

REIMAGINING A CULTURAL LANDMARK

THE EXCELSIOR



PRESENTED BY



DEVELOPMENT TEAM

Shawn Kennedy

FOUNDER, KENNEDY PROPERTY & DEVELOPMENT

Shawn Kennedy is a real estate investor and entrepreneur with a passion for community uplift. He leads Kennedy Property & Development, a firm dedicated to delivering affordable and workforce housing across North and South Carolina—including in Charlotte, Statesville, and Myrtle Beach. Shawn brings a mission-driven focus to real estate development, prioritizing access, equity, and long-term community benefit.



Tim Sittema

MANAGING PARTNER, CROSLAND SOUTHEAST

Tim Sittema brings over 40 years of real estate development and capital markets experience to this initiative. As Managing Partner at Crosland Southeast, he has led transformative projects throughout the Southeast and Rocky Mountain regions. Tim also serves as Founder and Board Chair for Freedom Communities, a nonprofit working to dent generational poverty in West Charlotte, and 12-year board member of Project 658, a nonprofit primarily serving the immigrant community in East Charlotte, exemplifying his commitment to place-based philanthropy and inclusive growth.

HISTORY

A SACRED CULTURAL LEGACY SINCE 1944

Founded in 1944 by visionary Jimmy McKee, the Excelsior Club became a sanctuary for African Americans during the era of segregation. Nestled in the heart of Washington Heights, it served as a gathering space for artists, activists, and leaders—hosting jazz greats, civil rights icons, and generations of Charlotte's Black community.

Its closure in 2016 marked the end of an era. Now, through thoughtful redevelopment, we are restoring its purpose while reimagining its role in the future of the city.



HISTORY

A BRIDGE BETWEEN SOCIAL LIFE, CIVIL RIGHTS & POLITICS

The Excelsior was a social and political crossroads. It was a civil rights incubator in Charlotte, providing space for organizing, amplifying Black political influence, and embodying the pride and resilience of a community determined to secure equal rights.

The club hosted meetings for civil rights activists, church leaders, and community organizers. Political figures—both local and national—visited to speak with Charlotte's Black community in a safe, trusted environment. Community organizers could plan voter registration drives, have rallies, and community actions without harassment.

The preservation of the Excelsior will continue the legacy that community members, professionals, performing artists can mix intergenerationally, interculturally building networks and breaking barriers that carried into the broader landscape of Charlotte and beyond.

