



REINVENTING YOUR CITY



WEST COLUMBIA, SC

Community Revitalization Plan



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City of West Columbia
Bridging Past, Present and Future

Prepared for the City of West Columbia, South Carolina
WEST COLUMBIA COMMUNITY REVITALIZATION PLAN



Prepared by
REDEVELOPMENT MANAGEMENT ASSOCIATES

REINVENTING YOUR CITY

INTRODUCTION

The citywide master redevelopment/revitalization plan for West Columbia seeks to provide a path to improve the quality of life for the citizens and to embrace the unique characteristics of the City. Economic development is building wealth in a community, encouraging economic growth and improving quality of life. This is accomplished by implementation of actions that influence the five key drivers of economic development and in the case of West Columbia, a sixth driver is equally as important: Land, Labor, Markets, Capital and Regulation, as well as Transportation. Each community's ability to influence these drivers is different. The Redevelopment and Revitalization Plans balance technology, sustainability, transparency and equity to further the goals of West Columbia and provide a community driven vision.

City of West Columbia - Community Redevelopment and Revitalization | Market Analysis Summary

An accompanying Market Analysis for the Community Redevelopment and Revitalization Plans provides an area review for the City of West Columbia and the neighborhood revitalization area. The analysis includes a collection of demographic and lifestyle data, retail spending, review of existing conditions, real estate and housing market information, and consumer trends organized by their respective influence on one of the key drivers of economic development. Stakeholder input collected through online surveys and one-on-one meetings supplements the research. Mapping, imagery and GIS analysis are also included.

The analysis focuses on the City of West Columbia, as situated along eight miles of the beautiful lower Saluda and Congaree Rivers. Known for being friendly, welcoming and affordable, the city also has top-level schools and a myriad of dining and shopping options, as well as exemplary health care options that are within a three-mile radius. The area is ideal for commerce, attributable to its business-friendly attitude, low taxes and utility rates. West Columbia also offers kayaking, canoeing, tubing, parks, waterfront concerts, 8.5 miles of walking and biking trails, and much more, including access to the renowned Riverbanks Zoo, Botanical Gardens, and Waterfall Junction.

City of West Columbia - Redevelopment Plan Summary

An accompanying Redevelopment Plan provides a blueprint for the work needed to revitalize the City, which in turn will aid redevelopment efforts. The Plan is based on RMA's market analysis, development assessment, and stakeholder and public input. The Plan provides realistic recommendations and strategies developed to position West Columbia to compete for investment and increase its tax base, while maintaining and strengthening its community character. Targeted areas are defined, including catalyst sites, pedestrian-friendly areas of town, parking, community facilities, and residential sites. The Plan takes into consideration the cost of redevelopment and contains the first five-year projection of expenses.

All these things comprise a Redevelopment Plan, but it is the implementation and execution of the Plan that becomes the most important part of this process for the City of West Columbia. It requires bold leadership and effective problem-solving to advance critical policies and legislation that will continue to improve the City of West Columbia. And it also requires empowering citizens, including artists, volunteers, and entrepreneurs, to help solve these problems and strengthen the community.

West Columbia is truly bridging the past, present and future. She has a collection of unique attributes and assets that can be built upon to serve as the foundation for future improvement and redevelopment. This historic City retains the character of its past, while exhibiting the strong foundation required for growth and investment.

The area is ideal for commerce, thanks to its business-friendly attitude, low taxes and utility rates. The City is concentrating on economic development and is eager to attract business start-ups and/or relocations. Additionally, major interstates, highways, the airport, and Columbia are just minutes away.

A pedestrian environment is recommended, and connectivity options between different areas of the City are illustrated for incorporation. The continued development of mixed use residential and commercial properties throughout the City is also encouraged. Revitalization occurs when residents activate the streets, support the retailers and restaurants, join cultural institutions, and participate in activities of the community. Mixed use projects in West Columbia that are carefully planned and that are respectful of the neighboring areas will continue to add a sense of vitality to the City.

INTRODUCTION

The Plan has Goals that are defined in detail and includes recommendations and strategies to assure implementation of these Goals.

The “elevator speech” for the West Columbia Redevelopment Plan is that the City has a strong history and a very bright future, and that the Plan:

- **Preserves** the community character, history and quality of life;
- **Enhances** the aesthetics, market position and connectivity;
- **Exposes** obstacles to investment and redevelopment;
- **Invests** in the City’s identity, image, and public spaces; and
- **Capitalizes** on the City’s location and natural assets.

Redevelopment Plan Goals and Initiatives

The key goals for actions which improve West Columbia’s market positioning and marketability for redevelopment involve economic development, place branding, urban design and planning, public improvements and infrastructure, housing and residential development, transportation, transit and parking, and redevelopment support. These goals, with expanded initiatives, are outlined in the Redevelopment Plan.

