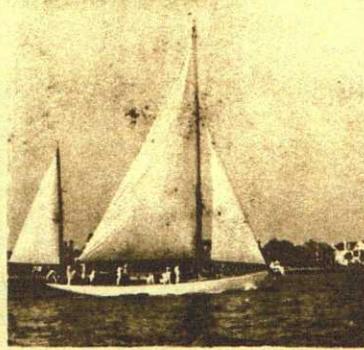


SUMMARY REPORT



Tourism Impact and Management Study
CHARLESTON, SOUTH CAROLINA



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**Tourism Impact and Management Study
CHARLESTON, SOUTH CAROLINA**

Charleston County Park, Recreation and Tourist Commission
Consultant: Barton-Aschman Associates, Inc. * Washington, D.C.

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1
INTRODUCTION

Study Scope and Purpose

The dramatic increase in tourist-related activity in Charleston over the past few years has provoked expressions of alarm by residents concerned with maintaining the amenities and quality for which the City is known. Moreover, there is general recognition that the City is not equipped adequately to serve and manage growing numbers of visitors.

Against this background, the Charleston County Park, Recreation and Tourist Commission (County PRT) commissioned this study on behalf of the City and community of Charleston. Its overall purposes are to provide: (1) general guidance for dealing with current tourism impacts and associated issues, and (2) a framework within which future tourism activity and growth can be managed. It is not the intent of this study to assess demands and economic impacts of tourism in Charleston, nor to project the future growth of the industry. These are, however, important subjects requiring subsequent investigation.

Study Objectives

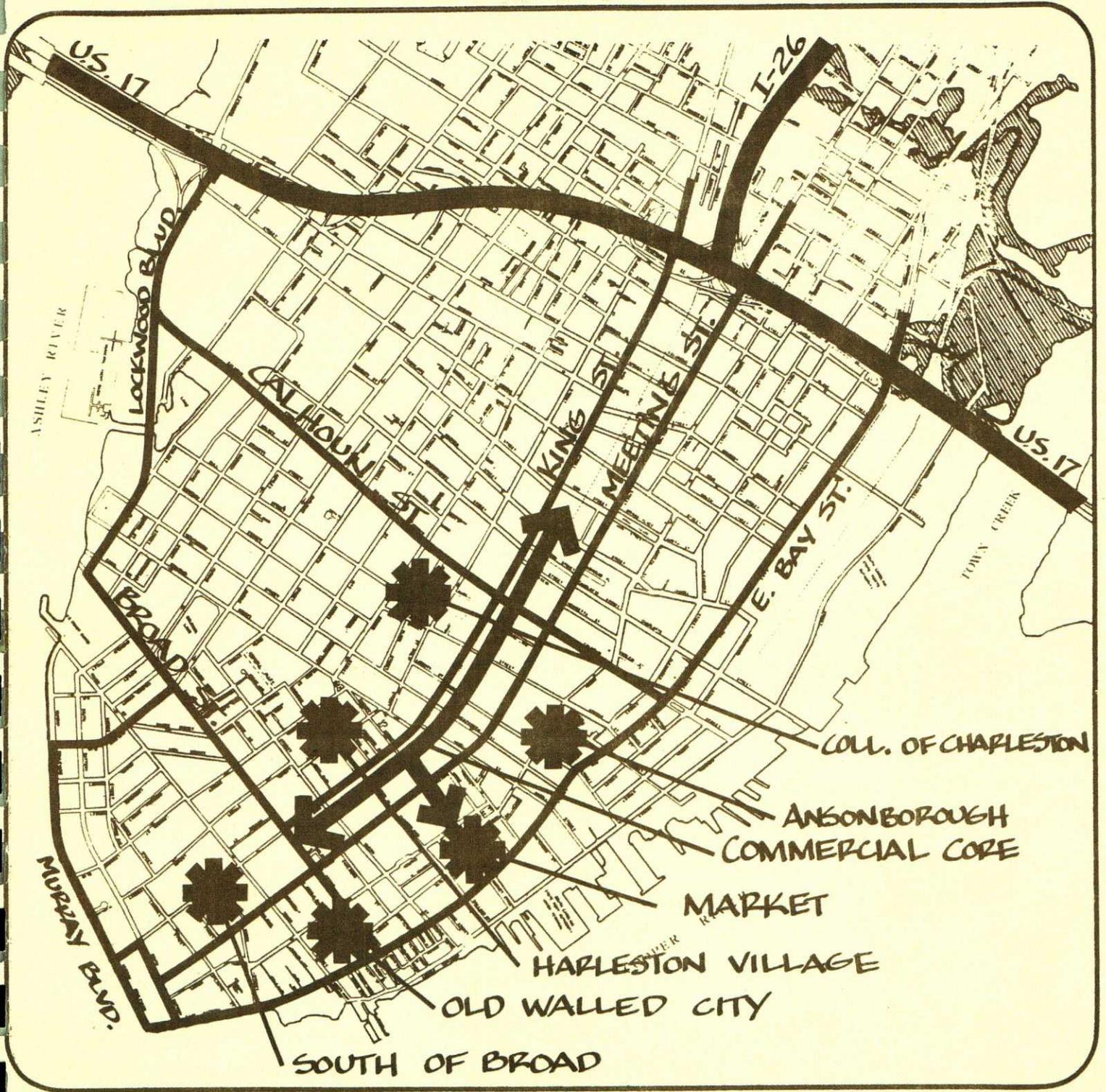
Basic thrusts defined at the outset of the study and carried out in this report are:

- To study and suggest ways to mitigate impacts associated with tourism and to deal with related issues, as reflected in a comprehensive list of questions and concerns compiled by a citizens committee established by the Mayor in 1977.
- To study and suggest ways in which the community can better organize to manage tourism.
- To study needs and suggest potential locations for a new visitor center to serve as a more comprehensive tourism information and management resource.

Major underlying considerations are dual needs to minimize adverse impacts on the quality of life for Charleston residents, while maintaining a viable tourist economy. A further consideration is that proposals be achievable and cost-effective, to maximize their potential for implementation.

Study Area

This report focuses on the peninsula City south of U.S. 17, more specifically on the Old and Historic District, where tourism activities, impacts, and future opportunities are most concentrated. Within this District, particular attention is given to tourist destination areas and neighborhoods to the south and east, which bear most of the impacts associated with tourism.

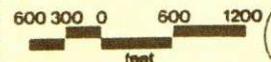


STUDY AREA

Charleston County Park, Recreation and Tourist Commission

Charleston Tourism Impact and Management Study

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Report Content

Analyses of issues and recommendations are divided into the three subsequent sections:

- Section 2 assesses current tourist impact issues associated with traffic circulation and parking, sightseeing vehicles (tour buses and carriages), and activities in and around public parks. Actions needed to resolve these issues are outlined.
- Section 3 presents a broad framework for future tourism development and management in the City. New tourism opportunities, new institutional arrangements for improved coordination and delivery of services, new visitor center facilities, and sources of financing for tourism-related services and facilities are described.
- Section 4 itemizes those actions and initiatives required in the short run to deal with current issues and to work toward realization of long-range tourism development opportunities and management solutions.

This section, Section 1, outlines the basis of study and general characteristics of tourism in the City as background to the issues and opportunities discussed in subsequent sections.

Community Involvement

The high level of local interest and concern about tourism in Charleston called for the involvement of residents, business and preservation representatives, and public officials throughout the study. Moreover, the study was undertaken with the belief, borne out during the course of study, that those affected by tourism in the City are able to diagnose problems and find solutions for themselves. In such a situation, a consultant's primary roles are to serve as a catalyst for discussion and to coordinate, refine, and supplement local input.

Local participation in the study was afforded in three ways:

- Personal Interviews - In-depth interviews were conducted with more than two dozen key individuals having valuable background knowledge of and insight into various aspects of tourism.
- Group Work Sessions - Discussion meetings were held with many of the same interviewees and other key individuals in leadership positions in organizations and neighborhoods. Progress in addressing tourism issues and opportunities depends on their continuing interest and support.
- Tourism Impact Survey - A mail questionnaire survey was conducted by County PRT to solicit the opinions and views of the general public in neighborhoods of the City directly affected by tourism.

Results of this survey and the many concerns and ideas which emerged from interviews and work sessions are reflected throughout this report.

General Outlook

No current issue or problem associated with tourism in the City defies solution. Given an attitude of constructive cooperation which has characterized many of Charleston's past accomplishments, and which has characterized interviews and work sessions conducted during this study, suitable remedies are achievable in the immediate-to-near future. Charleston can gain much from tourism..... jobs, personal income, tax revenues, support for preservation efforts, and more..... yet sacrifice little, if properly guided and managed.

Tourism in Charleston

For a long time, Charleston was visited by relatively limited ranks of admirers of its outstanding architecture, fine gardens, and gracious living. Within a short span of years, however, Charleston has found itself rather suddenly at the center of one of the nation's major tourist and recreational attractions..... the South Carolina coast. The development of widely known beach resorts nearby, together with national publicity of the City since the Bicentennial, have brought "America's Best Preserved Secret" the recognition it richly deserves.

With this recognition, however, have come visitors in rapidly increasing numbers, new investments, and the seeds of change. An indication of Charleston's emergence as a national growth center is contained in a recent United Press International news article. The article cites the Charleston area as being among the twelve urban regions in the nation which, according to real estate industry forecasts, may become the "hottest housing markets" in 1978 for single-family dwellings.

Characteristics and Growth

According to figures used by the Trident Chamber of Commerce, the Charleston area hosted more than 2.2 million visitors in 1976, up 40 percent from 1975 and up over 60 percent from 1972. Based on Visitor Information Center registry records maintained by the Chamber, Summer months (June, July, and August) attract the greatest proportion of visitors, averaging approximately 40 percent of the annual total. Registration during Spring months (March, April, May) averages about 30 percent of annual visitation. These proportions, as well as those for Fall (20%) and Winter (10%) seasons, have remained relatively constant for the past five years.

Usage of the Visitor Information Center is increasing more rapidly than the number of visitors to the Charleston area. Since 1972, registrants have increased steadily from 1.5 percent of estimated total visitors to 4.4 percent. This is an encouraging trend, reflected in the registration of nearly 100,000 visitors at the Center in 1977, up 450 percent from 1972.

Assuming that a large percentage of the 2.2 million tourists to the Charleston area in 1976 visited the peninsula, it is interesting to make note, for comparative purposes, that the City population south of Calhoun is only about 10,000. Visitors from other parts of the City and surrounding communities add to the already significant numbers of tourists in the community, particularly during peak periods.

Virtually all tourists enter the City by private auto or other vehicle. According to the 1977 "3M" survey of overnight vacationers to Charleston, approximately half enter on I-26, with the balance somewhat equally divided between U.S. 17 from the north and south. This is an important factor in selecting a new visitor center location.

PRT Tourism Impact Survey

This mail questionnaire survey was sent primarily to residents of the South of Broad area, Ansonborough and Harleston Village. A 25 percent overall return was achieved, with 70 percent of the returns coming from the South of Broad area, indicating their high degree of interest and concern.

Residents were invited to comment on the importance of tourism to the economy and tax base. A large majority felt that tourism was "very important" and "very beneficial" to each, respectively. Over 90% felt, however, that the industry requires more effective management. Most residents favored further growth of tourism, if properly managed.

On the question of traffic impacts on neighborhoods, the majority of South of Broad residents felt that tourist-related traffic "contributes greatly" to congestion, while Ansonborough and Harleston Village residents were much less concerned. When asked to rank use of public parks, sightseeing buses, carriages, non-resident traffic, and non-resident parking in order of need for better management, South of Broad residents cited park usage as being most in need of management, (referring to White Point Gardens), followed by sightseeing buses. Non-resident traffic and parking were ranked highest in the other neighborhoods.

South of Broad residents identified "more police presence" as the area of greatest need regarding management and use of public parks, followed by control of vendors and litter control. The need for more police presence was echoed by Harleston Village respondents.

Relative to carriages, most residents felt that they are a "very important" or "somewhat important" contribution to the historical atmosphere of Charleston. South of Broad residents were most concerned about their impediment to traffic, more so than the manure problem.

When asked during which season tourist impacts were most evident in their neighborhood, Spring (March-May) was the unanimous response.

Who is the Charleston Tourist

There is a tendency to include several types of visitors under the term "tourist":

- Residents from other parts of the City and nearby communities who find the lower peninsula City an inviting weekend attraction, but who are also near enough for frequent weekday visits.
- Day trippers from the growing surrounding region and other in-state areas beyond who are primarily weekend day oriented.
- Long-distance travellers passing through or destined for the area.

As applied to all, "tourist" is a misnomer, and more logically applies only to the day-trippers and long-distance travellers. There are also subdivisions of the latter: those arriving and needing lodgings, those bringing lodgings with them (campers), and those merely passing through.

The "3M" study did not reveal significant differences between overnight vacationers surveyed in April and those surveyed in June, as one might otherwise have expected. However, Summer visitors are generally younger, more price sensitive, and are less interested in the homes and gardens of Charleston than their counterparts in the Spring. Nearly two-thirds of April vacationers surveyed were first-time visitors, a higher proportion than that of June visitors, who are drawn from a more localized market. These high proportions of first-time visitations provide opportunities for more effective guidance of tourists through a visitor center.

**CURRENT TOURISM IMPACT ISSUES:
Conditions, Needs, Approaches**

Traffic and Circulation

Most visitors to Charleston arrive by private vehicles. The peninsular configuration of the City and the location of its principal tourist attractions in the tip of the peninsula, "squeeze" visitor traffic into a limited area with no outlet. When added to a narrow street system carrying local traffic and a variety of slow-moving sightseeing vehicles, results are self-evident. Traffic congestion is a problem in the City over increasingly longer periods of time. County PRT's recent tourism impact survey shows that non-resident auto traffic and corollary parking problems are major concerns of residents throughout the City's historic district.

Most streets in the City are quite narrow. With homes directly abutting right-of-way lines, these streets are not suitable for extensive non-resident traffic and parking during busy seasons and weekends. Many of the streets near the tip of the peninsula are so narrow that only one-way traffic movement and one-side parking can be accommodated.

Reduction of vehicular traffic congestion and parking impacts on major and minor streets in the peninsula will depend largely on progress made with respect to:

- Parking provisions and regulations.
- Public transportation and shuttle bus services.
- Pedestrian and bicycle circulation.