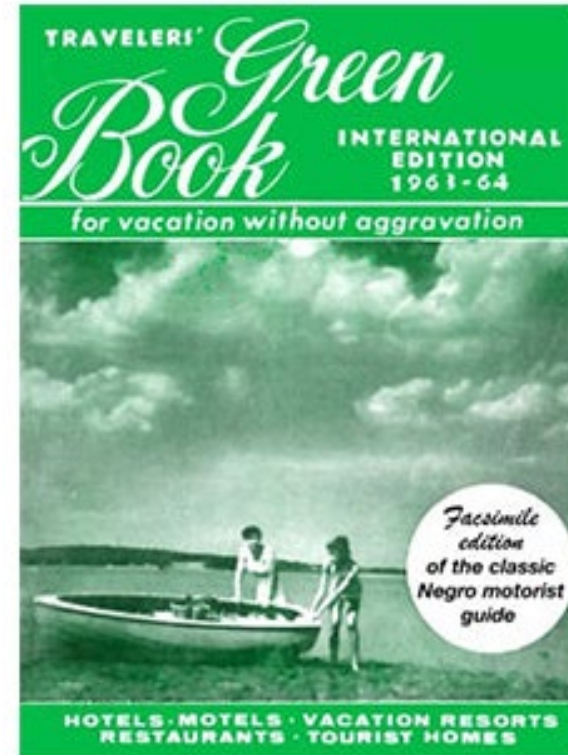


HISTORY

PRESERVING A LANDMARK

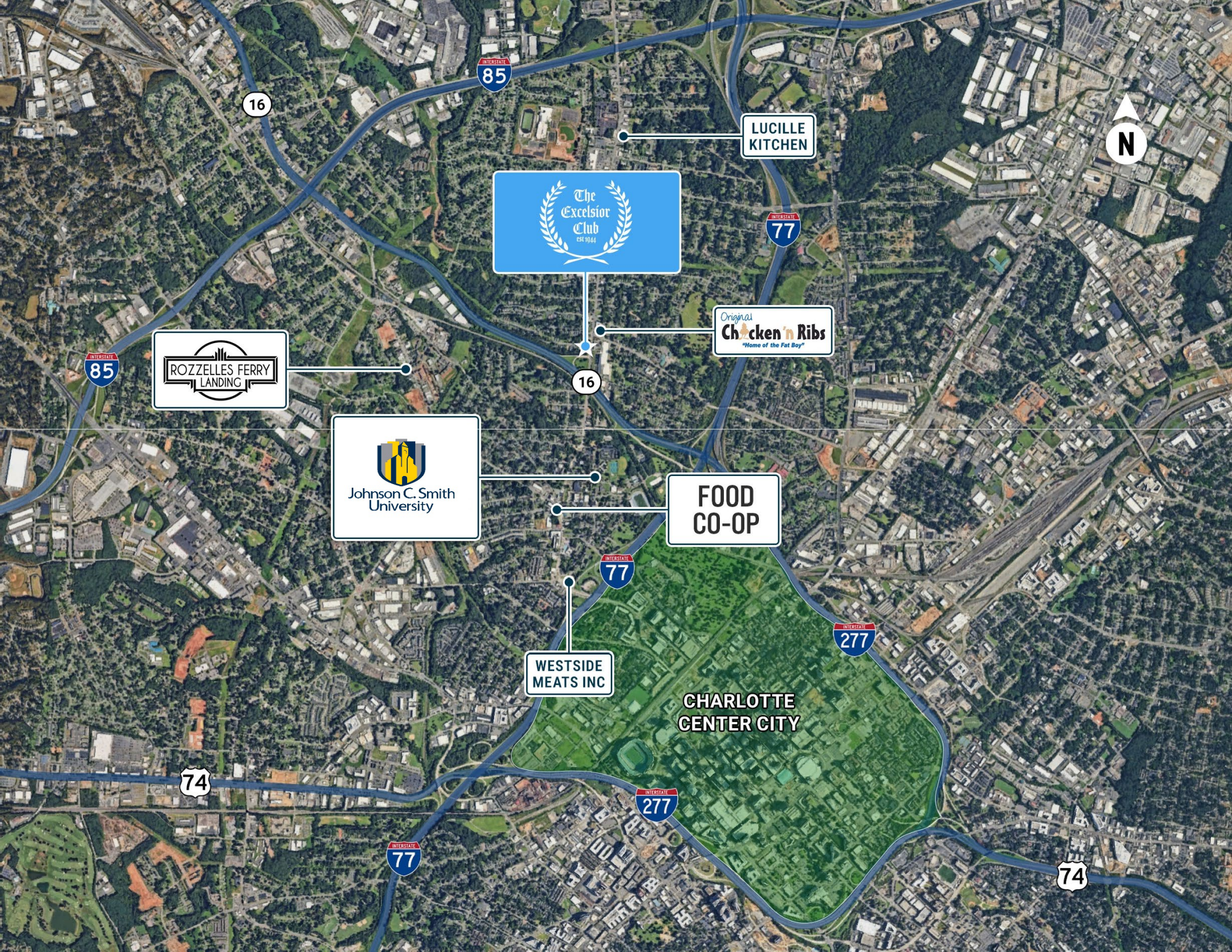
The Excelsior Club was listed in the Negro Motorist Green Book—a guide for African-Americans to find safe places to go during Jim Crow segregation. It signaled to travelers that it was a safe, welcoming, and respectable place to stop, eat, socialize, and rest without the risk of humiliation or violence.

The Green Book wasn't just local—it circulated nationwide. Being listed elevated the Excelsior's reputation across the South and beyond, making it a landmark for Black dignity and culture rather than just a neighborhood club. Musicians, activists, and professionals traveling through the Carolinas could confidently plan stops there.



Its presence in the guide projected an image of Black sophistication, prosperity, and autonomy, challenging stereotypes and offering a vision of equality.

The Excelsior Club stands as one of only 7 sites left standing in Charlotte, NC. Its legacy is not only a tribute to the past but reclaimed hope for the future as a landmark preserved.



INTERSTATE
85

16

LUCILLE
KITCHEN

INTERSTATE
77



Original
Chicken n Ribs
"Home of the Fat Boy"