- Goal# 1.** Create a thriving riverfront district and encourage a quality retail, restaurant, cultural, and business environment serving West Columbia residents and visitors.
- Goal# 2.** Create viable commercial corridors by encouraging and facilitating sound real estate acquisition, assemblage, development and public private partnerships.
- Goal# 3.** Recruit targeted commercial business uses and industries in West Columbia.
- Goal# 4.** Incorporate cultural arts, tourism and hospitality as critical components of economic development.
- Goal# 5.** Improve market positioning.
- Goal# 6.** Coordinate city, county, state & federally-funded public Improvements within the City of West Columbia commercial areas.
- Goal# 7.** Support and establish neighborhood improvement programs to reduce slum and blight conditions in residential neighborhoods.
- Goal# 8.** Create a healthy mix of affordable, workforce, market rate, and luxury housing options.
- Goal# 9.** Provide safe and convenient mobility, transportation and transit options
- Goal# 10.** Provide efficient and attractive parking to support retail, restaurant, cultural, office and industrial facilities.
- Goal# 11.** Encourage and support sound and redevelopment-friendly land use regulations within the City of West Columbia.
- Goal# 12.** Use powers of borrowing, land acquisition & disposition to further West Columbia redevelopment goals & initiatives.
- Goal# 13.** Provide incentives and other support to projects that further West Columbia redevelopment goals & initiatives.

EXECUTIVE SUMMARY

This West Columbia Community Revitalization Plan is a “people-based” plan, containing a multidisciplinary holistic approach to address societal and socioeconomic obstacles in areas of disinvestment. These areas of disinvestment are primarily residential, with some neighborhood commercial businesses and a few academic and religious institutions. *This Community Revitalization Plan provides a continuum of “cradle-to-grave” initiatives to generate long-term multi-generational impact.* This plan complements the Citywide Redevelopment Plan, and includes areas identified in that plan as Opportunity Areas, including the area around the Brookland Lakeview Empowerment Center.

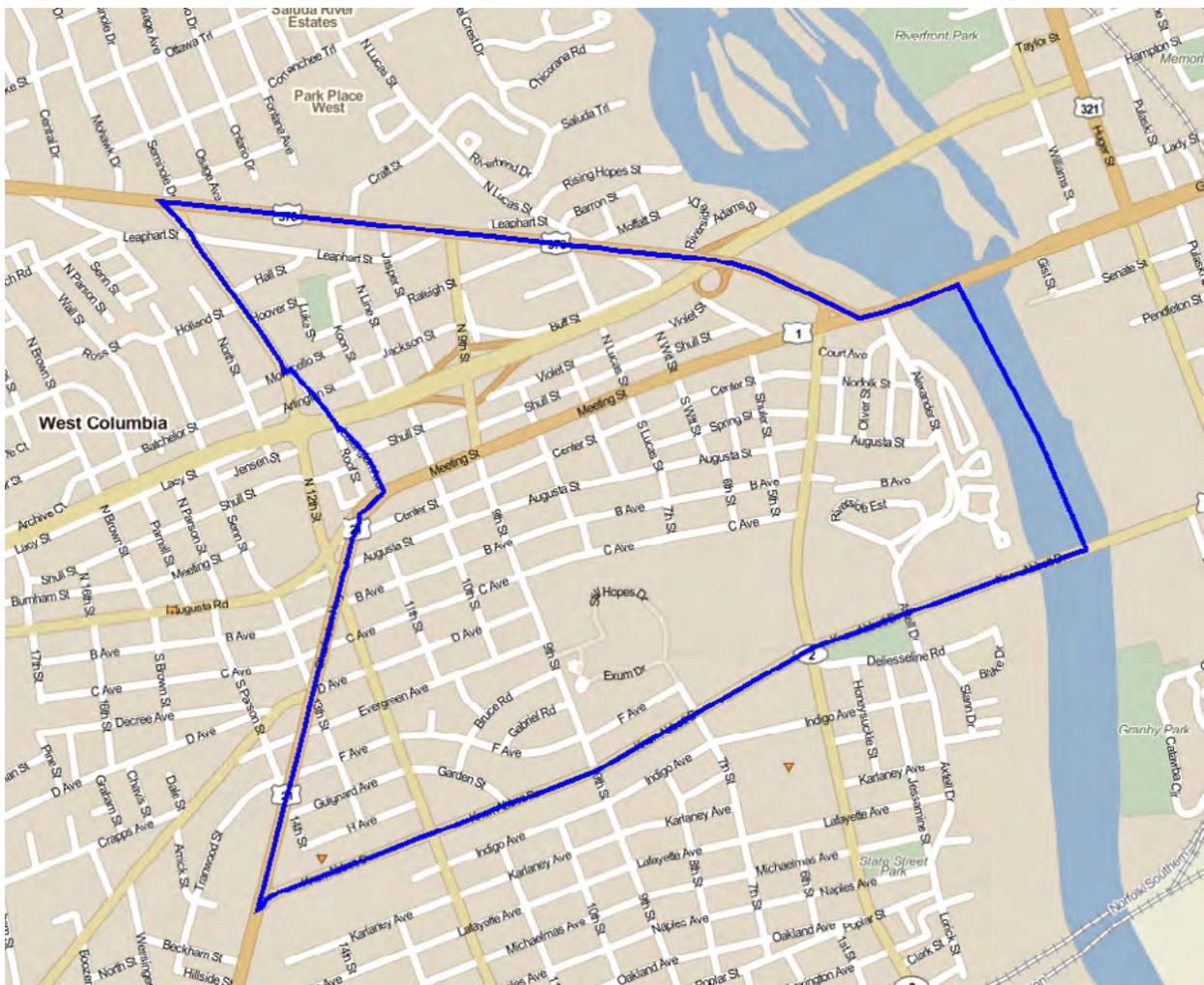
While hundreds of success measures and metrics could potentially be tracked, this Community Revitalization Plan identifies a select number of metrics based on the **West Columbia Community Redevelopment Plan**. Defined opportunities and highlighted growth sectors are included in the redevelopment plan’s supporting Market Analysis. Those elements form the basis for this Community Revitalization Plan.