Parking

Off-Street Facilities: Facilities which should be made more available for visitors include the 250-car parking lot at the Auditorium and the County parking garage at King and Queen Streets. In addition, the availability of State Ports Authority parking areas designated for the Cruise Ship Terminal should be investigated. Off-street facilities will be augmented in the near future by the new Cumberland Street parking garage and a parking garage on Hasell Street in the proposed Charleston Center Project.

Future surface parking improvements are foreseen near the Market and between King and Meeting Streets under the City's Downtown Revitalization program. In addition, a new visitor center location and development along the Cooper River waterfront are likely to provide further opportunities for public off-street parking.

Literature distributed to visitors should include information showing the location of off-street facilities, parking rates, proximity to tourist destinations, and means of circulation. . . walking, shuttle bus, etc. Rate structures or validation procedures favorable to attracting visitor usage of garage sites should be explored and adopted.

Parking Restrictions, South of Broad: On-street parking restrictions should be imposed where necessary to improve traffic flow or to mitigate resident/non-resident parking conflicts. There are generally no parking restrictions or prohibitions on streets south of Broad Street, except where narrow streets limit parking. The area is one most in need of a parking policy directed at accomplishment of these objectives:

- To minimize long-term on-street parking by non-resident vehicles, including autos, recreational vehicles (RV), and others, and thereby to encourage long-term parking in off-street facilities.
- To minimize competition for on-street parking between residents and non-residents on streets where off-street residential parking is limited.
- To accommodate the stopping and standing of sightseeing vehicles on major streets so as to reduce their obstruction to normal traffic flow.

Parking regulations suggested for the area south of Broad, but applicable to other impacted areas, include:

- Posting of time restrictions (30 minutes to 2 hours) on streets such as East Battery, Church north of Water, Meeting, Murray Boulevard and South Battery to discourage long-term non-resident parking.
- Posting of residents only parking on smaller side streets to discourage any non-resident parking where off-street residential spaces are limited because of small lots.
- Posting of stopping/standing zones for sightseeing vehicles in select locations along such streets as East Bay, East Battery, Meeting, and Murray Boulevard to permit vehicles to pull aside to pick up and discharge passengers and to narrate tours from fixed locations.

Passive enforcement of non-resident parking restrictions is recommended, since active enforcement may be an unnecessary inconvenience to residents and their guests parking on streets. A permit-type resident parking system can be considered if the posting and passive enforcement approach proves ineffective.

Parking (and Traffic) Restrictions, Market Area: Traffic circulation is hindered by movements across and between North and South Market Streets, particularly by multiple left turn movements. Some of these left turns should be eliminated, along with the ability to make a "U" turn at East Bay Street. Moreover, on-street parking on South Market Street between Church and State Streets impedes traffic movement along the street and should be prohibited.

Public Transportation Service

Existing Service: The South Carolina Electric and Gas Company (SCEG) operates franchised bus service in the City and County. Service is provided along a number of routes all culminating in the old City, using a fairly modern bus fleet. Meeting and Broad Streets are the major north-south and crosstown routes, respectively. Limited service is provided east of Meeting and south of Broad.

Under plans being worked out jointly by the City, Council of Governments (COG), and SCEG, transit service in the area eventually would be taken over from the utility company by a public body. This would make possible the implementation of route restructuring, bus stop improvements, marketing programs, and other long-standing system needs. State enabling legislation is the only remaining major obstacle to the transfer of assets and operating responsibility to the public sector. Existing riders are primarily low-income people who work in the City. However, as system improvements are made, services could be provided to other users as well, including tourists.

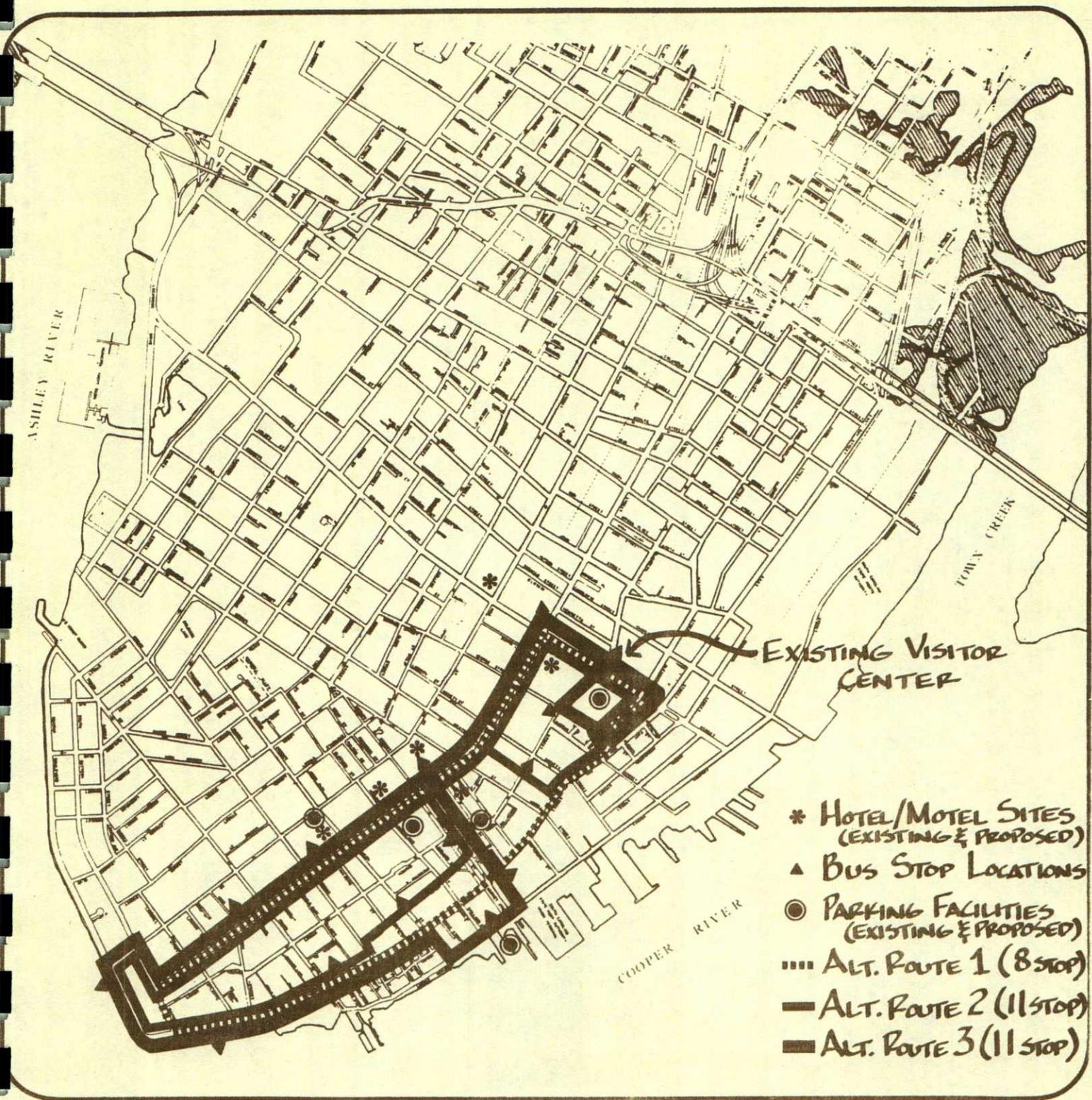
COG is receiving a Federal grant on the City's behalf to study opportunities for transit improvements in downtown Charleston. Tourist ridership opportunities should also be addressed in this study, and an assessment should be made of the feasibility of tourist shuttle bus service in the peninsula.

Demonstration Shuttle Service: Concurrent with study of long-range tourist shuttle service potentials, a short-term demonstration project can be undertaken to test the economic and operational feasibility of permanent service. Three routes for a demonstration shuttle service are pictured on the accompanying map, but others may be possible as well. The object of these routes and proposed bus stop locations is to link or serve the following:

- Hotels and motels, which are located primarily along Meeting Street.
- Surface and garage parking facilities where visitors can leave their cars.
- Major tourist streets and attractions.
- The existing Visitor Information Center on Calhoun Street.

Further guidelines are to minimize length of route and number of turns to reduce travel time and increase economy. It should be possible to provide shuttle service at approximate 15-minute intervals with two buses, each taking no longer than 30 minutes to complete the circuit.

SCEG is a logical source of equipment and personnel to operate shuttle service under contract to the City. Bus stops and buses would be identified and brochures would be printed and circulated to hotels, the Visitor Center,



EXISTING VISITOR CENTER

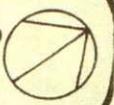
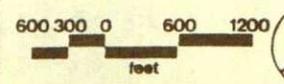
- * HOTEL/MOTEL SITES (EXISTING & PROPOSED)
- ▲ BUS STOP LOCATIONS
- PARKING FACILITIES (EXISTING & PROPOSED)
- ALT. ROUTE 1 (8 STOP)
- ALT. ROUTE 2 (11 STOP)
- ALT. ROUTE 3 (11 STOP)

PROPOSED TOURIST SHUTTLE BUS DEMONSTRATION ROUTE

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and other locations to advertise service. Free service is desirable to promote maximum ridership, but different fare structures can be tested.

Costs to operate, promote, and monitor a 3-4 month demonstration service will range up to \$45,000. Funding for 50-100 percent of this amount may be available through the Federal Urban Mass Transportation Administration (UMTA). Under UMTA's Section 5 program, over \$3 million has been allocated to Charleston through FY '78, but the SCEG-operated system has been ineligible to receive these funds. This untapped resource could provide up to 50 percent of the operating costs of a demonstration project.

Another source is UMTA's demonstration program, which provides up to 100 percent of all costs. This program is used by UMTA to support innovative public transportation services with widespread application. A backlog exists for limited funds. Thus, Section 5 monies offer more immediate potentials for implementation. The local COG is the best local source of information and assistance. Additional contacts are UMTA's regional office in Atlanta and Service and Methods Demonstration Projects office in Washington, D.C.

Pedestrian and Bicycle Circulation

Historic neighborhoods in Charleston are flat in terrain and sufficiently compact in area to be conducive to non-auto forms of sightseeing and circulation. In fact, homes, public buildings, gardens, and other features of the City can be best seen and appreciated on foot or by bike.

Walking Tours: Visitors are not strongly motivated to abandon motorized sightseeing in favor of walking, because of the absence of widely disseminated pedestrian-oriented information. Some walking tours are available to those who rent tape cassettes or purchase expensive publications, but useful free or low-cost information is lacking. Self-guided walking tours of varying lengths and routes should be clearly mapped and described in a brochure or brochures placed in prominent locations, including hotels and the Visitor Information Center. Through the medium of walking tours and maps, the area and character of Charleston's historic neighborhoods can be made more apparent and meaningful to visitors.

Bicycle Circulation: Bike route signs are found on streets throughout the historic area, but they are largely unheeded by residents and provide little guidance to visitors. There is no reassurance to cyclists that posted routes are safer than others, nor is a circulation pattern apparent in the absence of a route map.

Places where visitors may rent bikes are limited, as are facilities for parking and locking. Rental facilities usually are a private sector responsibility and can be stimulated through incentive zoning for major new developments. Hotels and motels should be encouraged to consider making bikes available to guests. Bike racks can be placed by the City in several locations, including the Battery, Dock Street Theatre vicinity, and the Market.

Implementation of Circulation and Parking Proposals

General recommendations for parking and traffic circulation improvements made in this report require detailed study by the City as a basis for their implementation. Detailed study of the following recommendations is needed:

- Parking restrictions south of Broad Street and in other impacted sections of the historic area, in terms of specific locations and types of restrictions, costs of sign installation and other improvements.
- Traffic circulation improvements in the Market area in terms of specific turning movements and traffic flows to be altered and street improvements to be made.
- Pedestrian and bicycle circulation and safety improvements, including location and cost of bike rack installations.

Funding for detailed study and subsequent implementation of overall traffic and parking improvement needs in the historic area potentially is available from Federal sources identified on page 3-25 of this report.

Sightseeing Vehicles

Types of sightseeing vehicles operating in Charleston include:

- Large buses, based locally and from out-of-town.
- Small buses and vans, based locally.
- Horse-drawn carriages.
- Private autos used for paid guided tours.

Sightseeing vehicles are useful in providing visitors with an overview of the attractions, amenities and layout of the City and help stimulate commerce throughout the year. Moreover, they provide a necessary service to those less ambulatory visitors unable to enjoy the City on foot. To some extent, group sightseeing vehicles may cut down on the amount of traffic which might otherwise be increased with sightseeing in individual cars.

For these reasons, commercial sightseeing should be encouraged in the City, but regulated and managed to minimize adverse effects associated with their numbers and characteristics.

Current Issues

Sightseeing vehicles are a growing concern in the City's historic residential neighborhoods. Concern turns often to irritation during Spring and Summer months when more frequent traffic on the City's narrow streets aggravate aesthetic, environmental and circulatory problems.

Tour Buses: Complaints with large buses center mainly on their use of narrow and residential streets and on the vibration, noise, and fumes which ensue, not to mention the impact of their bulk on street character. Standing with engines idling, or parking, often in places not intended or appropriate for buses, are further problems.

Solutions include:

- Regulating vehicle size and street usage.
- Providing and posting standing and parking areas.
- Insuring that out-of-town operators are aware of local policies and facilities.
- Enforcement.

Horse-Drawn Carriages: Manure on the streets is a principal objection to carriage operations. This problem is exacerbated by narrowness of streets, which puts many residences within only a few feet of passing carriages. In addition, their presence on major streets can be a hazard and often is an obstacle to traffic movement. Further dimensions

of the carriage problem are the quality and grooming of animals and the type and design of vehicles, some of which could appropriately be called wagons.

Carriages are a reflection of the City's historical past and are a charming contrast to contemporary street activity. These values need to be maintained through greater, more effective regulation of their numbers, routes travelled, physical appearance and operational characteristics.

Private Tour Guides: There are an estimated 50-60 Registered Tour Guides which provide tours of the City by private auto. Traffic often is delayed or inconvenienced by their slow movement and stopping on streets. Places to pull to the side of the street should be reserved and posted for all sightseeing vehicles, with drivers encouraged to point out sights from such locations.