16



INTERSTATE
85



FOOD
CO-OP

INTERSTATE
77

WESTSIDE
MEATS INC

INTERSTATE
277

CHARLOTTE
CENTER CITY

74

INTERSTATE
77

INTERSTATE
277

74



CURRENT PROPERTY OVERVIEW

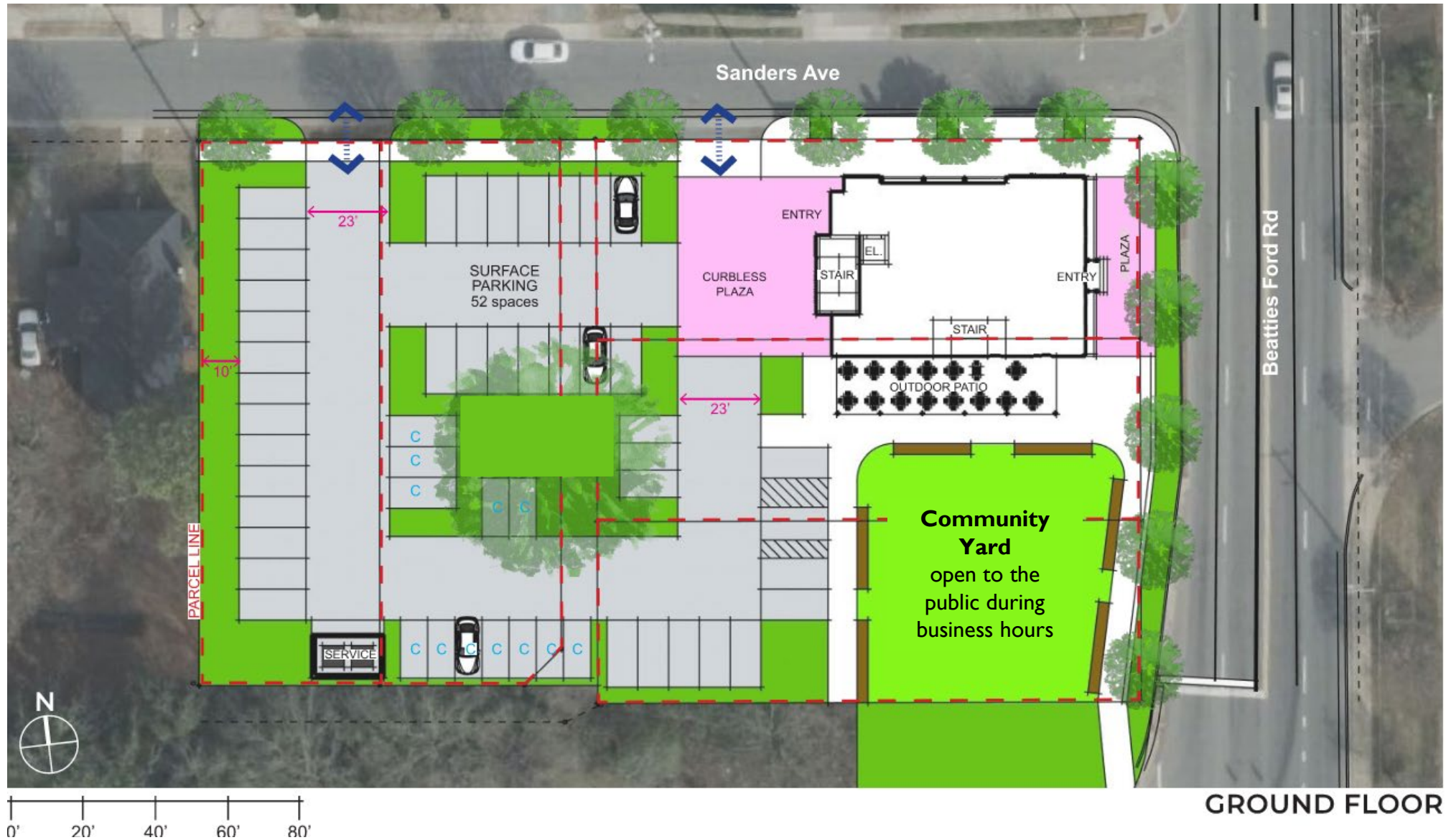
Address: 921 Beatties Ford Rd, Charlotte, NC 28216
Size: 0.84 acres
Zoning: N1-C (Neighborhood 1), NC (Neighborhood Center)
Traffic Count: 16,500 vehicles per day

The compact yet highly strategic parcel offers a rare opportunity to anchor a legacy-driven project in a central corridor. A detailed aerial view (included on this slide) shows the existing site layout with property boundaries clearly defined.

DEMOGRAPHICS

Metric	1 Mile	3 Miles	5 Miles
Population	10,519	96,648	244,928
Median Income	\$39,999	\$71,742	\$71,239
Households	4,036	48,058	110,890

SITE PLAN



The landscape design will prioritize locally sourced native species to support regional biodiversity, conserve water, and provide habitat for native pollinators and wildlife.