COMMUNITY REVITALIZATION FOCUS AREAS

The community revitalization plan focuses primarily on residential areas of the city with lower income rates, low housing values, high unemployment rates, low levels of disposable income, and blight. While some retail exists in these areas, the retail is primarily neighborhood level service retail and/or local flavor restaurants. The areas include the following census tracts, encompassing the 2018-awarded federal Opportunity Zone status.

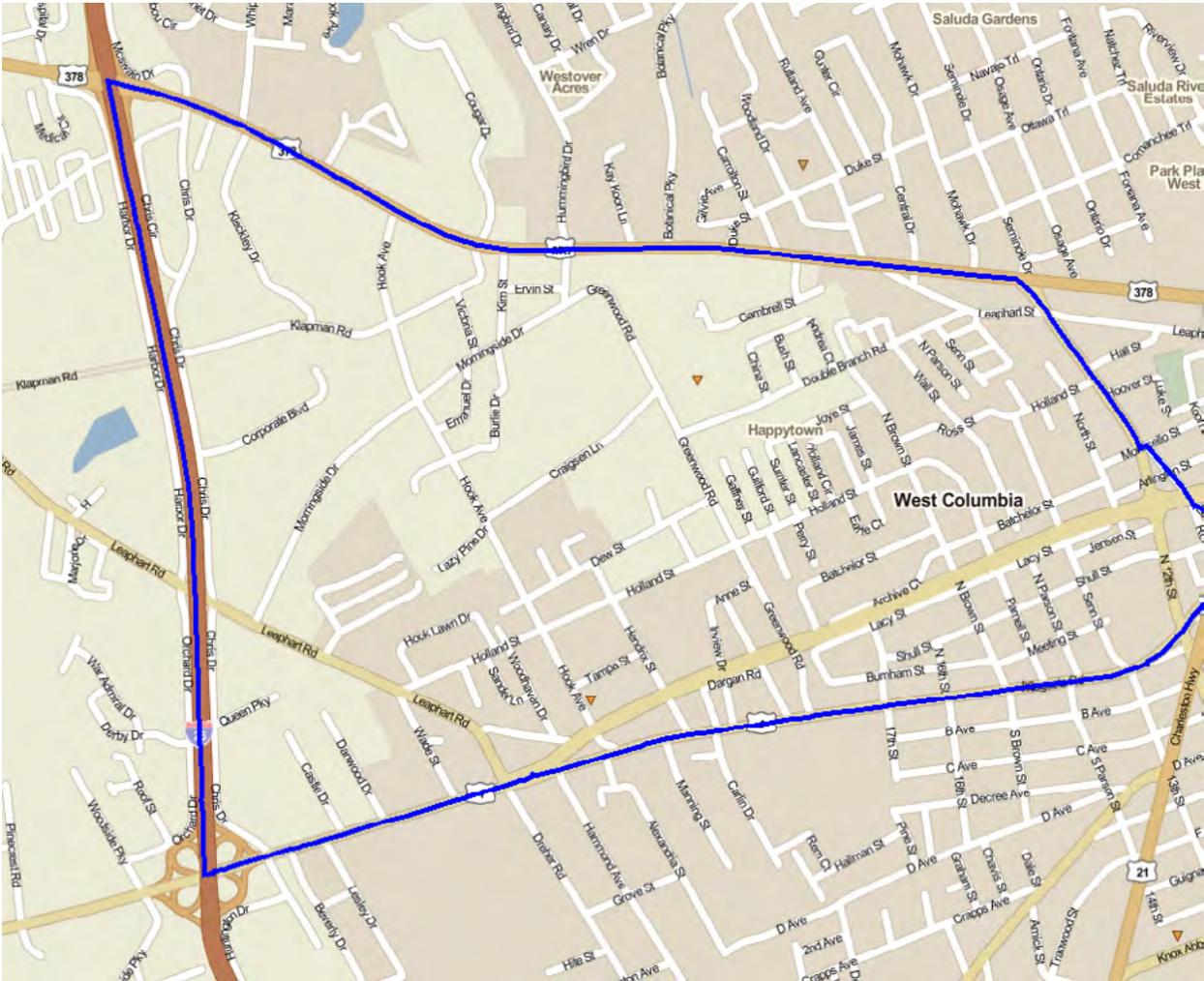
- 45063020300 Census Tract 203
- 45063020505 Census Tract 205.05
- 45063020509 Census Tract 205.09