Problems caused by the use of minor streets by large buses and the persistent manure problems associated with horse-drawn vehicles have led the City to propose two restrictive ordinances, evaluated below.

Sightseeing Vehicle Ordinance

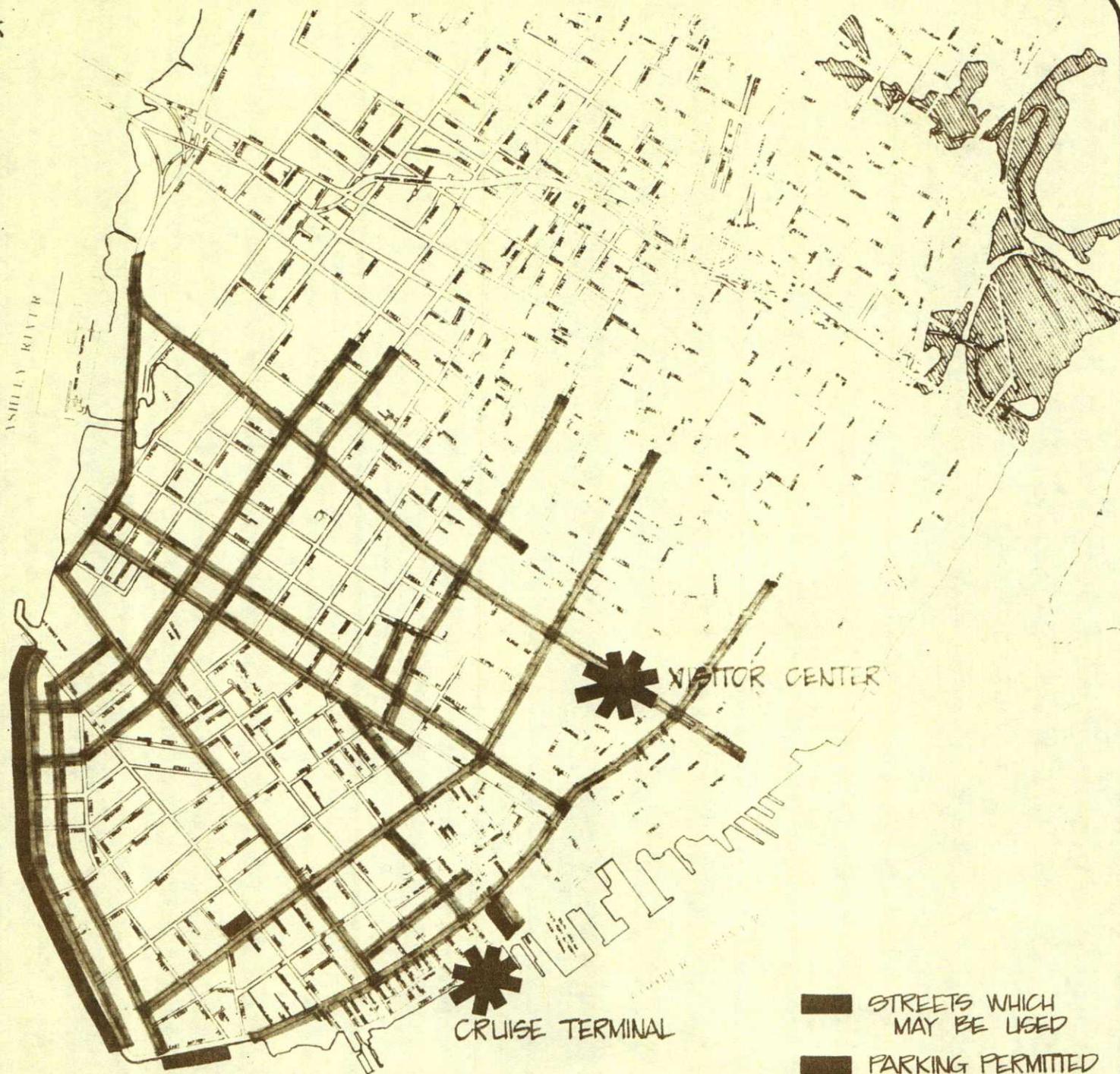
Status: This ordinance was ratified by City Council in November, 1977 and takes effect in March, 1978. It would limit travel of the following vehicles to designated major streets.

- Buses having a capacity of more than 16 passengers or an unloaded weight of over 12,000 pounds.
- Horse-drawn carriages.

Operators of larger buses and carriages contend that the ordinance places them at a competitive disadvantage to small bus and van operators, whose travel is not restricted. Others contend that concentrating sightseeing vehicles on a few streets will increase congestion on those streets. Each may prove true to an extent, but the thrust of the ordinance, with certain modifications, is sound.

Tour Bus Recommendations: Some restrictions on large buses are appropriate. Large 44-passenger transit coaches, as operated by SCE&G, for example, have a gross weight of 35-40,000 pounds and are approximately 35 feet long. By comparison, the small 16-passenger Mercedes bus operated by one of the local sightseeing services measures only 20 feet and weighs under 12,000 pounds. Moreover, its 20-foot turning radius gives good maneuverability on narrow streets. Buses slightly larger should be as acceptable on most of the City's narrower streets. Thus, specifications suggested for incorporation into a Sightseeing Vehicle Ordinance are as follows:

- Gross weight - 16,000 pounds.
- Overall length - 25 feet.
- Overall height - 10.5 feet.



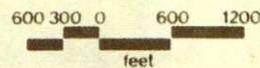
* AS PROPOSED BY CITY

PROPOSED SIGHTSEEING VEHICLE ORDINANCE*

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These specifications will permit small buses with carrying capacities of up to 24 passengers, although references to passenger-carrying capacity should be avoided in the ordinance.

Larger vehicles should be restricted from using narrow streets (generally having a paved width of less than 30 feet or a right-of-way width less than 40 feet), because of the nearness of residences to the street and difficult maneuvering. Some exceptions may be necessary to make connections between major streets or may be permissible where safe passage and turning movements are not constrained by curb parking, two-way traffic flow, or sight obstructions, particularly at corners. As many streets restricted from use are part of the State system, concurrence of the State Highway Department is necessary. Consideration should be given to adding these unrestricted street segments, as well as others, to the ordinance:

- Market Street between Meeting and E. Bay, particularly North Market Street.
- King Street north of Broad and between South Battery and Murray Boulevard.
- Charlotte Street.
- Segments of Alexander, Anson, and George Streets bordering the Auditorium.

Carriage Recommendations: Carriages should be excluded from the same street restrictions in the ordinance and, instead, encouraged to utilize safer minor streets where their slow movement will conflict less with motorized traffic. Travel on Broad, East Bay, King, and Meeting Streets, for example, should be reduced to the minimum practical need for use.

Exceptionally Narrow Streets: The ordinance should restrict any commercial sightseeing vehicle from using exceptionally narrow streets and alleys, such as Elliott Street and Water Street, among others.

Manure Control Ordinance

An ordinance requiring tour carriage operators to equip horses with devices to prevent manure from falling on the streets awaits ratification by the City Council. Neither this type of control nor the limiting of carriages to a certain few streets, per the Sightseeing Vehicle Ordinance, provide a fully satisfactory resolution of the manure problem. Operators might naturally be concerned about the effects which catchment devices would have on the animals. The street cleaning alternative which they favor appears unsatisfactory to residents, however prompt removal service might be.

On the premise that safe, effective, and economical manure catchment devices can be fabricated and used (as in New Orleans), the proposed ordinance is perhaps the least objectionable approach to the problem overall. The ordinance should be revised, however, to provide for a

period of compliance to give carriage operators sufficient time to meet the new requirements.

Certificates of Appropriateness

Status: Sightseeing vehicles are subject to regulation in the Old and Historic District of the City through the issuance of Certificates of Appropriateness. These permits are issued by the City Council on recommendation from the Commission on Arts and History, a nine-member advisory board, more commonly called, the Arts and History Commission. In making its recommendation on the appropriateness of a sightseeing vehicle, the Commission is to consider these factors, among others:

- Vehicle size, appearance, and means of propulsion.
- Proposed route.
- Need for service.
- Compatibility with Historic District ambiance.
- Effect on pollution and congestion.

In fact, there are no guidelines and standards by which these factors can be evaluated, nor are periodic re-certifications required. What's more, vehicles in regular use prior to March, 1975 were certified as they existed. To make matters worse, the City exercises no control over out-of-town tour buses, though it has the authority to require use of Registered Tour Guides or approved tour scripts under Chapter 6 of the City Code.

Recommendations: Chapter 6 of the City Code requires review and revision in these areas, among others:

- Inclusion of criteria and standards by which factors of appropriateness can be evaluated.
- Provision for periodic re-certification of all appropriate sightseeing vehicles, including commercial bus, van, and carriage tour operations and other means of conveyance.
- Inclusion of specific references as to how regulations apply to out-of-town tour vehicles arriving in the City.
- Provisions under which the number of certificates issued and outstanding can be limited.
- Provisions relating to circumstances under which certificates expire or are revoked.

Other Recommendations

Parking and Standing Areas: The proposed Sightseeing Vehicle Ordinance designates areas for stopping, standing, and parking at several locations. Provisions are overly liberal in that there is no time limit imposed and certain designated areas are quite generous. . . Murray Boulevard and

East Battery, for example. At the same time, provisions are overly restrictive by not permitting sightseeing vehicles to stop or stand in the immediate vicinity of the Market, near Rainbow Row, or at locations along Broad and Meeting Streets.

Long-term parking and short-term stopping/standing areas should be differentiated and designated. The Cruise Ship Terminal and Auditorium sites are well suited to long-term off-street parking of sightseeing vehicles. In addition several curbside short-term stopping/standing areas for tour vehicles are needed throughout the historic area to permit the discharge and pick-up of passengers and to reduce obstructions to traffic flow. These short-term stopping/standing areas should be limited to 30 minutes, perhaps less, and marked and posted to that effect, with parking of private autos restricted. East Battery and Murray Boulevard should not be viewed as unrestricted parking areas, but rather should be posted for short-term stopping/standing. Preferred locations are between King Street and South Battery, where White Point Gardens can serve as a visual buffer for South Battery residents.

Out-of-Town Tour Arrivals: City policies, regulations, and facilities for tour buses should be communicated in an informative and positive manner to all known out-of-town operators. Implementation will require a cooperative undertaking by the City, Trident Chamber of Commerce, Charleston Travel Council, Charleston County PRT, and the Arts and History Commission. The cooperation of local innkeepers, local Greyhound and Trailways operators, and other tour booking agents in the area is essential.

Parks and Public Areas

This impact issue emerges principally from local concerns over the use of the Battery and White Point Gardens. Aspects of the subject, however, are relevant to other locations . . . among them, Hampton Park, Marion Square, and Washington Square.

With its unique location at the tip of the peninsula, the Battery area is visited in large numbers by residents of other City neighborhoods, day-trippers from the region, and long-distance travelers. It is a main departure point for water tours of the harbor and carriage tours of the historic area. County PRT's recent tourism impact survey revealed that South of Broad area residents consider use of public park areas to be most in need of better management . . . more so than control of auto traffic, of parking, and of sightseeing vehicles. In recognition of the importance which residents attach to the issue, a White Point Gardens Task Force has been established to advise the City on public policies.

In the Battery area, there are five issues of concern:

- Park functions and activities.
- Public restrooms.
- Vendors.
- Recreational vehicle (RV) parking.
- Fishing off the Battery.

Common factors in the resolution of problems associated with these, are City regulation and enforcement, particularly the latter. In the same PRT survey, the need for more policing was ranked by residents as the most important aspect of the parks issue.

Uses of the Parks

Park Functions and Activities: Use of White Point Gardens has been a subject of increasing controversy. Heavy use of the site is easily observed, particularly at those times of the year during which it serves simultaneously as a neighborhood park, city-wide recreational facility, and prime tourist destination. Residents contend with validity that these multiple uses occur without adequate regulation, litter control, and policing.

White Point Gardens is a commemorative park not capable of absorbing regular high intensity active recreational use. Problems of soil compaction, potentially damaging to the fine specimen trees on the site, give physical evidence of over utilization. The park will continue to be the focal point for use and controversy, however, until pressure is relieved by providing attractive alternative facilities to City residents and outsiders alike.

At the same time, clear-cut City policy is needed to govern the use of all public parks. The Department of Leisure Services, at the Mayor's direction, has drafted rules and regulations covering types of activities permitted, curfew hours, and other matters. Adoption of such park rules and regulations and their administration and enforcement are essential to the operation of an attractive, safe and useful parks and recreation system throughout the City.

Alternative sites having the potential to relieve some of the burden from White Point Gardens are Brittlebank Park on the Ashley River and undeveloped portions of the Cooper River waterfront. Its location adjacent to the historic area of the City and near the Battery make the Cooper River waterfront particularly attractive as a future local recreational and tourist resource.

Restrooms: Public facilities are a convenience to visitors in areas of the City too distant from their place of local residence or from other private facilities. Residents often approached by visitors in need also will benefit. Plans to install restrooms in White Point Gardens, for example, reflect the City's interest in serving visitors and residents alike.

Public restrooms in parks and in other locations where people concentrate are desirable, if sanitation and security are maintained. Public facilities should be provided commensurate with the City's ability to assure their clean and safe operation. Restrooms in certain public buildings could be made more available to the general public as an alternative or supplement to new restrooms in public parks.

Fishing from the Battery: Occurrence of this activity in the early morning and late evening hours is a disturbance to nearby residents, as is the debris often left behind by fishermen. Disturbances can be abated by posting limitations along the Battery and providing alternative locations. A new fishing pier to be developed by the City at Brittlebank Park can help reduce pressure on the Battery, as can the development of other fishing sites along the Ashley and Cooper Rivers.

Use of the Streets

Vendors: Street and sidewalk vendors of food and merchandise have become major policy issues in many cities. In Charleston, complaints voiced by residents center around motorized "truck vendors" which congregate along streets like Murray Boulevard and East Battery. Truck vendors have become a nuisance to residents because of their number and appearance, their contribution to litter, and their recorded musical background noise.

The City Code contains several provisions relating to the parking of large vehicles, hours of vendor operations, sound trucks, the sale of goods on streets and sidewalks, and the licensing of solicitors. Notwithstanding such provisions found throughout the City Code, no comprehensive policy nor clear set of regulations exist.