EXTERIOR RENDERINGS



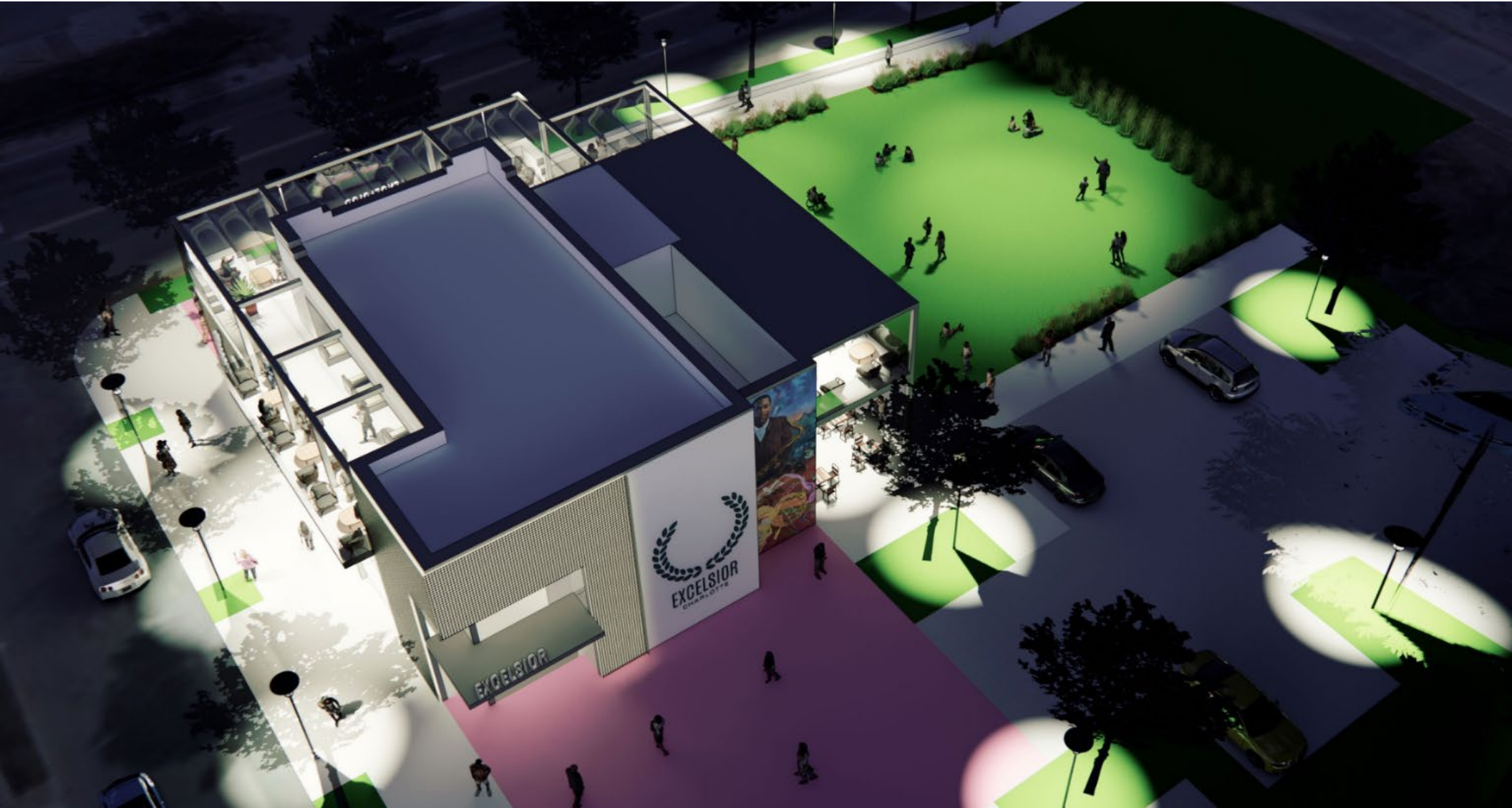
EXTERIOR RENDERINGS



EXTERIOR RENDERINGS



EXTERIOR RENDERINGS



BUSINESS VISION

WE ARE DEVELOPING MORE THAN A PROJECT - WE ARE PERPETUATING A LEGACY

Our vision is rooted in preserving the soul of the Excelsior while activating its potential as a catalyst for renewal. This is development with a conscience—prioritizing impact over profit, and community over displacement.