Opportunity Zone Census Tracts



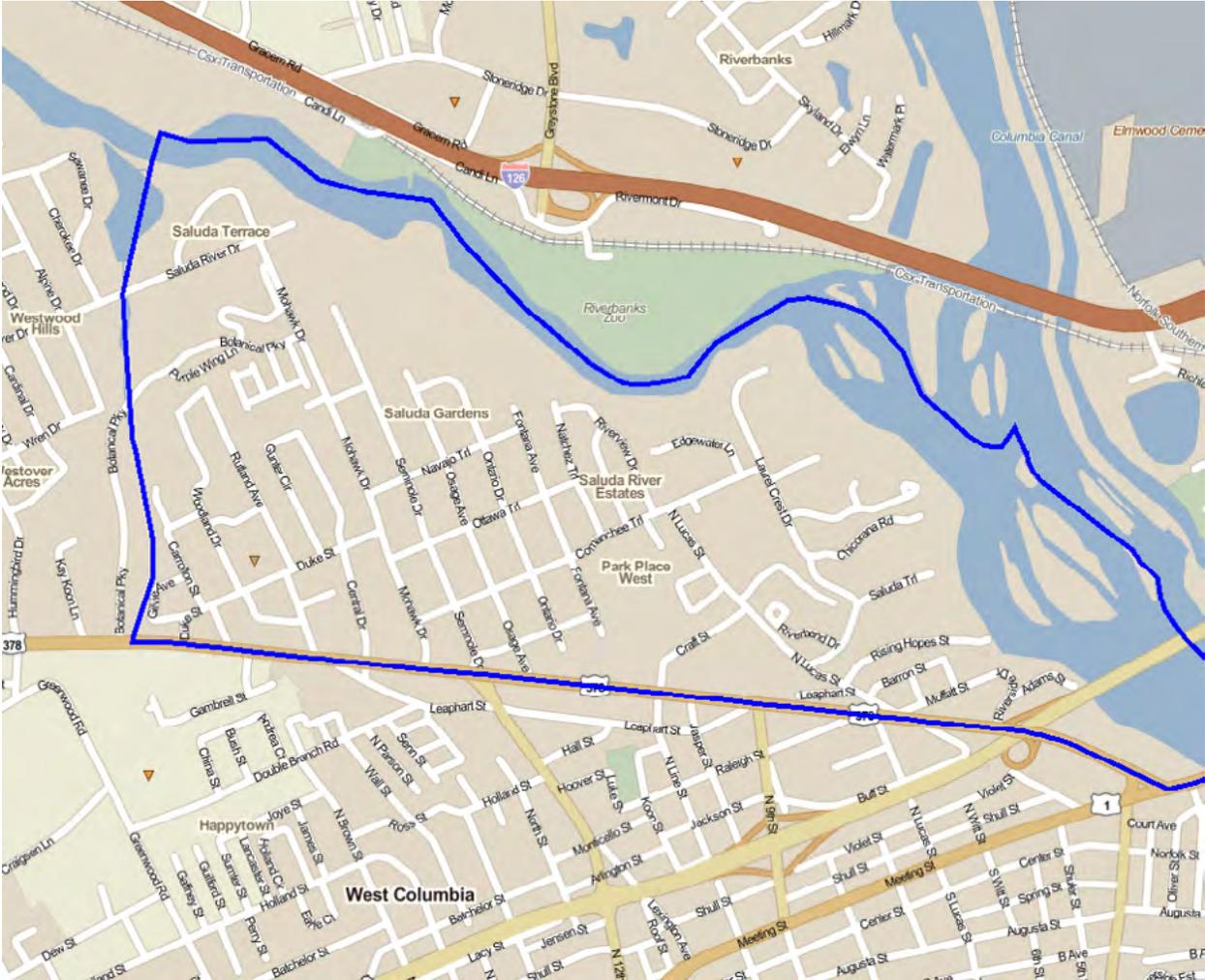
Census Tract 203

COMMUNITY REVITALIZATION FOCUS AREAS



Census Tract 205.05

COMMUNITY REVITALIZATION FOCUS AREAS



Census Tract 205.09

KEY REVITALIZATION OPPORTUNITIES

The accompanying Redevelopment Plan contains the following opportunity areas. These project recommendations and strategies are focused on placemaking and physical assets. In order for all residents to participate in economic growth resulting from these projects, a plan focused on people must be implemented.

