuisine was of interest.

Description

The following is a description of how the initiative will address the development of African-American Tourism in Charleston County:

Tourism Conference

- Annual Conference dedicated to the development of the African- American Tourism Niche in the State of South Carolina. The Conference is in its 6th year. Most recently, the conference featured Director of the National Black Theatre, and the President of the Black Hotel Owners Association.
- There are workshops on resources available to develop festivals, restaurants and other tourism related endeavors including marketing and promotional strategies.

- The Conference serves as the Annual Meeting of the African American Tourism Advisory Council of the Wando- Huger CDC where plans for the next year's goals and objectives are developed.

Product Development

- Developing & Implementing strategies to encourage and increase African American tourism product and offerings. Products to be developed cover history, culture, community historical sites, arts, crafts, music, food, and language. The new products and offerings developed must be authentic and not exploitative in nature.
- The program will work to eliminate Barriers to increasing product: offerings and experiences. These barriers include:
 - Competition marketing- business knowledge and skills education; Not maximizing use of social media; Lack of technology; Lack of unity in African-American's ability to collaborate; Financing (Redlining) to develop restaurant, galleries; Lack of Outreach to African- American Cultural groups.

Technology

- Using technology in African- American Tourism allows us to:
 - Breathe life into the stories in a way that a roadside/street marker cannot; pulling the viewer more deeply into the story, connecting us more intimately to the characters, and putting us in the middle of the action; make the story accessible to anyone with a smartphone or tablet; ensure a broad distribution of the information concerning African American events, sites, and other offerings, from tourists to locals alike; reach a young audience.

Marketing & Promotions

- Implementation of a comprehensive branding, marketing, and promotion campaign for African- American Tourism in Charleston.
- The campaign will develop a campaign that will have visitors all over the World wanting to partake in the rich and unique African- American experience in the same way international travelers flock to New Orleans for the Creole culture.
- This campaign will develop a comprehensive plan that includes developing logo, slogan, ad development for radio, television, social media, internet and print media.

Growth

- 5% growth will increase Tourism Impact to the region by \$200 Million.



Infrastructure Development

In house Study - need & cost assessment in underserved communities. Commitment from County Council to fund recommendations by beginning to study options.

- Economic development within these communities becomes an even more difficult task when the infrastructure is poor.
- Investors, and businesses want to locate to a community with decent roads, bridges, and thoroughfares.
- Many of these communities do not even have decent sidewalks either within neglected neighborhoods or forgotten commercial corridors.
- An infrastructure plan that looks at underserved communities will sparke investment and new business development.
- More importantly, it will give communities, long neglected, safe streets and sidewalks where they can travel.

Stimulus plan developed by JC & Associates.

- The firm specializes in economic development, planning, and political development in underserved communities.
- Clients include community based organizations such as community development corporations, and institutions such as the University of South Carolina.
- In 2015, The Eastside CDC requested the firm to investigate solutions to the issue of gentrification, and the results were compiled in a study that was presented to the community development committee of the City of Charleston.
- The company’s work also includes the recently completed “Economic Impact Study on African American Tourism”. This study, done in conjunction with the University of South Carolina, identifies barriers and opportunities within the tourism industry.

Committee: Demond McElveen, Jerome Heyward, Sean Middleton, Shakem Thrower

JC & Associates: Kwadjo Campbell, Rashida Jeffers- Campbell