There is no compelling reason for the presence of vendors, as a general rule, in residential districts of the City where other retail businesses are prohibited. Visitors are not likely to view the absence of vendors as a negative

factor at the Battery, for example. There are occasions, however, when vendors are complementary to public gatherings, such as Spoleto Festival events and other crowd attractions.

Three basic policy alternatives available to the City in the regulation of vendors are:

- Prohibition - general restriction from residential districts; temporary permits for certain occasions.
- Management - controls on location, design, operating characteristics, and hours; licenses required and fees set high enough to cover litter and traffic control costs to City.
- Status Quo - unclear regulatory control.

A prohibition policy is supportable on the basis that negative aspects of vendor operations in residential districts outweigh economic benefits to the City and convenience to visitors. At the very least, a management approach is needed for vendor operations throughout the City. Sections of Chapters 33, 36, 45, and 47 of the City Code provide the basic frame of reference for development of comprehensive rules and regulations. In addition, Certificates of Appropriateness should be applied to vendor vehicles through Chapter 6 of the Code.

Recreational Vehicles: Overnight parking of recreational vehicles and motor homes would be prohibited under a proposed Ordinance to amend Section 33-70 of the City Code. The same section prohibits the standing or parking of vehicles over 20 feet long for more than one hour. These regulations are designed to mitigate impacts of RVs on City streets.

Because of an unmet demand for RV facilities in the Charleston area, long-term RV parking may continue to plague certain streets, unless City regulations are enforced and other parking arrangements are provided. Potential alternative locations for RV parking in the City are the Cruise Ship Terminal site, the Municipal Marina, and Brittlebank Park. Development and operation of complete RV facilities, with electrical, water and sewer hookups, is not viewed as a responsibility of City government. Nevertheless, less formal temporary arrangements could be considered for long-term and overnight parking of RVs at these sites until new comprehensive campground facilities in the area, such as those proposed at Patriots Point, are able to meet the demand.

**FUTURE TOURISM DEVELOPMENT
AND MANAGEMENT:
A Physical and Institutional Framework**

Tourist Areas and Opportunities

Some visitors to Charleston may find the experience confusing as well as worthwhile. Others may have the impression that the homes south of Broad Street, the Market, Church Street attractions, and Fort Sumter Tours are the essence of the City. Unless visitors are on guided tours or are architectural or history buffs, relatively few will fully discover Ansonborough, parts of Harleston Village, and the Wraggsborough area, nor will they easily identify the Old Walled City.

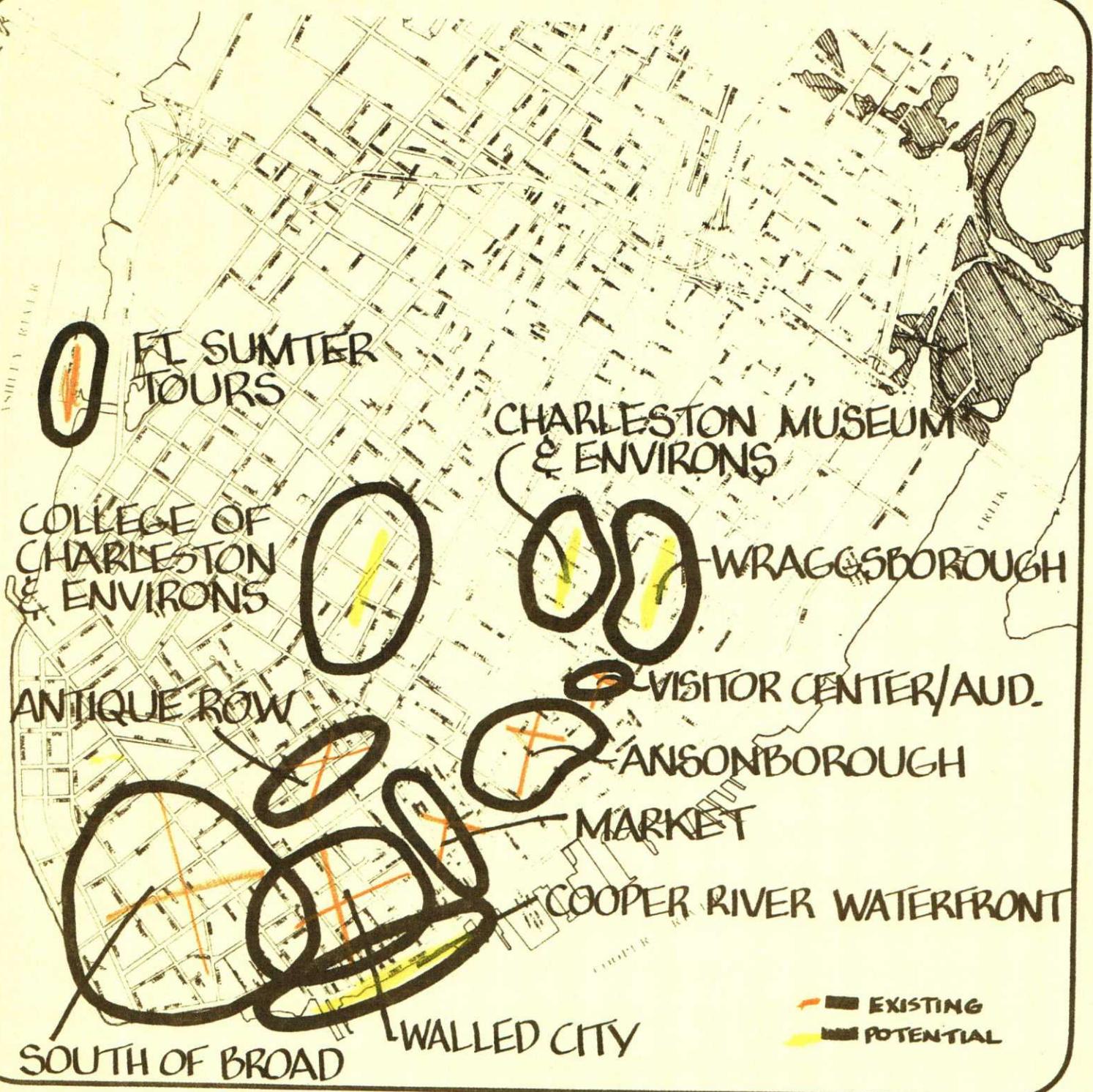
Charleston is rich in number and diversity of areas and features, each with a distinct history, architecture, flavor, and function. But, the City is promoted as a collection of essentially unrelated individual attractions and structures. As a result, visitor activity tends to concentrate in the most obvious areas of the City or those in which attractions and structures are clustered, namely the South of Broad area and the Market.

Charleston need not depend entirely on a growing number of visitors to maintain a healthy tourist economy. Rather, emphasis should be placed on increasing the length of stay. At the same time, impacts on any one area can be reduced if alternative places to visit are made available. Basic strategies to accomplish these goals are:

- Conserve traditional attraction areas, such as South of Broad and the Market, from the effects of overuse. This, to a large extent, is the subject of the preceding chapter.
- Strengthen awareness of less visited areas of the City which have much to offer, such as Ansonborough and sections of Harleston Village.
- Develop new attraction areas in the City, including the general area of the new Charleston Museum and the Cooper River waterfront.
- Promote the history, character, and neighborhoods of the City, not just the individual structures and features themselves, and develop a more obvious identity for these areas. Street signs in Ansonborough and Harleston Village, for example, help visitors relate to the neighborhoods and understand their boundaries.

Existing and Potential Areas of Attraction

Traditional (existing) and new or underutilized (potential) tourist areas and features of the peninsula City are shown on the "Tourism Destination/Identity Areas" illustration. Some areas and features require no elaboration here. Others are profiled below.

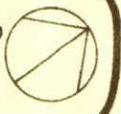
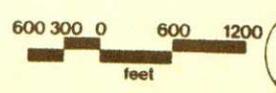


TOURISM DESTINATION/ IDENTITY AREAS

Charleston County Park, Recreation and Tourist Commission

Charleston Tourism Impact and Management Study

Consultant: Burton-Aschman Associates, Inc. • Washington, DC



Market: Old urban markets are objects of much renewed attention nationwide, and Charleston's market area is a prime example of their resurgence as centers of urban activity, though not necessarily according to their original function. New investments in shops and restaurants in the Charleston Market and numbers of patrons and visitors have come on so strong over the past few years, that traffic circulation and parking have become acute problems during increasingly longer periods of time.

Expansion of the Market area must be coordinated with the City's provision of public improvements and services. Moreover, development of the Market area for tourist-oriented businesses should be in consonance with the need to maintain viable commercial market and industrial operations in its midst, to avoid the artificiality of many urban market revival projects.

Antique Row: King Street between Market and Queen Streets is the most heavily concentrated location of antique shops in the City. This fact is, of course, known to locals, but is less known to visitors, particularly the non-walkers and those not staying at nearby lodgings. Antique Row can share to a greater extent in the City's tourist trade through better circulation linkages to nearby primary tourist destination areas.

Under the City's downtown revitalization program, parking will be expanded and improved, in addition to which pedestrian linkages to adjacent areas will be strengthened. If compatible with downtown revitalization plans, a long-range tourist shuttle bus system should route visitors through the area to expose them to this underutilized tourist resource.

Charleston Museum and Environs: The Old Citadel, Second Presbyterian Church, Joseph Manigault House, old railroad warehouse properties, Marion Square, and the new Museum are a significant collection of individual attractions which give visitors inbound on Meeting Street their initial indication of attractions in the City. The area, together with adjacent Wraggsborough, is historic Charleston's front door to most visitors. An invitation, now missing, to stop and linger rather than pass by will be more obvious once the Museum is in operation. With the addition of a visitor center, the area is certain to capture many more visitors. Even so, the area needs to be planned and presented as a community of attractions, not the unrelated collection which exists today.

Wraggsborough: The area generally bounded by Alexander, Charlotte, Elizabeth and Mary Streets has the potential to follow Ansonborough as a revitalized historic urban neighborhood. The area is included in the City's Old and Historic District, signifying its historical and architectural importance. Its wide streets, handsome structures, and proximity to the new Charleston Museum site clearly mark the area as one sure to attract investor and visitor interest.

Cooper River Waterfront

Special attention is given to the waterfront because of the scale and nature of exceptional opportunities for its restoration and development as a unique place for public open space and commercial recreation.

Background: The subject of discussion is a nearly 2,000-foot stretch of land and tidal marsh along Concord Street, generally between South Adgers Wharf and the State Ports Authority Cruise Ship Terminal. Interest in this area is not new. Currently, the waterfront is eyed by the City as a public park. A Philadelphia foundation has offered to help the City finance park acquisition and development, and recently financed an appraisal of waterfront property. A private developer proposes a massive \$75 million complex of offices, apartments, and shops on the same property. Much of this complex would be constructed over the marsh and water on decks.

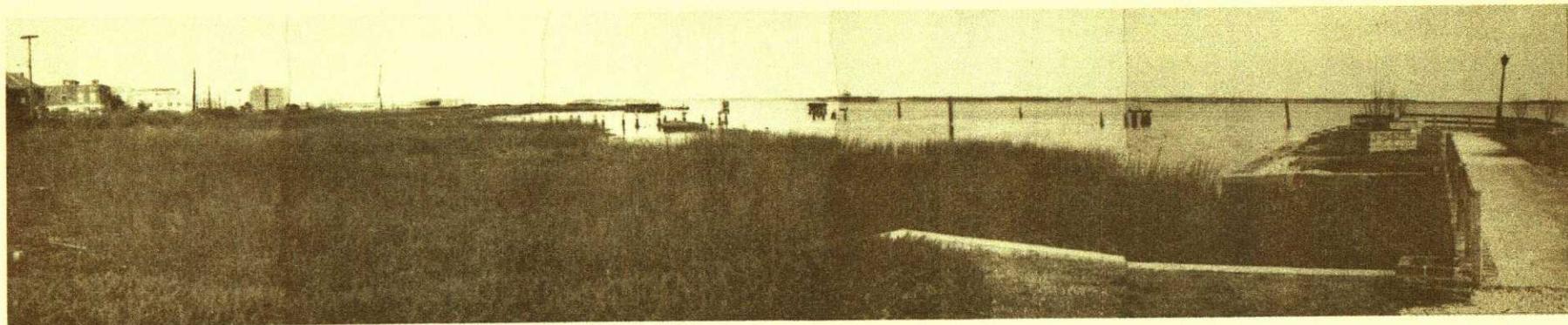
As measured to the U.S. Pierhead Line, an estimated 30 acres of property lie east of Concord Street, but two thirds or more is underwater or tidal marsh. Ownership is divided somewhat equally between private interests and the State Ports Authority. The area between Concord and East Bay Streets is the City's old waterfront area, characterized by warehouse buildings and narrow streets. Many properties are used for parking by employees of area businesses and the State Ports Authority.

Development Concept: Potential new uses of vacant and underutilized properties east and west of Concord Street include landscaped and pedestrian areas, tourist parking, shops and other business establishments, and marine-oriented activities.

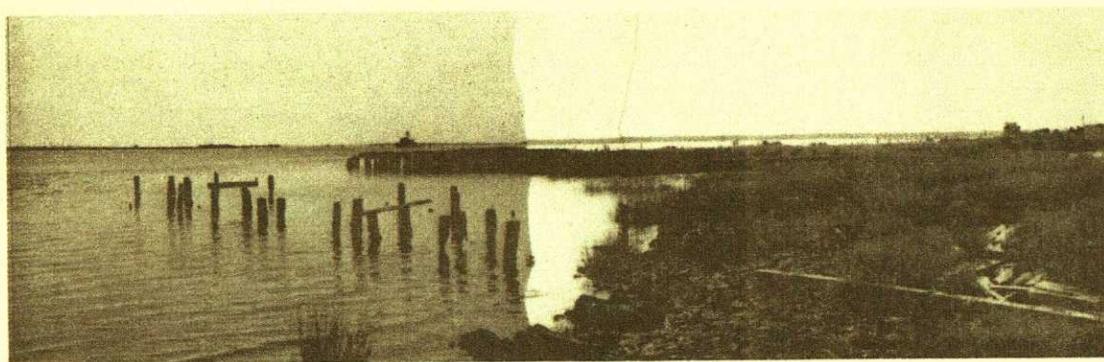
In general, the entire area from East Battery to Market Street and from East Bay Street to the Pierhead line should be included in the waterfront development area. Planning for the area should focus on new development opportunities, relationships to existing land-uses in and adjacent to the area, and traffic and pedestrian circulation requirements.