1. Riverfront District
2. Meeting Street Corridor
3. Triangle City
4. Former Colite Property
5. Brookland Lakeview Empowerment Center and Surrounding Area
6. I-26 and Sunset Boulevard
7. Sunset Boulevard/Highway 378 Corridor

Community revitalization is critical for all residents to be able to participate in West Columbia's citywide economic redevelopment. Problems, issues and opportunities exist ranging from health and wellness to educational attainment and financial stability. The following sections highlight the cradle-to-grave underlying issues which prevent predominantly District 5 residents, and select other citywide residents, from full participation in West Columbia's existing and future growth. Comprehensive, systematic interventions must be implemented to prevent the existing dual economy from becoming the accepted norm. For purposes of this community revitalization plan, success metrics are targeted to reach roughly 25% of the total population within the target area.

The areas of opportunity of success include: **Health and Wellness, Education and Opportunities, and Economic Prosperity.** These areas will be the focal points of the community revitalization strategies, which are outlined in this revitalization plan. Some estimated implementation costs are included, covering either seed dollars or full program funding with the caveat that the City is not necessarily the lead funder.

- **Health and Wellness:** Making investments helps address health disparities, connects residents of all ages, and positions focus areas for additional investment.
- **Education and Opportunities:** By focusing on West Columbia's growth sectors, training and workforce programs would lead to job opportunities versus training with no potential job opportunity post-training.
- **Economic Prosperity:** Economic mobility provides a foundation to prosperity and a level of stability for lifelong success and access to greater economic freedoms

HEALTH & WELLNESS

Vibrant communities and neighborhoods begin with access to quality healthcare and end with senior care and senior services. People of all backgrounds desire to live in attractive, vibrant, healthy communities. A healthy community has lower healthcare costs, as residents miss fewer days of work, and have fewer chronic diseases. Creating a healthcare and wellness continuum would include access to quality healthcare, recreational facilities, and sporting activities for both youth and adults.

For infants and toddlers, proposed solutions increase mortality and brain development. For young adults, proposed solutions increase ability to learn, social stability, and access to safe and healthy environments. For adults and seniors, proposed solutions increase quality of life, access to employment, and abilities to age-in-place.

The following solutions resulted from public outreach, stakeholder interviews, surveys, and best practice community development throughout the country. The solutions range from short-term to long-term. The link between health outcomes and access to green space and outdoor activities has been well-documented. Many of the proposed solutions center around increased access to green space, programmed outdoor activities, and facility enhancements.

Successful implementation will involve existing local partners, established programs, and new programs. Making these investments helps address health disparities, connects residents of all ages, and positions focus areas for additional investment.



HEALTH & WELLNESS

Health and Wellness: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
1. Identify enthusiastic neighborhood leaders to form the Health and Wellness Roundtable to review and approve recommendations, program implementation, and success metrics. Include coaches, athletes, trainers, yoga instructors, healthcare professionals, nutritionists, etc.	Citywide	10 volunteers	Neighborhood associations, Parents, Community Action Committees, Corporations		Volunteer
2. Host educational session and facilitate testing for Adverse Childhood Experiences (ACE).	District 5	5 organizations	Schools, Churches, Community Development Block Grants, Victims of Crimes Act (VOCA) grants	Police, Fire, USC-Psychology	\$2,500
3. City Communication to incorporate regularly scheduled activities, encounters, e-blasts, videos, etc. in external communications to counter ACEs.	District 5	500 residents	Brookland Foundation, Parks, Events, Library, Neighbors	Brookland Foundation, Turner Memorial AME, other local churches	\$50,000
4. Create a signature event for neighbors to get to know each other through children pets, cars, and bicycles, also include elected officials and police for community building.	District 5	200 residents	City, Parks, Police	Churches, City	\$25,000-\$40,000
5. Renovate/enhance existing parks, to include lighting, equipment and water-run-off mitigation.	Baseball field		Lexington County Community Recreation & Aging Commission Development Block Grants	Public Works	TBD
6. Create and program temporary pocket parks and temporary dog parks, along with increasing lighting and night time access.	Citywide	2 parks	Parks, Utilities, Community Development Block Grants	Parks	\$10,000
7. Create/enhance safe and natural pathways to existing facilities, by incorporating tactical urbanism tools such as painted crosswalks and activation of vacant alleyways.	Baseball field access	Increased usage	Parks, Transportation Parents, Students	Neighborhood Association(s)	\$1,500
8. Create and publicize designated neighborhood walking routes and times to encourage low-impact regular walking groups.	Three neighborhoods	3 circular routes	Neighborhood Association, Parks, Transportation, mapmywalk.com	Neighborhood Association(s)	\$3,000