WE ARE COMMITTED TO:

1. Celebrating Black cultural history by restoring the Excelsior legacy
2. Establishing a destination that benefits the community for decades to come

COMMUNITY IMPACT FEATURES:

1. Celebrating the Excelsior legacy and African-American entrepreneurs in Charlotte
2. Live music performances by local artists
3. Modern Juke Joint with health-forward American cuisine
4. Second-chance hiring for individuals facing employment barriers
5. Community Gathering Space

BUSINESS PLAN

PHASE-BY-PHASE EXECUTION WITH LONG-TERM VISION

1	Rezoning & Parcel Recombination	2Q26
2	Pursue Historic Approvals As Required	3Q26
3	Design & Permitting	3Q26
4	Site Acquisition	4Q26
5	Commence Construction	4Q26
6	Site Work and Infrastructure Upgrades	1Q27
7	Vertical Construction of New Facility	4Q27
8	Long-Term Hold and Asset Management	

**WE WILL STRIVE TO ACHIEVE A MWSBE GOAL
OF AT LEAST 40%**

Community Engagement: *Commitment*

Program	Description	Goal	Benefits
2nd Chance Hiring	Recruiting & employing individuals with criminal records, unemployed or underemployed.	To build skills & provide access to opportunities, financial literacy & professional development training.	• Job creation boosting employment rate. • Rebuild lives & to contribute positively to society. • Reduce homelessness, public burden & increase public safety.
Free Culinary Training	Certification program lead by a master chef in partnership with Lucille's Kitchen.	Train people annually to be able to advance their career as a chef, line cook or start their own business.	• Career advancement & increased earning potential. • Protecting public health by ensuring food safety & proper sanitation. • Supports local economy & contributes to the skilled workforce.
Breakfast Forum	Free community continental breakfast open to the public multiple times per month.	To be an open forum to share ideas, concerns, discuss social issues, net work in a safe space, and build and enhance community while sharing good food.	• Breaking down social barriers by providing an informal setting for interactions and build relationships. in the community and beyond. • Reintroducing people to the Beatties Ford corridor. • Nutritious food & promoting healthy eating habits.
Holiday Dinners	Free holiday dinners for those in need to alleviate food insecurity during the holiday season.	Programs often offer both hot meals and ingredients for families to cook at home. Open to public for volunteers and donations.	• Resource for those who may not be able to afford a traditional meal during holidays. • Provides opportunities for others to give back increasing pride and generosity. • Reduces financial stress. • Foster social connections and community spirit.
The Upper Room	Free event space room available for community free of charge during breakfast & lunch hours.	To honor the legacy of the original space where key leaders in the community met & historic decisions were made that helped to shape the current cultural, social & political landscape in Charlotte.	• Enhanced community engagement to bring together people with diverse backgrounds. • Networking opportunities. • Cost-effective collaboration. • Access to resources and amenities.

*We will provide reporting on community impact for up to 10 years.



Community Engagement: Commitment

Program	Description	Goal	Benefits
Impact Mentoring	A continuation of the summer Impact Camp in partnership with Meck Investment.	Monthly mentorship dedicated to creating meaningful career pathways for every young man through our 4E program: Employment, Enrichment, Enlistment, and Entrepreneurship.	• Culinary and dining etiquette training. • Increased confidence, personal & professional development. • Improvement of communication skills. • Improved academic performance.
Performing Arts	Performance space for all forms of art expression - Music, Visual Art, Dance, Etc.	To be a hub for creativity & art performance in the Beatties Ford corridor.	• Cultural enrichment & exposure to various art forms. • Showcasing the talent, skills & abilities of local artists by providing a platform for exposure & exhibition. • Boosting local economy by attracting visitors to the area.
Personal Finance Course	Free course offering in partnership with a local bank.	To provide multi-session semester course for a cohort of people who will receive group training & mentorship in personal finance.	• Better financial decisions add up to great savings & investment potential over time. • Economic stability & growth as they contribute to local economy. • Reduced poverty & inequality by using tools to manage finances & avoid exploitative or predatory practices.
Community Festivals	Host small cultural events & festivals featuring local vendors, artisans & artists.	To bring people together & celebrate the community's culture. To support local businesses, promote community involvement, & raise awareness for important causes.	• Creates opportunities for social connection & civic engagement. • Garner participation & support in local projects, initiatives & charitable causes. • Highlight & preserve heritage, traditions & history of the community. • Attract visitors & boost business in local area.
Farmer's Market	Fresh produce market to address food desert in community.	In partnership with Park Church CDC & Lucille's Kitchen to provide access to fresh produce in "pay what you can type" model.	• Promoting healthy eating habits by producing quality options for families to eat well. • Exposure for local farmers & small business.

*We will provide reporting on community impact for up to 10 years.



THE ASK

Total Cost of Development		\$8,300,000
Net Operating Income (Annual)		\$57,000
Return On Investment		.69%
Ask of City	\$1,500,000	18%
Ask of County	\$1,500,000	18%
Funding by Developer/Foundations	\$5,300,000	64%