Development of the Cooper River waterfront has these main objectives:

- To revive the area as a place of interest and vitality for residents and visitors alike to enjoy, and to improve the general character of the harborfront, once the center of vigorous trade activity in the Old City.
- To link the Battery and Market area, providing a staging area for tourist circulation on foot, by bike, by shuttle bus, or by sightseeing vehicle.
- To provide land-based and water-oriented recreational activities, including harbor viewing and fishing, as a means to attract concentrations of people now limited to use of White Point Gardens and the Battery.
- To consolidate and expand water tour operations, including harbor cruises and connections to Fort Sumter, Castle Pinckney, Patriot's Point and other attractions.
- To stimulate new development on-site and the restoration and rehabilitation of nearby warehouses and other properties for complementary commercial use and, in so doing, to increase the assessment base of the City.



Looking north from Adger's Wharf Park, with "Yorktown" and Patriots Point on far shore.



Looking south from vicinity of State Ports Authority building, with Castle Pinckney in the distance.

COOPER RIVER WATERFRONT: POTENTIAL RIVERFRONT PARK AND COMMERCIAL/RECREATIONAL DEVELOPMENT AREA.

Marine Activities: Utilization of the Cooper River waterfront as the main departure/arrival point for water tours and transportation connections to harbor attractions is a major development objective. The new Fort Sumter tour dock proposed by the National Park Service on the Ashley River therefore is a key issue. Plans are going ahead to construct a \$4.5 million facility at the west end of Broad Street. Discussions with the Park Service should begin quickly on conditions under which all or a portion of the Federal investment could be diverted to the Cooper River.

It is to the advantage of the City to encourage such major public investments and visitor generating facilities in locations which have greater potential for economic benefits to nearby properties. All tour operations presently on the Ashley would stand to benefit from proximity to greater numbers of potential patrons on the Cooper River side of the peninsula, drawing from the nearby Market and Walled City areas.

It may be, as alleged, that development and operation of individual tour boat services on the Cooper are not as feasible as on the Ashley, because of more adverse water, wind, and siltation conditions. Under a waterfront development program, funds primarily from Federal programs could be pooled to finance site acquisition and improvements, including dredging, bulkheading, and wave-break devices, to insure safe anchorage and feasible conditions for the individual operator.

Next Steps: Joint discussions of waterfront development questions by the City, State Ports Authority, and National Park Service are the first actions necessary. As it did during early stages of organization at Patriots Point, the Charleston County PRT can play a most useful role as initiator and moderator of these discussions.

Once basic directions for the project are delineated, a special Waterfront Planning Task Force should be created by City initiative to develop specific objectives for the project and to oversee site studies and development plans. A public-private Task Force composition is recommended to insure representation of diverse interests and points-of-view. During these initial discussion and planning stages, it will be important to contact the Corps of Engineers and South Carolina Coastal Council to determine their interests and prospective roles in the project.

Coordination and Management

The Need for Organization

Tourism is promoted by, is regulated by, and otherwise affects a number of governmental bodies and private organizations in Charleston. Principal among these are City government, Charleston County PRT, Chamber of Commerce, Travel Council, and Arts and History Commission. Evidence suggests that, despite some cooperation, obstacles to effective coordination, delivery of services, and protection of community interests remain. Among these are:

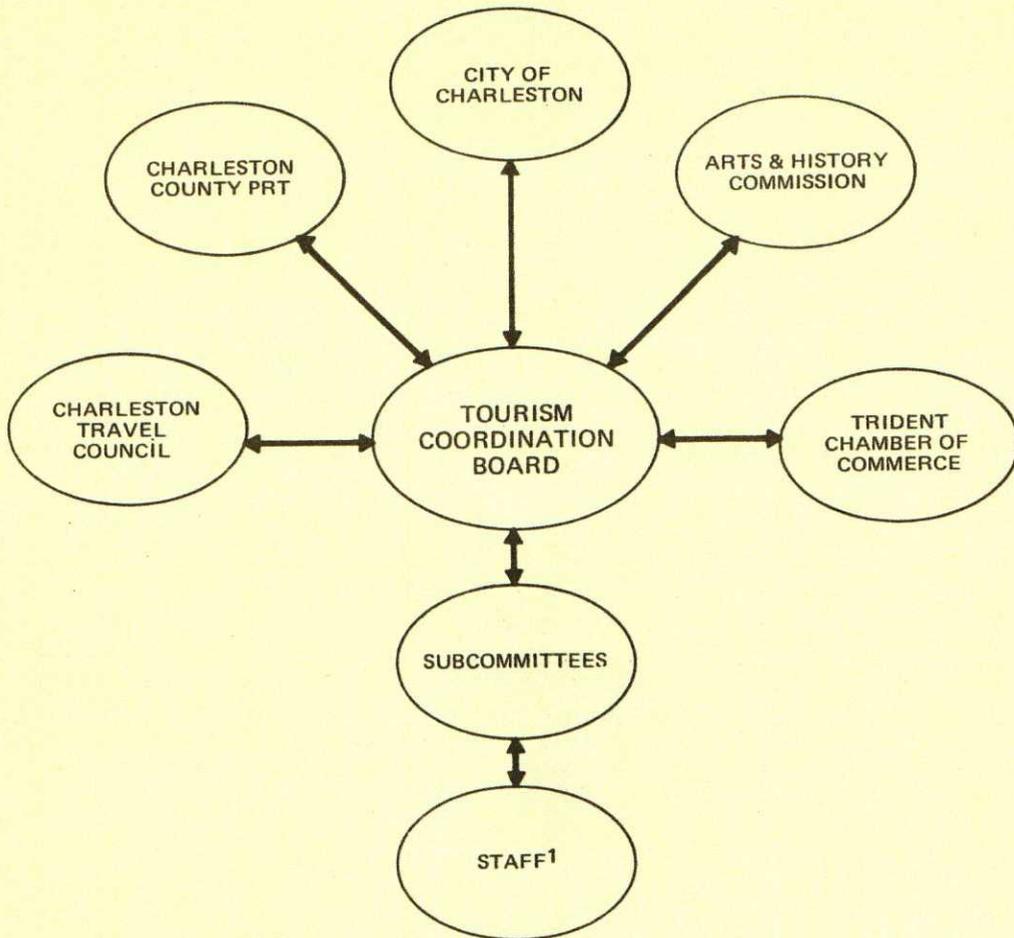
- No apparent relation between promotional programming and ability to handle and serve visitors.
- Lack of guidance to and provisions for visitors so that their impacts (traffic, etc.) can be minimized.
- Piecemeal, stop-gap regulation without sufficient consideration of side effects of such regulation.
- Duplication of tourist and convention-oriented activities of the Chamber of Commerce and the County PRT.

As numbers of visitors to Charleston increase, so does the need for coordination of programs and interests among these and other organizations, including the Historic Charleston Foundation and Preservation Society. Present shortcomings cited above and others can be overcome largely through improved communications among parties and coordination of activities and programs. An ad-hoc organizational approach to answer this need, at least for a time, is outlined below. Ultimately, an organizational entity with sufficient budget, coordinative clout, and staff will be necessary to provide and manage the services required to support and guide an expanding tourist industry.

Interim Organization

Form and Function: Establishment of a Tourism Coordination Board is recommended consisting of:

- City of Charleston, acting through the Office of the Mayor and relevant departments, such as Leisure Services and Traffic and Transportation.
- Charleston County Park, Recreation and Tourist Commission, tourism and convention functions.
- Trident Chamber of Commerce, Travel and Conventions Division
- Charleston Travel Council.
- Arts and History Commission.



1 Charleston County PRT, Travel and Conventions Division of Trident Chamber of Commerce, and/or City to provide staff needs.

INTERIM COORDINATING STRUCTURE

Aside from an obvious need for improved communication and coordination, a major function of this Board would be to develop a comprehensive annual program of tourism-related actions, under which those of individual participants would focus on jointly agreed upon objectives.

At an early date all parties should be invited by the Office of the Mayor to meet to discuss needs, purposes, and make-up of the Board. Once established, leadership can be decided, by-laws adopted, and a basic agenda established. Some staff support will be necessary and could be provided, through the Chamber of Commerce, County PRT, and/or City, as determined by the Board.

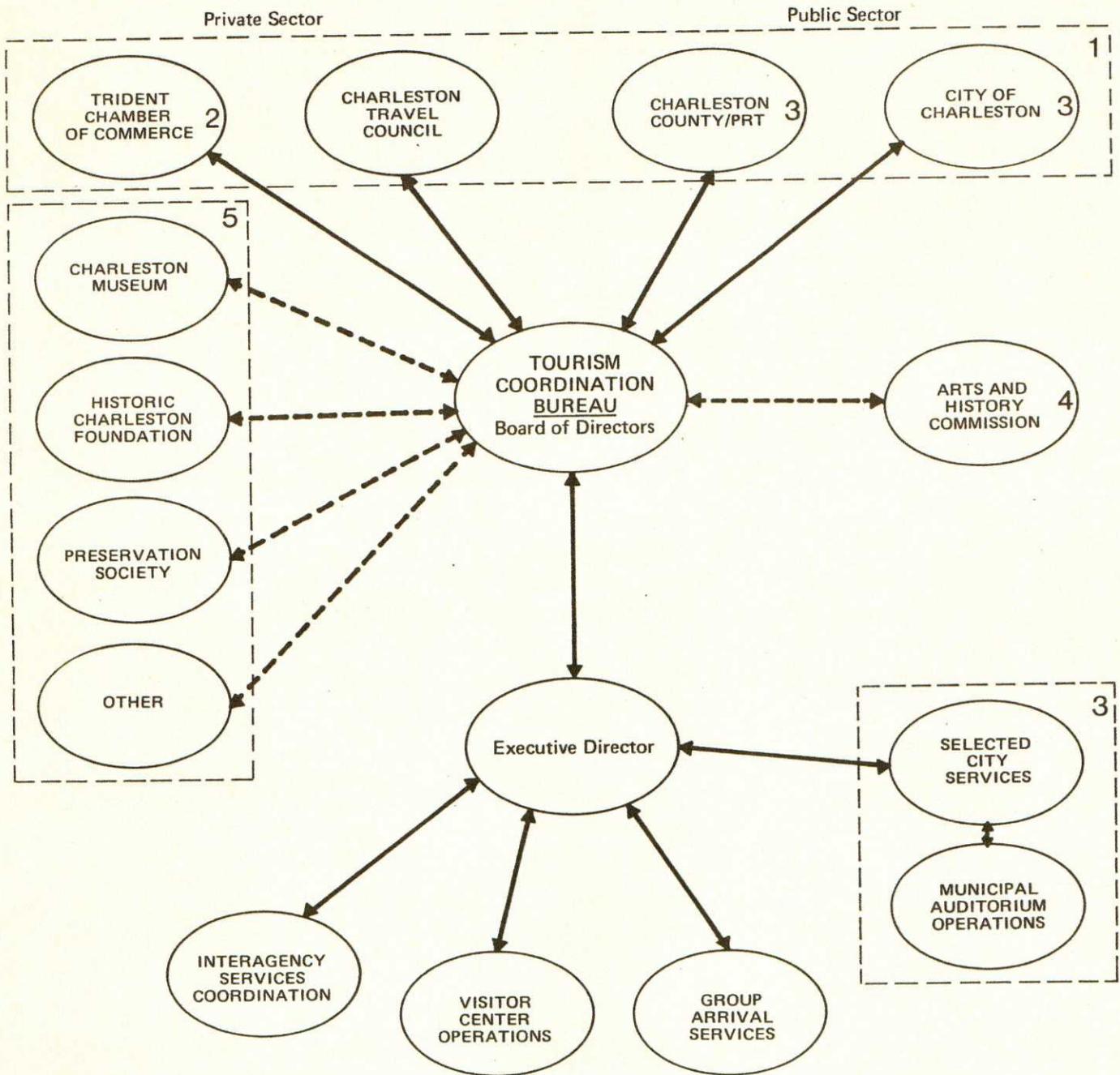
Suggested Agenda Items: Needed actions to be defined by the Board and assigned for implementation to its participants include:

- Existing Visitor Center - coordinate signing improvements and other activities to increase usage and service; promote walking/bike circulation in the City; establish satellite locations.
- New Visitor Center - define needs and coordinate planning; work with Charleston Museum Board of Trustees.
- Group Arrivals - designate coordinator; get information to out-of-town operators; coordinate with local booking sources.
- Parking - coordinate arrangements for long-term bus and auto use of Auditorium and Cruise Terminal lots; delineate short-term on-street standing areas for tour vehicles and coordinate implementation.
- Certificates of Appropriateness - develop or revise criteria and procedures for regulation of sightseeing services, etc.
- Tourist Shuttle Bus - assist in initiation and promote usage of demonstration service.

Potential Organization

The advent of a new, more comprehensive visitor center facility and program will trigger the need and opportunity to implement a more formal organizational approach to tourism coordination and management. The Tourism Coordination Board will serve as a useful test of the effectiveness with which interests and activities of individual governmental and private sector participants are coordinated, and lessons learned will benefit its successor organization.

Form: Continuation of the principle of joint governmental and private sector participation is the basis on which creation of a Tourism Coordination Bureau is recommended. The term "Bureau" replaces "Board" to indicate a more substantive organization in terms of resources, functions, and authority.



- 1 Entities contributing to Basic Composition of Bureau & Board of Directors.
- 2 Entities transferring certain basic functions to Bureau.
- 3 Entity transferring certain functions to Bureau, desirably.
- 4 Entities coordinating with and deriving assistance from Bureau; Board of Directors representation optional.
- 5 Cooperating organizations; Board of Directors representation optional.

POTENTIAL MANAGEMENT STRUCTURE

The nucleus of Bureau operations and its Board of Directors would come from the City, County PRT, Travel Council and Chamber of Commerce. It is these governmental and private entities from which staff, budget, programs, and authority would be drawn and consolidated in the creation of the Bureau as a quasi-public corporation.