HEALTH & WELLNESS

Health and Wellness: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
9. Continue to implement a smoke detector and carbon monoxide safety program for Seniors.	Citywide	50 homes	Public Safety, Fire	Public Safety	\$2,500
10. Create and launch a neighborhood ambassador program with representatives from each council district to oversee/report on aesthetics, beautification campaigns, and education sessions around the most reported code enforcement issues.	Neighborhoods with high code enforcement reports	15 Volunteers and up	Neighborhood Association, City	City	\$1,000
11. Create, promote, and provide shuttle transportation to neighborhood-level organized youth leagues for including football and soccer at roughly \$200/per child.	Brookland Lakeview Empowerment Center Tri-City Leisure Center Cayce-West Columbia	50 children	Neighborhood Association, Parents	Lexington County Recreation & Aging Commission	\$10,000
12. Build a new football facility with bleachers, concession stand, etc.	Rebuild field and bleachers Tri-City Leisure Center	200 children	City	Private	TBD
13. Lobby the County to utilize hospitality tax fund to build a regional Sports Complex to include indoor basketball courts, outdoor tennis courts, football and soccer fields, etc.	Brookland Lakeview Empowerment Center	100 children	City, Brookland Foundation	Lexington County Recreation & Aging Commission	TBD

HEALTH & WELLNESS

Implementation and evaluation will vary depending on strategy and target areas. Given the manageable number of focus area residents, target metrics potentially include finite numbers ranging from 10 to 25 individuals, residences or businesses depending on the proposed solutions.

Proposed Evaluation Metrics

- Increase in number of accessible recreation and athletic facilities and/or programs
- Increase in number of and access to natural and recreational green spaces
- Increase in early testing for Adverse Childhood Experiences
- Increase in quality of extra-curricular activities for middle schoolers to minimize non-productive extracurricular activities
- Increase in participation in Senior programs
- Increase in zip code-level healthcare outcomes

Best Practice: Parks and Open Spaces in Beaufort County, South Carolina

The Trust for Public Land recently published a report on the economic benefits, health outcomes, and fiscal impact of parks, trails, and conserved open spaces in Beaufort County, South Carolina. From a health standpoint, "Research shows that park and trail use translate into increased physical activity, resulting in medical care cost savings. All Beaufort County residents who visit parks, trails, and conserved open spaces improve their health. Approximately 5,790 adult residents exclusively use these spaces in Beaufort County to engage in physical activity at a level sufficient to generate measurable health benefits. This yields an annual medical cost savings of \$7.91 million."

[PDF Report via tpl.org](#)

Sample Resources & Resource Links

- *Finding the Gold in Struggling Communities* ([YesMagazine.org](#))
- *Fostering Resident Voice Influence* ([aecf.org](#))
- *The Largest Most Important Public Health Study You Never Heard of* ([acestoohigh.com](#))
- Building Resilience [Video](#)
- *The Economic Benefits of Beaufort County - Full Report* ([tpl.org](#))
- *Building Equitable Cities*, by Janis Bowdler, Henry Cisneros, and Jeffrey Lubell ([Amazon.com](#))
- *Eight Elements of a Great Neighborhood* ([sf-planning.org](#))
- *Chattanooga DeCode Day* [Video](#)

EDUCATION & OPPORTUNITIES

Creating a cradle-to-grave education continuum begins with early childhood learning and ends with lifelong learning programs for senior citizens. This continuum provides a foundation for life skills and training for increased wages. The solutions identified are linked to growth industries, future redevelopment projects, and career ladder opportunities identified in the **West Columbia Citywide Redevelopment Plan**. The focus of this people-based section is to identify and provide solutions that enable targeted census tract residents to enhance and increase the skills and tools necessary to participate in citywide economic progress.

Targeted sectors range from the hospitality industry and construction trades to music and the arts. These sectors are especially poised for growth in West Columbia. By focusing on these sectors, training and workforce programs would lead to job opportunities versus training with no potential job opportunity post-training.



EDUCATION & OPPORTUNITIES

Education and Opportunities: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
1. Identify enthusiastic neighborhood leaders to form the Education and Opportunities Roundtable to review and approve recommendations, program implementation, and success metrics. Include educators, business owners, human resource professionals, etc.	Citywide	10 volunteers	Neighborhood associations, Parents, Community Action Committees, Corporations	Neighborhood Association(s), Brookland Foundation, Turner Memorial AME, other local churches	Volunteer
2. Review zoning to encourage and increase the number of state-licensed early childhood learning centers in target neighborhoods.	District 5	25 infants/or toddlers	State, County, Community Development Block Grants	City Zoning	TBD
3. Educate service providers on the "five-basics of parenting" program to bridge achievement gaps.	Citywide	5 organizations	Childcare center, churches, pediatricians	South Carolina Department of Social Services, Lexington County School District	TBD
4. Create an Outdoor Ambassador program for youth to train in outdoor recreation and education.	Brookland Lakeview Empowerment Center	25 students	Parks, outdoor outfitters	Parks, Tourism, Economic Development	\$25,000
5. Partner to create a Culinary Arts program to teach hard skills, soft skills, and the business side of Culinary Arts to create a pool of culinary	Brookland Lakeview Empowerment Center	200 adults	Restaurant association, Businesses State training grants, Brookland	Brookland Foundation, Turner Memorial AME	\$250,000
6. Partner with area food banks and culinary arts programs to teach canning courses and food preservation to improve health outcomes and food access.	Brookland Lakeview Empowerment Center	25 families	Farmer's Market, Restaurants, Brookland Foundation, Turner Memorial AME, USC, Benedict College, Midlands Technical College	Brookland Foundation, Turner Memorial AME	\$12,000
7. Partner to create a food incubator, food hall, commissary for food trucks, or food pop-up events for citywide food entrepreneurs to host focus groups and test new food concepts.	Brookland Lakeview Empowerment Center	3 food startups	Restaurant association, Entrepreneurs, Brookland Foundation, Turner Memorial AME, USC, Benedict College, Midlands Technical College	Brookland Foundation, Turner Memorial AME	\$150,000

EDUCATION & OPPORTUNITIES

Education and Opportunities: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
8. Create a competitive Hospitality program, four times a year, to teach hard skills, soft skills, and the business side of Hospitality to create a pool of hospitality management professionals.	Brookland Lakeview Empowerment Center	100 adults	State training grants, Businesses, Hospitality consultants, College of Hospitality, Retail and Sport Management	Brookland Foundation, Turner Memorial AME	\$25,000
9. Create a competitive Retail Management program, four times a year, to teach hard skills, soft skills, and the business side of Retail to create a pool of retail management professionals.	Brookland Lakeview Empowerment Center	100 adults	National Retail Federation, Businesses, International Council of Shopping Centers	Midlands Technical College, Benedict College	\$25,000
10. Partner with educational institutions to implement healthcare-related certificate training programs, including Certified Nursing Assistants	Southeastern Institute	100 adults	Midlands Technical College		\$25,000
11. Partner with educational institutions to implement neighborhood-located licensed technical training programs, ranging from automotive repair to electrical, roofing, and plumbing repair.	Brookland Lakeview Empowerment Center	10 adults	State grants, Midlands Technical College	Midlands Technical College	\$25,000
12. Partner with construction trades to offer apprenticeships.	Brookland Lakeview Empowerment Center	5 adults	State grants, Midlands Technical College	Midlands Technical College	\$25,000
13. Continue to partner with educational institutions to offer "life-long learning" courses, and transportation to the course, for Seniors.	Citywide, Brookland Lakeview Empowerment Center	100 Seniors	Midlands Technical College, Southeastern Institute, Lexington County Recreation & Aging Commission	Brookland Foundation, Turner Memorial AME	\$12,000
14. Create shared industrial maker space for incubation of artists, soapbox car makers, crafters, buildout of food trucks, etc.	Brookland Lakeview Empowerment Center	25 youth and adults	Brookland Foundation, Developers, Artists, Arts organizations		\$12,000
15. Create shared music studio space for incubation of recording artists, to include performance space.	Brookland Lakeview Empowerment Center	10 musicians	Brookland Foundation, Developers, Musicians, Corporations		\$12,000

EDUCATION & OPPORTUNITIES

Implementation and evaluation will vary depending on strategy and target area. Given the manageable number of focus area residents, target metrics would potentially include finite numbers ranging from 10 to 25 individuals, residences, or businesses depending on the proposed solutions.

Proposed Evaluation Metrics

- Increase in seats for State of South Carolina-licensed quality childcare learning facilities
- Increase in trade apprenticeships
- Increase in job placements related to outdoor recreation and tourism
- Increase in job placements in Construction and Trade
- Increase in job placements Hospitality Management
- Increase in job placements in Retail Management
- Increase in job placements in Healthcare
- Increase in artists, food purveyors, and musicians in area festivals and food events
- Increase in soapbox derby participants and attendance
- Increase in Senior Center attendance

Best Practice: Cincinnati COOKS!

This workforce training partnership, with the local food bank and numerous corporate partners, offers a free culinary job training program for under- and unemployed individuals. Since the program began in 2001, over 1,500 people have graduated and secured careers and opportunities with more than 200 local culinary institutions including restaurants, school cafeterias, retirement communities, day care centers, corporate dining halls, catering companies, bakeries, soup kitchens, homeless shelters, banquet halls, Cincinnati International Airport, Cincinnati Museum Center, and Jack Cincinnati Casino. Graduates from Cincinnati COOKS! and Second Course can continue their education at Cincinnati State, entering with 30 academic credit hours toward an Associate Degree in Culinary Management. [Cincinnati COOKS! via freestorefoodbank.org](http://freestorefoodbank.org).