- City Government - participation of the City insures an avenue of coordination with affected city agencies and enhances the credibility of Bureau initiatives as having some of the official clout of City Government. Presence of such a Bureau may also enable the City to transfer responsibility for certain functions complementary to tourism, such as management of the Municipal Auditorium.
- County PRT - PRT is a governmental agency created as a "special purpose district," with authority to promote, develop and operate tourist attractions and recreational facilities. Existing tourism and conventions functions and staff of PRT represent desirable building blocks for the Bureau's operational structure.
- Travel Council - participation of the Council insures coordination of its general advertising and promotional activities with the principal tourism management and visitor service activities of the Bureau.
- Chamber of Commerce - Visitor center operations, including staff, of the Chamber's Travel and Conventions Division would be transferred to the Bureau. Continuing involvement of the Chamber in policy making and financial support would be maintained through its membership in the governing Board of the Bureau.

Membership of the Arts and History Commission in the Governing Board is optional, as is membership by other organizations such as the Historic Charleston Foundation, Preservation Society, and Charleston Museum. Participation by the Charleston Museum Board of Trustees in Bureau policy making and program development is necessary, assuming joint use of the new Museum site as a visitor center.

Similarly, the Preservation Society and Bureau could agree to Bureau operation of the Society's small visitor center on Meeting Street as a satellite center, making Society participation appropriate.

Financing of the Bureau would come from several sources, including City and County appropriations, Chamber of Commerce, Travel Council, and new innovative local revenue sources.

Functions: Guidance of tourists and management of tourist services in the City would be the Bureau's essential functions, with general promotional activity continuing as a separate but coordinated function of the Travel Council. Functions of the Bureau would include:

- Operation of a new visitor center and satellite facilities.

- Coordination with all agencies and organizations serving or affected by tourism.
- Coordination of group arrival activities and services, including conventions and tour buses.
- Staff support to the Arts and History Commission and Travel Council.

Additional functions requiring further exploration include:

- Management of the Municipal Auditorium on behalf of the City.
- Management of a multi-attraction ticketing program.
- Central lodging and restaurant reservation service.
- Operations of tourist shuttle bus service, if not under a City/County public authority.

Visitor Center

Need and Functions

The numbers of visitors to Charleston and their requirements for orientation and service are growing beyond the capabilities of the existing Arch Building Visitor Information Center. Further, Charleston requires a much more comprehensive visitor center facility and program providing opportunities for educational enrichment, visitor orientation, and for the management of circulation within the City.

A comprehensive visitor center would have four principal functions:

- Information - Expanded services such as brochures, maps, information desk service, and publications.
- Education and Orientation - Exhibits and displays on local history, culture, and architecture.
- Travel Arrangements - Assistance in making reservations, in visiting attractions, and in trip planning.
- Management - Providing opportunities for and advising on parking and circulation in the City.

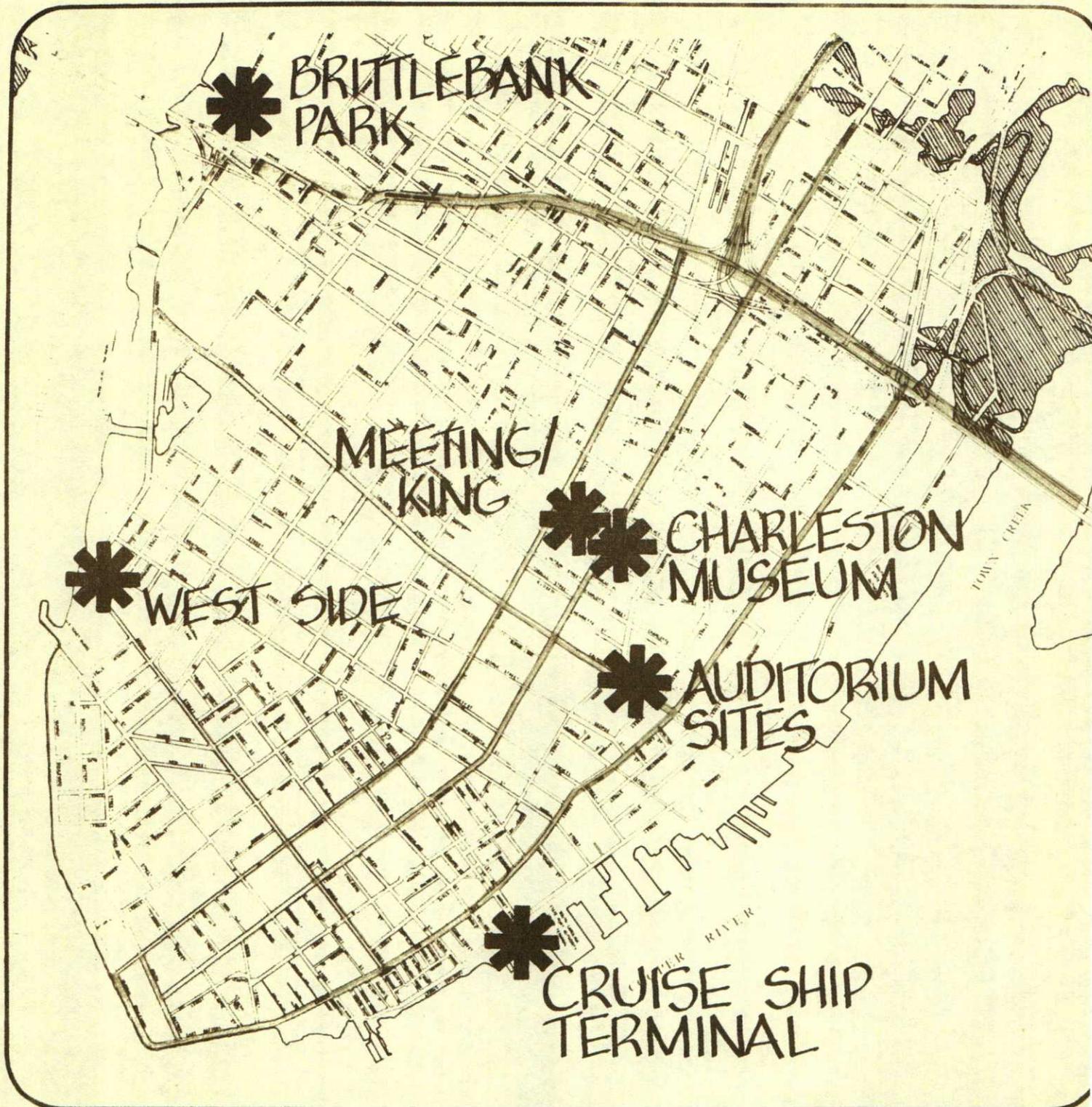
Site Requirements

The effectiveness of a visitor center in attracting and serving visitors, as well as serving the interests of the affected community, is dependent not only on performance of these functions, but on meeting these basic locational requirements:

- Access and Circulation - Good access from major arteries and relative freedom from congestion on surrounding streets.
- Visibility - An obvious, noticeable location to inbound travellers to maximize visitor capture potential.
- Size - A minimum 3 to 4 acre site to provide space for visitor center and bus and auto parking.
- Proximity - A close physical relationship to visitor destinations to promote use of the center for a base of operations.
- Security - Location in safe surroundings with freedom from vandalism and personal safety to promote visitor confidence and use.

Candidate Sites

The existing Visitor Information Center on Calhoun Street and six candidate sites are profiled below.

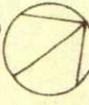
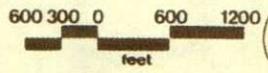


VISITOR CENTER STUDY SITES

Charleston County Park, Recreation and Tourist Commission

Charleston Tourism Impact and Management Study

Consultant: Barton Aschman Associates, Inc. • Washington, DC



Arch Building: Adjacent to the Municipal Auditorium, the City-owned Arch Building Visitor Information Center is operated by the Travel and Conventions Division of the Trident Chamber of Commerce. Visitor facilities and services consist of two small rooms with brochure racks and wall-mounted orientation maps, an attended information desk, and rest rooms. Off-street parking is available on the Auditorium's adjacent 250-car surface lot. The Auditorium parking lot is a favorable characteristic of the site, but in most other respects, the facility is deficient, particularly in size. Until a new visitor center is available, the usefulness of the Arch Building can be maximized by improving directional signing on major routes.

Calhoun Street: Vacant and deteriorating properties on Calhoun Street opposite the Arch Building, could provide a 1 1/2 - 2 acre site for a new visitor center. This site, in combination with the Auditorium parking lot, would meet the minimum size requirements. Tradition as a visitor center location and availability of Auditorium parking facilities are its principal advantages. Disadvantages include residential land acquisition and clearance requirements in an area already sensitized by past redevelopment activities, plus, a less secure environment than that offered by other locations.

Brittlebank Park - This large area of open space on the Ashley River is being developed by the City as a public park. Favorable factors of the site include its public ownership status, large land area, and visibility from U.S. 17, particularly for northbound traffic. Moreover, with the City Police headquarters building adjacent, the site offers relative security. Disadvantages include isolation from principal visitor destinations in the City and poor relationship to inbound visitor traffic on I-26 and on U.S. 17 from the north. If, however, Lockwood Boulevard is extended eventually to I-26, as shown on CHATS regional transportation plan, visitors inbound in I-26 could be diverted more easily to the Brittlebank Park site.

Charleston Museum: The new Museum site on Meeting Street adjacent to the Joseph Manigault House covers an approximate 3 1/2 acre area. This \$6 million City-County development project is scheduled for completion in 1979, providing a new home for the Museum's impressive collection. Four interconnected two-story buildings feature a large entry lobby and a 300-seat auditorium/theater on the first floor. Parking on the site is planned for less than 100 cars. In most every respect, the Museum offers an exceptional opportunity to double as a visitor center. Its Meeting Street location ensures the ability of the site to attract inbound visitor traffic. Implementation costs would be relatively low and multiple-use of public facilities is seen as a desirable objective. In serving as a visitor center, the Museum is likely to benefit from increased patronage, as is the Manigault House. What's more, the Museum will be a source of educational enrichment to visitors. Property opposite the Museum site on Meeting Street can be assembled to provide additional parking.



Municipal Auditorium and at the far right, the Arch Building Visitor Information Center. Utilization of this existing visitor center area should be maximized until a new facility is available elsewhere.

EXISTING VISITOR CENTER SITE

Meeting/King Street: Underutilized railroad properities west of Meeting Street, opposite the Museum, provide an alternative to the Museum as a visitor center site. In particular, the red brick warehouse between John and Ann Streets might be reused interestingly as a visitor center, with parking provided to the front and rear, as well as north of Ann Street. Altogether, some 6 acres could be assembled between John and Mary Streets. Advantages of visibility and traffic access are essentially the same as those offered by the Museum. The Museum and a Meeting/King visitor center would benefit each other in terms of patronage. A distinct plus for both sites is their potential role as a catalyst in revitalizing their surroundings. The general area of Wraggsborough has latent potential to become a prime area for urban reinvestment and visitor interest.

Cruise Ship Terminal: This 18,000 square foot building on the Cooper River near the east end of Market Street was opened by the State Ports Authority in 1973, but economic factors have since intervened to dampen the cruise trade and make the facility available for other uses. Land between the Terminal and Concord Street is being filled gradually for parking. In addition, the State Ports Authority has a 150-car parking lot nearby designated for Cruise Terminal parking. Advantages are that it is ready for use, has a relatively secure environment, and is in close proximity to the Market. Disadvantages include its "off the beaten path" location relative to major inbound traffic arteries used by visitors. Moreover, the return of cruise ship activity could interfere with the continuous operation of a visitor center.

West Side: This site refers to some 6 acres of vacant land between Beaufain and Broad Streets along Lockwood Boulevard. Its large land area and access to Lockwood Boulevard are favorable factors, but its west side location away from principal tourist areas is offsetting. A significant advantage of this site is its proximity to a new Fort Sumter tour boat facility proposed by the National Park Service at the west end of Broad Street. Without the tour boat facility, however, there would be little justification for isolating a major tourist facility and traffic generator in this primarily residential section of the City.

Evaluation of Sites

An evaluation of candidate sites is summarized in the table for eight parameters. Factors of land ownership status, acquisition and development costs, and neighborhood revitalization potential are added to the five basic site requirements of access and circulation, visibility (capture potential), size, proximity (relation to tourist amenities), and security. From these unweighted parameters, the Charleston Museum, Meeting/King Streets, and Brittlebank Park sites compare closely and most favorably, in that order. Next in order are the Cruise Ship Terminal and Arch Building. As existing facilities not requiring land acquisition and extensive capital investment, they are more favorable than the Calhoun Street and West Side sites.

EVALUATION OF CANDIDATE VISITOR CENTER SITES

Candidate Sites	Traffic Access Circulation				Tourist Traffic Capture Potential				Size, Flexibility of Site				Land Ownership Status				Acquisition & Development Costs				Relation to Tourist Amenities				Neighborhood Revitalization Potential				Security of Environment			
	VP	MP	MN	VN	VP	MP	MN	VN	VP	MP	MN	VN	VP	MP	MN	VN	VP	MP	MN	VN	VP	MP	MN	VN	VP	MP	NI	AI	VP	MP	MN	VN
ARCH BUILDING (existing center)			*				*				(2)	*	*				*						*				*				*	
BRITTLEBANK PARK	(1)	*			(1)	*			*				*						*				*				*		*			
CALHOUN STREET			*				*				(2)	*			*					*			*				*				*	
CHARLESTON MUSEUM (new)		*			*				(3)	*			(3)	*					*		*		*		*						*	
CRUISE SHIP TERMINAL				*				*	*				*						*		(4)	*			*		*		*			
MEETING/KING STREETS	*				*				*						*				*		*		*		*				*		*	
WEST SIDE			*				*				*				*					*			(5)	*			*		*		*	

VP - Very Positive
 MP - Moderately Positive
 MN - Moderately Negative
 VN - Very Negative
 NI - No Impact
 AI - Adverse Impact

- (1) If the Lockwood Boulevard connector to I-26 is constructed, rating would be "very positive."
 (2) With use of Municipal Auditorium parking lot to meet parking requirements, rating would be "moderately positive."
 (3) With use of properties west of meeting Street to meet parking requirements, rating would be "very positive."
 (4) With development of Cooper River waterfront, rating would be "very positive."
 (5) With proximity to proposed National Park Service Fort Sumter tour facility, rating would be "moderately positive."

Recommendations

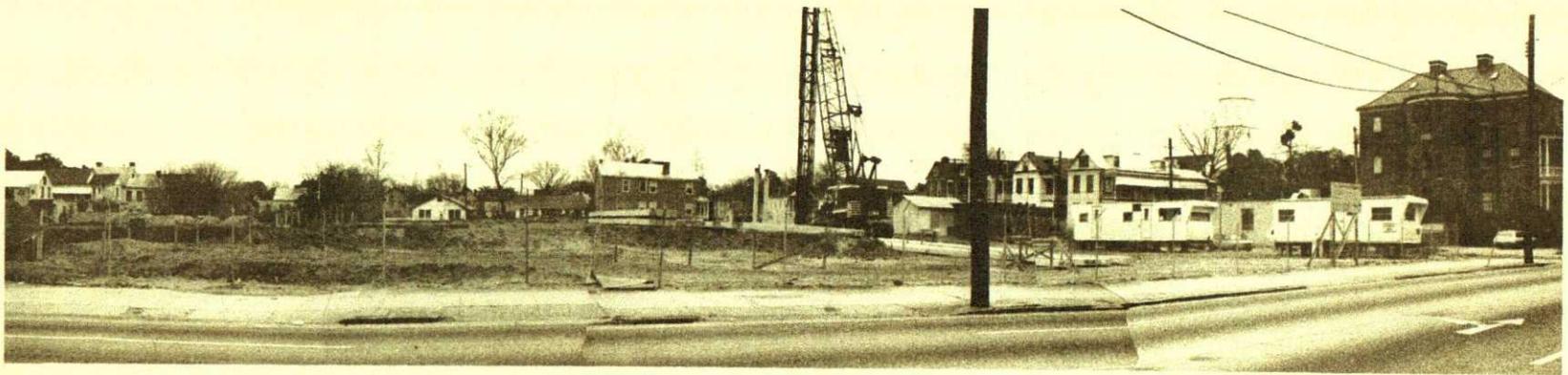
This evaluation leads to the recommendation of the Charleston Museum and Meeting/King Streets sites, in that order, as having the most favorable and desirable characteristics of a new visitor center site, eventually replacing the Visitor Information Center at the Arch Building. Moreover, recognizing that development of a new site will take some time and that financial requirements need to be minimized, three progressive stages of visitor center development are recommended:

- Stage 1: Arch Building - maximize its utility until the Museum can accommodate visitor center functions.
- Stage 2: Charleston Museum - jointly use Museum as visitor center, beginning 1980, until and if its capacity is reached.
- Stage 3: Meeting/King Streets site - relocate visitor center activities to new location, if necessary, after 1985.

The introduction of a Stage 3 recognizes that demands on a visitor center may grow beyond the operational and physical capacity of the Museum, requiring relocation the center to a new site.

Arch Building: Visitation at the Arch Building jumped to nearly 100,000 during 1977, nearly double attendance in 1976. . . an encouraging trend. Nevertheless, this use is a small fraction of the total visitations in Charleston. Improved signing to the Center on major routes will stimulate additional usage and reduce impacts arising, in part, from visitor disorientation. Once at the Arch Building, the visitor can be apprised of sightseeing services, public parking locations, and self-guided walking and bike tour opportunities. Actions to increase the utility of the existing visitor center should be undertaken by a new Tourism Coordination Board at an early date.

Charleston Museum: First floor interior spaces of the new Museum appear able to accommodate visitor center needs for a number of years without violating the integrity of Museum functions. Visitor center needs would require less than one-quarter of the Museum's first floor area. In addition, the 300-seat auditorium/theater provides the opportunity, now missing at the Arch Building, to introduce large numbers of visitors to Charleston through a first-class narrated film or slide presentation, as are shown at Charleston Towne Landing and at Fort Moultrie. Discussion of specific joint use questions with the Board of Trustees of the Museum, its Director, and its architect are among the most immediate steps to be undertaken by or through a new Tourism Coordination Board. A corollary task is to initiate actions to acquire and develop properties fronting on the west side of Meeting Street between John and Ann Streets for additional visitor center parking. These properties, some of which are cleared and presently used for parking by the County, will accommodate an estimated 150 cars.



Site of the new \$6 million City-County facility on Meeting Street, under construction with the Joseph Manigault House at the far right. An opportunity for joint Museum/Visitor Center use as early as 1979.

THE CHARLESTON MUSEUM VISITOR CENTER CANDIDATE SITE

Meeting/King Streets site: The block-long, partially-occupied brick warehouse just beyond has approximately 15,000 square feet under roof. This area is ample for visitor center functions, but its narrow shape will require creative space planning. Detailed study of the rehabilitation and adaptive reuse feasibility of the structure is necessary. Simultaneous in-depth analysis of adjacent railroad properties to the rear and others immediately north of Ann Street as potential parking areas, is required as well. After full study by a Tourism Coordination Board, properties should be optioned by the City for future adaptation of the warehouse, selective clearance of other structures, and development of ancillary facilities and parking areas.

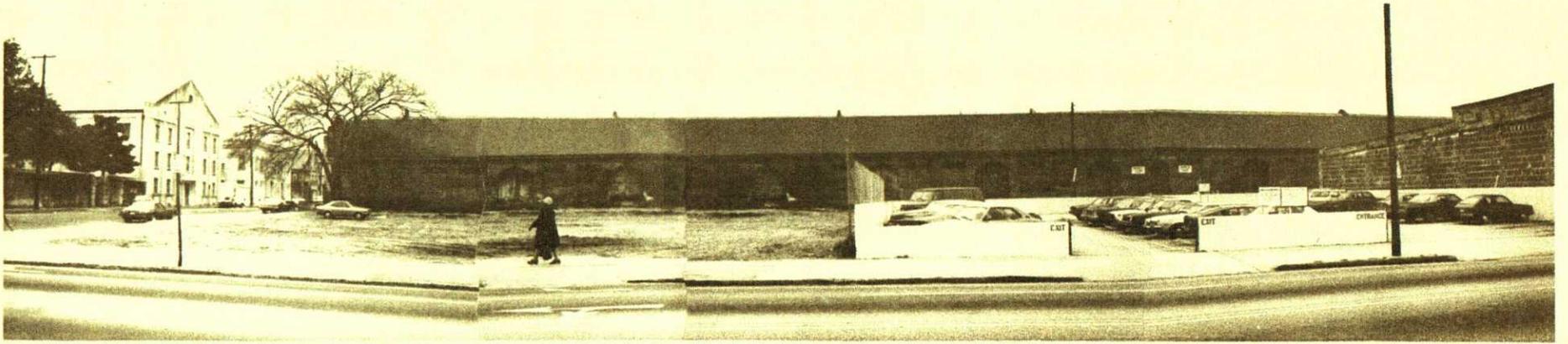
Satellite Facilities

Minor information facilities are desirable at key points of visitor concentration to support and supplement the service and management functions of the main visitor center. These satellite locations could be staffed as financial resources permit, but most would consist of self-assisted displays of maps, brochures, and other informational devices.

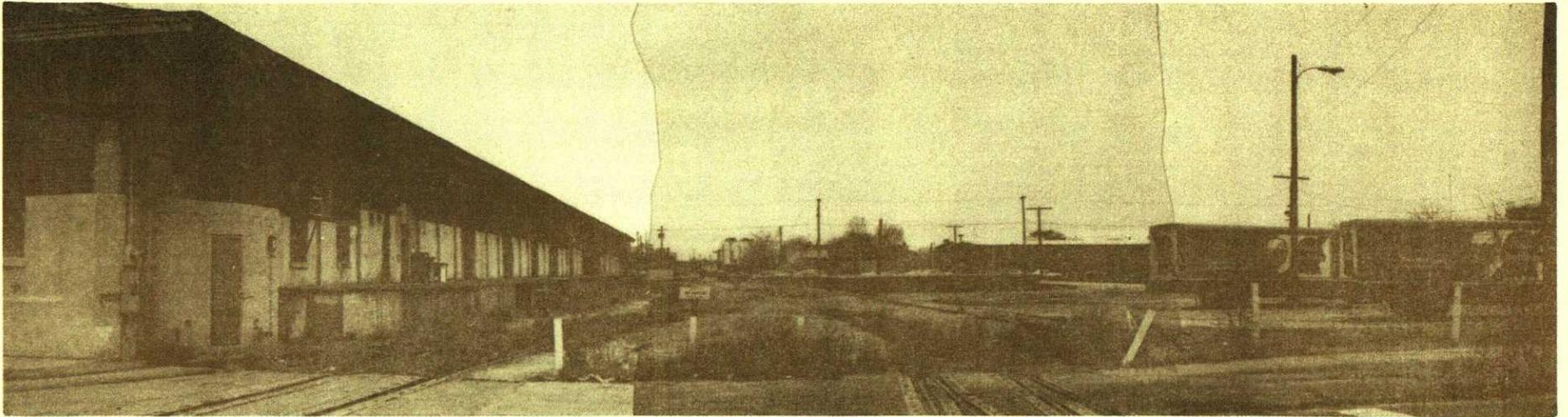
New Locations: A self-assisted facility at the airport would help arriving visitors locate accommodations and features for the area. The local Innkeepers Association and Tourism Coordination Board could cooperate in its implementation. An unmanned information kiosk along Market Street should be considered by the Board as well.

Existing Private Facilities: As tourism coordination and management become more formally organized and substantive under a Tourism Coordination Bureau, the consolidation, under Bureau management, of small visitor reception facilities on Meeting Street, presently operated by the Historic Charleston Foundation and the Preservation Society may be beneficial to all parties. This would be particularly true if multi-attraction ticketing is implemented, in that certain economies of scale can be achieved through consolidating facilities and operations.

South Carolina Welcome Centers: These centers generally provide the first opportunity to acquaint most long-distance travellers staying or stopping in Charleston with the City and environs. Motorists should be informed at these locations that their travels in the peninsula would be incomplete without first stopping at the visitor center. The visitor center should be promoted as an attraction in itself. After relocation to the Charleston Museum and/or the Meeting/King Streets site, the visitor center will be among the chief attractions of the region, and deserving of such promotion.



Red brick warehouse building between John and Ann Streets, with County of Charleston parking facility in right foreground. The warehouse could make an attractive visitor center site with parking front and rear.



Underutilized properties between Ann and Mary Streets. Additional visitor center parking could be provided here.

MEETING/KING VISITOR CENTER CANDIDATE SITE

Financing Improvements and Services

Financial support for physical improvements, services for visitors, and increased services to the community resulting from tourism will have to come from three principal sources:

- Locally-generated tax revenues.
- Federal assistance.
- Contributions and gifts.

Local Tax Revenue Sources

General property tax assessments and revenues in the City are already strained by costs of current governmental operations, debt retirement obligations, and capital project commitments. Because of present burdens, property taxes are not sufficiently elastic to provide all additional revenues necessary to finance facilities and services associated with tourism. New and innovative ways to raise local revenues are required. Promising approaches and sources are profiled below.

Accommodations Tax: This tax is assessed on hotel and motel occupants, so that visitors may share in the cost of facilities and services they are provided or which their presence necessitates. A reported 350 cities and other jurisdictions have such taxes, ranging generally up to 7% of the room rate. These taxes contribute revenues to the general operating fund of the jurisdiction, pay off bonds for facilities such as civic centers, or provide direct support for tourist-related programs.

The South Carolina Legislature is considering a statewide room occupancy tax, which is generally opposed locally, since it does not provide for clear and direct return of revenues to local jurisdictions. Further, its enactment would preempt statutory authority for adoption of tax programs at local discretion. What is needed instead is State legislation enabling passage of local accommodation taxes and giving local jurisdictions flexibility in the use of revenues derived. With this type of tax, the City of Charleston could generate an estimated \$7,500 annually per 100 rooms for each 1% tax.

Special Assessments: Their purpose is to provide additional services to affected areas of the City through a surcharge tax levy on real property or through a service charge. Through the special assessment device, additional traffic controls, police surveillance, street cleaning and litter control, recreational programming, or other services sought by residents of particular neighborhoods could be financed. South Carolina law provides for the creation of "special improvement districts," if approved by a majority of property owners. This statutory authority may provide a basis for using the special assessment approach to provide supplemental services in those sections of the City affected by the impacts of tourists and other visitors.

Charleston County PRT: PRT is a "special purpose district," created by the State Legislature, which has authority to promote, develop, and manage tourist attractions, welcome centers and marinas, among other facilities. Most of PRT's operating budget is derived from an incremental tax (mill rate) applied county-wide. As such, the agency is financed by form of special assessment. At the present time, approximately \$250,000 of its annual budget is devoted to tourism, mainly to advertising and promotion.

PRT is not yet developing and managing tourist attractions and related facilities, per se. However, its basic authority to do so and its accessibility to financing through special taxation make PRT an important part of any tourist development and management program in Charleston. The Cooper River Waterfront project is an example of an ideal opportunity for PRT's involvement.

Federal Assistance

The Federal government has a variety of funding programs for planning, making capital improvements, and operating tourist-related facilities and services. Principal sources of financial assistance and potential uses to which they may be put are outlined in the table.

In addition to those sources listed, General Revenue Sharing funds may be used for any purpose legal under applicable State and local law. They may also be used to match grants received under other Federal programs.

Contributions and Gifts

The private sector can and does play a significant role in financing tourism-related improvements and service. Organizations, foundations, and private donors should be encouraged to become even more active in contributing financial support to tourism promotion and management programs and the development of visitor attractions in the City.

Local Organizations: The Trident Chamber of Commerce and Charleston Travel Council, together, provide well in excess of \$200,000 annually in membership contributions to attract and serve tourists. As vital participants in the establishment and functioning of the proposed Tourism Coordination Board and its potential successor, the Bureau, both organizations and the private sector interests which they represent, will be looked to as continuing and growing sources of financial support. Furthermore, direct participation of organizations like the Historic Charleston Foundation in many facets of the coordinated tourist program is most desirable.

Other Foundations and Private Donors: Various benefactors have long been interested in and active in preservation and improvement of the City. The Adgers Wharf Park is an example. An active program should be undertaken to acquaint potential donors with opportunities for and advantages of their support.