Sample Resources & Resource Links

- <http://boston.thebasics.org/>
- *Fostering Resident Voice Influence* (aecf.org)
- *Building Strong Clusters* (icic.org)
- Cincinnati COOKS! (freestorefoodbank.org)
- School Based Programs (youthopportunities.org)

ECONOMIC PROSPERITY

Economic mobility provides a foundation and level of stability for lifelong success and access to greater economic freedoms. Programs and initiatives in the cradle-to-grave financial continuum begin with reducing household expenses, and end with reverse-mortgage education for seniors. In addition to those items, access to high speed Internet, banks, credit, affordable housing, and housing renovation improves outcomes.



Economic Prosperity: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
1. Identify enthusiastic neighborhood leaders to form the Economic Prosperity Roundtable to review and approve recommendations, program implementation, and success metrics. Include business owners, financial representatives, money managers, educators, etc.	Citywide	10 volunteers	Neighborhood Associations, Parents, Business owners, Financial Institutions	Neighborhood Association(s)	Volunteer
2. Promote and partner with utility providers to decrease the amount of utility deposit required at the zip code level.	District 5	100 homes	South Carolina Electric & Gas	South Carolina Electric & Gas	\$15,000
3. Promote and partner with electrical utility on free energy audits and energy retrofits for homes.	Citywide	25 homes	South Carolina Electric & Gas	South Carolina Electric & Gas	\$0
4. Promote and implement reduced-cost or no-cost broadband Internet access at Community or Cultural Center.	Brookland Lakeview Empowerment Center	1 facility	Broadband Utility, Library Wi-Fi	Brookland Foundation, City	TBD
5. Promote and create a housing rehabilitation program for minor roof repairs and other maintenance.	District 5	50 homes	Community Development Block Grants, Next Step Ministries	Code Compliance, Lexington County	\$125,000

ECONOMIC PROSPERITY

Economic Prosperity: Proposed Solutions and Activities	Applicable Census Tract and/or Neighborhood Location	Success Metrics	Potential Financial Resources and Partners	Lead Partner	Proposed Costs or Seed Grants
6. Design an educational outreach program to mitigate code enforcement actions.	Areas most impacted for code enforcement	100 homes	Neighborhood Associations, HOAs, City, Lexington County, Code Compliance	City	\$1,000
7. Partner with churches to provide Financial Peace University financial literacy program.	Brookland Lakeview Empowerment Center	25 couples	Churches	Churches	\$2,125
8. Evaluate home-based business license requirements and codes to encourage home-based businesses and entrepreneurship to increase household income.	Citywide	50 micro-businesses	City	Business Licensing	\$0
9. Restrict the number of payday lender business licenses within the focus area census tracts.	Citywide		City	Business Licensing	\$0
10. Identify, create, and distribute a resource guide of organizations providing small loans and grants to cover emergency financial assistance for utilities, rent, car repairs, and other necessities.	Citywide	500	Churches, Community Centers	Churches	\$2,500
11. Implement a renter-to-homeowner educational program.	Citywide	10 families	Neighborhood Associations, Churches	County, Mortgage Companies	\$10,000
12. Continue to implement an in-home or church-based basic computers and Internet technology program.	Lakewood Empowerment Center	25 families		Brookland Foundation	\$12,000
13. Conduct an educational session on reverse mortgages for Seniors.	Citywide	25 Seniors	Churches, Financial Institutions	Churches, Mortgage Companies	\$0
14. Implement a Paint/Plant/Pave Program to increase home values and neighborhood aesthetics.	Citywide	25 homes	Churches	City	\$25,000
15. Partner with Purpose Built Communities	Citywide				\$0

ECONOMIC PROSPERITY

Proposed Evaluation Metrics

- Savings on utility bills
- Increase in disposable income
- Increase in bank deposits
- Increase in target area credit score
- Reduction in housing burden
- Increase in home-based businesses
- Long-term increase in home ownership
- Increasing housing values

Best Practice: The Anti Displacement Tax Fund in Atlanta, Georgia was created to help ensure that homeowners in gentrifying areas are not priced out of their homes due to the inability to pay increasing property taxes. The fund provides grants to eligible homeowners to offsets their property taxes, so they remain in their homes. This strategy contributes to economic prosperity by helping residents mitigate existing expenses, in concert with education and workforce opportunities to increase income.

Sample Resources & Resource Links

- *Fostering Resident Voice Influence* (aecf.org)
- <https://www.techgoeshome.org/>
- <http://www.foodbanknega.org/teachingkitchen>
- <https://www.daveramsey.com/classes>
- <https://purposebuiltcommunities.org/>

IMPLEMENTATION TIMELINE

ACTION ITEMS	COMPLETION DATES
1. Identify Organizations and Neighborhood Leaders, along with associated funding, capacity, skills, and desire to participate	January 2019
2. Conduct neighborhood-level Talent Inventory, with associated mapping	January 2019
3. Match Organizations, Leadership, and Talent to solutions and activities	January 2019
4. Prioritize Year One implementation items.	January 2019
5. Launch branded Community Revitalization Campaign	March 2019
6. Conduct training sessions and establish benchmarks	April 2019
7. Implement, Monitor, Track, and Measure	Ongoing