FEDERAL ASSISTANCE

LOCAL ACTIVITY	POTENTIAL FUNDING SOURCES	MAXIMUM FEDERAL SHARE	PRINCIPAL CONTACTS
<p>TRAFFIC AND STREET IMPROVEMENTS, including signing</p> <p>(1) Studies/Traffic Engineering</p> <p>(2) Construction/Installation</p>	<p>DOT/Federal Highway Administration (FHWA); DOT/National Highway Traffic Safety Administration (NHTSA); DOT/Urban Mass Transportation Administration (UMTA) Department of Housing and Urban Development (HUD)</p> <p>- FHWA highway and urban transportation planning funds - FHWA and NHTSA State and Community Highway Safety funds (Section 402) - UMTA transportation planning funds (Section 9) - HUD Community Development funds</p> <p>- FHWA Federal-Aid Urban System funds - HUD Community Development funds</p>	<p>80 70 80 100 70 100</p>	<p>BCD COG, Charleston State Highway Dept. BCD COG HUD Area Office, Columbia BCD COG and State Highway Dept HUD Area Office</p>
<p>TOURIST SHUTTLE BUS SYSTEM, demonstration and ultimate service.</p> <p>(1) Studies/Planning</p> <p>(2) Capital and Operating Costs</p> <p>(3) Demonstration Monitoring/Evaluation</p>	<p>DOT/UMTA</p> <p>- Technical studies (Section 9) - Service and Methods Demonstration Program</p> <p>- Formula Grant Program (Section 5) - Service and Methods Demonstration Program</p> <p>- same as (1)</p>	<p>80 100 50, capital costs 80, operating costs 100 same as (1)</p>	<p>BCD COG UMTA, Washington, D.C. BCD COG and UMTA Region Office, Atlanta UMTA, Washington, D.C. same as (1)</p>
<p>VISITOR CENTER DEVELOPMENT</p> <p>(1) Studies/Planning</p> <p>(2) Property Acquisition</p> <p>(3) Construction</p>	<p>Economic Development Administration (EDA) Coastal Plains Regional Commission (CPRC) Bureau of Outdoor Recreation (BOR)</p> <p>- EDA Technical Assistance - CPRC Technical Assistance</p> <p>- EDA Public Works and Development Facilities Grants - CPRC Supplemental Grant Program (Section 509) - BOR Land and Water Conservation Fund</p> <p>- same as (2)</p>	<p>75 variable 50 variable 50 same as (2)</p>	<p>EDA Regional Office, Atlanta CPRC, Charleston EDA Regional Office CPRC State PRT same as (2)</p>
<p>COOPER RIVER DEVELOPMENT</p> <p>(1) Studies/Planning</p> <p>(2) Property Acquisition</p> <p>(3) Construction</p>	<p>EDA, CPRC, BOR, HUD and Army Corps of Engineers (COE)</p> <p>- EDA Technical Assistance - CPRC Technical Assistance - HUD Community Development funds - COE Small Navigation Projects (Section 107)</p> <p>- EDA Public Works and Development Facilities Grants - CPRC Supplemental Grant Program - BOR Land and Water Conservation Fund - HUD Community Development funds</p> <p>- same as (2) - COE Small Navigation Projects</p>	<p>75 variable 100 COE does planning 50 variable 50 100 same as (2) \$2 million, max.</p>	<p>EDA Regional Office CPRC HUD Area Office COE, Charleston EDA Regional Office CPRC State PRT HUD area office same as (2) COE, Charleston</p>

Short-Range Program

Foregoing sections of this report have identified and recommended a number of policies, programs, and actions directed toward achievement of a tourism environment in Charleston serving residents and visitors alike. Outlined below are those initiatives necessary to act upon in the short run, before 1980. Many of them should be addressed during the early months of 1978. Under this short-range program, actions are defined, responsibilities are recommended, and potential outside funding sources are identified for those initiatives designed to:

- Mitigate or eliminate specific tourism impacts of current concern.
- Promote and facilitate more effective coordination of tourism and responsiveness to community and visitor interests and needs.
- Take early action on longer-range tourism development and management opportunities.

SHORT-RANGE PROGRAM				
Subject of Action	Description	Agencies Responsible	Initiation Schedule	Potential Funding
GENERAL TRAFFIC CIRCULATION AND PARKING				
Parking Regulation, South of Broad	Establish/enforce time-restricted parking on main tourist streets in historic area, such as East Battery, Murray Boulevard, Meeting Street, and nearby impacted streets; Access precise needs/locations; provide signing and marking.	City of Charleston Traffic and Police Departments	1978/1979	see note (A)
Traffic Circulation/ Parking Regulation, Market Area	(1) Assess feasibility of revising circulation pattern around market between Meeting and East Bay Streets, including reduction of some left turns through Market.	City of Charleston Traffic Department	1978/1979	see note (A)
	(2) Establish/enforce time-restricted parking on North and South Market Streets and nearby impacted streets to prevent long-term use of space by employees and visitors; consider "no parking" on middle block of South Market Street to reduce congestion; assess precise needs; provide signing and marking.	same as above, plus Police Department		see note (A)
Promote Bicycle and Pedestrian Circulation in Historic Area.	(1) Prepare and distribute free walking tour brochure(s); designate and sign routes for direction and interpretation.	Tourism Coordination Board	1978/1979	Budget
	(2) Study and redesignate safe and meaningful bike routes through signing and pavement marking; provide for bicycle racks in selected locations, such as Market, Battery, etc.	City of Charleston Traffic Department	1978/1979	see Note (A)
<p>Note (A) - study and implementation of these items are potentially fundable, in part, through various programs of the U.S. Department of Transportation, Federal Highway Administration and Urban Mass Transportation Administration. Funds are made available generally through the Berkeley, Charleston, Dorchester Council of Governments (COG) under the general heading of "transportation systems management." An overall appraisal of traffic and parking needs in the historic area, including the items listed above, could be included in the COG's "Unified Work Program." Moreover, as many streets in the affected areas are State-maintained, direct assistance is possible and should be explored by the City.</p>				

SIGHTSEEING BUSES/GROUP ARRIVALS				
Proposed Sightseeing Vehicle Ordinance	Revise to reflect size and weight criteria and appropriate streets	City of Charleston City Council	1st Quarter, 1978	not applicable
Out-of-Town Tour Operators	(1) Pre-inform out-of-town tour bus services of City traffic/parking/interpretative policies, along with general promotional information.	Tourism Coordination Board	1978	Budget
	(2) Designate a group arrivals coordinator to manage external communications, arrivals, and coordination with hotels, etc.	same as above	1978	Budget
	(3) Make arrangements for long-term parking at Cruise Ship Terminal and Municipal Auditorium.	same as above, coordinating with State Ports Authority on Cruise Terminal	1978	not applicable
Short-Term On-Street Standing	Identify/delineate (including signs and striping) selected on-street locations for short-term parking.	Tourism Coordination Board	1978/1979	see note (A), above.
HORSE-DRAWN CARRIAGES				
Proposed Sightseeing Vehicle Ordinance	Delete carriages from ordinance.	City of Charleston City Council	1st Quarter, 1978	not applicable
Manure Control Ordinance	Revise and adopt ordinance with provision for compliance period.	same as above, in coordination with carriage operators and Arts & History Commission.	early 1978	not applicable
Quality of Appearance/Presentation	Develop criteria by which Certificates of Appropriateness and be issued and reviewed.	Tourism Coordination Board through the Arts & History Commission, coordinating with carriage operators.	1978/1979	not applicable
PUBLIC TRANSPORTATION/TOURIST SHUTTLE				
Study Needs/Feasibility for Long-term Service	Incorporate tourist shuttle considerations into downtown area transit study to be undertaken under COG auspices; meet with COG for this purpose.	City of Charleston and BCD COG, coordinating as appropriate with SCE & G. See note (B).	1978	USDOT/UMTA Section 9 funds through BCD COG; study scope currently being defined by COG.
Demonstration Shuttle Service	Design/establish shuttle demonstration covering 3-4 months of active tourist season to test feasibility of permanent service. Actions include: - identify/sign route - prepare/distribute brochure. - monitor service and usage.	(1) BCD COG and City to coordinate with SCE & G on contract for operations. (2) Brochure and signing of stops by Tourist Coordination Board (3) Monitoring by COG and/or City	1978 possible, 1979 more likely	Potential funding sources include: (1) UMTA Section 5 funds currently allocated to City to provide reimbursement for 50% operating cost deficit. (2) UMTA Office of Service and Methods special demonstration funds to provide up to 100% of demonstration.

Note (B) - This proposed transit study is part of a series of actions leading eventually to the assumption of public transit services by a public entity/authority from the South Carolina Electric & Gas Company. Tentative agreements have been worked out with SCE & G and can be consummated upon favorable action by the State Legislature.

PUBLIC AREAS AND FACILITIES

Use of Parks and Open Spaces	Adopt, in some form, and enforce policies and procedures concerning activities permitted in public parks and open spaces.	City of Charleston, on recommendation from Department of Leisure Services and affected residents.	1978	not applicable
Regulation of Vendors	Develop (and ultimately adopt) policies and procedures directed at regulating the number, location, and type of vendors in historic area; review business licence practices; consider application of Certificates of Appropriateness.	City of Charleston Corporation Counsel, in coordination with Arts & History Commission, Police Department, and Department of Leisure Services.	1978	not applicable
Over-the-Road Recreational Vehicles	Make allowances for long-term parking of RV's at the Cruise Ship Terminal and Municipal Marina.	Tourism Coordination Board, coordinating with Yacht Basin Commission and State Ports Authority.	1978	not applicable

VISITOR CENTER

Directional Signage	Increase/improve signage on major routes leading to and within the City to promote usage of existing visitor center.	Tourism Coordination Board through Trident Chamber of Commerce and City of Charleston (Traffic Dept.), coordinating with S.C. State Highway Dept.	1978	not applicable
Plan for Relocation	(1) Meet, review, and, if necessary, adjust plans for new Charleston Museum site and facility to accommodate visitor center functions.	Tourism Coordination Board, coordinating with Charleston Museum Board of Trustees, City of Charleston, and County of Charleston	early 1978	not applicable
	(2) Study and move to acquire vacant and underutilized railroad and other properties west of Meeting Street for parking initially to augment Museum site and as an ultimate visitor center location, as may be needed.	Tourism Coordination Board	1978/1979	Planning costs covered by local operating budgets; acquisition by fee purchase, transfer, or condemnation with general local funds. Revenue Sharing, BOR, EDA, and Coastal Plains Regional Commission funding should be explored.

COOPER RIVER WATERFRONT DEVELOPMENT

Discussion	Joint meeting(s) of State Ports Authority, U.S. National Park Service, City of Charleston, and Charleston County PRT to discuss individual interests and collective opportunities.	Charleston County PRT can serve as moderator/facilitator of initial meetings.	1st Quarter 1978	not applicable
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Planning	As agreed upon, assess feasibility and develop concept plans and cost estimates for waterfront development as public open space and commercial recreation area and for water tour operations.	Special Waterfront Planning Task Force, to be established.	1978	Potential funding sources include: Economic Development Administration (EDA), Coastal Plains Regional Commission (CPRC), and Community Development Funds.
Acquisition	Move to acquire and prepare properties for development and use.	To be determined through Task Force.	1979	same as above, plus Bureau of Outdoor Recreation (BOR).

COORDINATION AND MANAGEMENT

Organizational Structure	(1) Meet, discuss, and establish a Tourism Coordination Board consisting of the City of Charleston, Charleston County PRT, Arts & History Commission, Trident Chamber of Commerce, and Charleston Travel Council, to promote more effective coordination of tourist services.	City of Charleston, Mayor's Office	early 1978	not applicable
Specific Tasks	(2) Establish leadership, operating bylaws, subcommittee structure, and tasks; develop annual work program and assign responsibilities to participants; develop staffing agreements	Tourism Coordination Board	1978	not applicable
	(1) As described under several foregoing sections.	Individual participants as agreed and/or prescribed. (see above)	(see above)	(see above)
	(2) Examine feasibility of multi-attraction ticketing to promote lengthened visits and attraction usage.	As determined by Board, discuss concept with Charleston Museum, Historic Charleston Foundation, Preservation Society, etc.	1979	Budget
Establish Satellite Locations	Install unmanned information display area at Airport; consider Market Street information display.	Tourism Coordination Board	1978/1979	Budget
Other Tasks	As determined in annual work program.	as determined by Board	1978/1979	Budget

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C. Harrington Bissell - Owner, The Old Charleston Jail
Mrs. Francis Brenner - Charles Town Neighborhood Association, Tourism Committee
Eric Brooks - General Manager, Mills Hyatt House
Henry F. Cauthen, Jr. - Executive Director, Preservation Society
Arthur Clement - civic leader
W. P. Crawford - Superintendent, U. S. National Park Service Properties
James M. Deaton - Executive Vice President, Trident Chamber of Commerce
Mrs. John D. Doran - Ansonborough resident
Charles H. P. Duell - Middleton Place; South of Broad resident
Frances R. Edmunds - Director, Historic Charleston Foundation
Eugene Geer - Chairman, Arts & History Commission
Kenneth A. Gifford - Executive Director of Revitalization
Kerry Gionis - businessman/ restaurateur
Mrs. Nancy Hawk - Charleston Neighborhood Association; South of Broad resident
Ralph M. (Tad) Hendricks - President, Trident Chamber of Commerce
Donald G. Herold - Director, Charleston Museum
Daniel Hope - Director, City Department of Leisure Services
Daniel Hydrick - carriage tour operator
Dr. Thomas A. Kirkland, Jr. - Charleston Neighborhood Association, Chairman, Tourism Committee
William Koopman, Jr. - Charleston County Manager's Office
Mrs. David W. Maves - Ansonborough resident
Joseph H. McGee - President, Historic Charleston Foundation
William McIntosh - President, Preservation Society
Pat Mellen - tour bus operator
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David L. Rawle - advertising and communications consultant
Mrs. I. Mayo Read, Jr. - Junior League
Mrs. Kenneth Rentiers - tour bus operator
Mrs. Mary Dean Richards - Gateway to Historic Charleston magazine
Mrs. Larry C. Riggs - Chairman, Charleston Travel Council
Mayor Joseph P. Riley, Jr.
William Saunders - civic leader

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Mrs. Charles P. Summerall, III - Charles Town Neighborhood
Association, Tourism Committee
William Wallace - Director, City Planning Department
Arthur M. Wilcox - Editor, News & Courier; President,
Charleston Museum Board of Trustees
F.B. James - Trident Chamber of Commerce Representative

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