

**PURCHASING  
AND MATERIALS  
MANAGEMENT**



**City of Myrtle Beach  
SOUTH CAROLINA**

**(843) 918-2170  
FAX: (843) 918-2182  
[www.cityofmyrtlebeach.com](http://www.cityofmyrtlebeach.com)**

**Addendum #03  
April 22, 2019  
RFQ Architectural Design Services**

The purpose of this Addendum #03 to the RFQ for Architectural Design Services, dated April 16, 2019, and previously amended on April 17, 2019 and April 19, 2019 is to revise the Response Requirements and the Response Evaluation.

- In the Response Requirements, the page for base pricing is removed.
- In Response Evaluation, the 20 points for Base Pricing is removed and redistributed to Past Performance and Qualifications.
- Past Performance will now be worth 50 points and Qualifications will now be worth 50 points.

A revised copy of the RFQ document showing these changes is hereby attached to this addendum.

Qualifications will be received until 2:00PM on Friday, May 24, 2019.

Please send in your qualifications in a sealed envelope to the address below:

City of Myrtle Beach  
3231 Mr. Joe White Avenue  
Myrtle Beach, SC 29577  
Attn: Purchasing Division/Ann Sowers

If you have any questions, please don't hesitate to call to the undersigned below.

Thank-you,  
City of Myrtle Beach  
Ann Sowers/Procurement Office/Buyer  
Email: [asowers@cityofmyrtlebeach.com](mailto:asowers@cityofmyrtlebeach.com)

# **City of Myrtle Beach Request for Qualifications**

**Architectural Design Services  
Related to the Construction of  
City Buildings and Grounds  
In the Arts District**

**Issue Date: April 16, 2019**



*First in Service*

**Issued By:**

**Purchasing Division  
3231 Mr. Joe White Avenue  
Myrtle Beach, SC 29577  
Phone: 843-918-2170  
[www.cityofmyrtlebeach.com](http://www.cityofmyrtlebeach.com)**

## **Introduction**

The City of Myrtle Beach has adopted by Resolution (R2019-020) Phase I of the Downtown Master Plan drafted by Benchmark Planning. This plan consists of designs for buildings and grounds including the City Square. The City also has a relationship with Coastal Carolina University to occupy and operate three properties as a Performing Arts Center. The City has looked at the existing structures and has concerns about considering any of these for rehabilitation, but that point is open to further discussion. See Appendix A for Downtown Master Plan.

## **Discussion**

Following the selection of an Architectural Firm, the next critical step is the development of a Scope of Work and Design Services Agreement. It is anticipated that there will be a general scope of work defining the terms of engagement for general architectural services. Each assignment for an individual subproject will require a more specific scope of work for that particular project.

The following is an attempt to provide general guidance to any firms interested in submitting a response to this Request for Qualification:

- The Architectural Services will include sufficient meetings with City Staff and representatives of Coastal Carolina University for the Performing Arts Center.
- The Architect shall be familiar in dealing with historic structures.
- The Architectural Services will include full design and permitting for the site amenities as well as the structure. Off-site parking areas may be considered in the design process.
- The Architectural Services will include the preparation of plans and specifications for this project, and work in conjunction with the City's Procurement Office with regards to the bid process.
- The Architectural Services will include the preparation of a construction estimate and assistance will be provided as needed to the City in securing the necessary financing for the project.
- After bid award, the Architectural Services will include the administrative requirements related to the construction of the project to include site and building inspection, project close out, and as-built drawings.
- All responders should be aware that the location includes numerous options for incentives for redevelopment. This may include Opportunity Zones, Historical Tax Credits, Bailey Bill, and a Voucher Incentive Program for Experimental Entertainment Opportunities. The selected firm will be expected to provide project information during any efforts to take advantage of these funding opportunities.

## **Response Requirements**

Responders should provide evidence of qualifications for work similar in nature to this project. Response requirements include:

- Brief history of firm – 3 pages
- Qualifications and resume of lead architect – 2 pages
- Qualifications for architectural team members – 1 page for each member
- List of similar projects with brief description – 3 pages
- List of references with contact information – no less than 3 references

Where appropriate, responder should reference their experience with historic buildings.

Responses must be held firm for at least 120 days after response due date. Responses, as described above, must be sent to:

City of Myrtle Beach  
Procurement Office  
3231 Mr. Joe White Avenue  
Myrtle Beach, SC 29577  
Attn: Ann Sowers

Responses must be submitted in a sealed envelope, and are due no later than 2:00PM on Friday, May 24, 2019. E-mail submissions will not be accepted. The City of Myrtle Beach is not responsible for late or misdirected mail.

### **Response Evaluation**

The City will identify a team of individuals to independently review and rank the responses received utilizing the following point system:

#### Past Performance (50 points)

- History of Firm
- List of Similar Projects
- List of References

#### Qualifications (50 points)

- Lead Architect
- Team members

### **Evaluation Team**

The responses received will be independently evaluated by a review team who will work together to arrive at a final ranking of all submittals. The team will then make a recommendation to the City Manager.

The Team reserves the right to conduct interviews with a short list of responders if it deems this will improve the selection process.

### **Submission Timeline**

Pre-Proposal Conference (non-mandatory)	Wednesday, April 24, 2019 at 10:00AM 937 Broadway Street, Myrtle Beach, SC 29577
Questions Due – send to: <a href="mailto:asowers@cityofmyrtlebeach.com">asowers@cityofmyrtlebeach.com</a>	Friday, May 3, 2019 at 5:00PM
Questions Answered	Tuesday, May 14, 2019
Responses Due	Friday, May 24, 2019 at 2:00PM
Interviews (as needed)	June 10 – 14, 2019
Architect Selection	June 18, 2019





# **CITY OF MYRTLE BEACH**

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# **DOWNTOWN MASTER PLAN**

March 2019







*A note of special thanks to the  
many citizens, property owners,  
business owners, technical experts  
and others who contributed  
during the process. Over 100  
people participated in the  
listening sessions during the  
process with over 400 people  
participating in public meetings  
held during the day and evening  
on January 16, 2019.*

# ACKNOWLEDGMENTS

## **CITY COUNCIL**

Brenda Bethune, Mayor  
Michael Chestnut, Mayor Pro Tem  
Mary Jeffcoat  
Clyde H. "Mike" Lowder  
Philip N. Render, DMD  
Gregg Smith  
Jackie Vereen

## **CITY DEPARTMENTS & BOARDS**

City Manager's Office  
Planning  
Public Works  
Police Department  
Construction Services & Buildings  
Financial Management  
Planning Commission  
Community Appearance Board

## **PUBLIC SERVICE CORPORATIONS**

Myrtle Beach Downtown Redevelopment  
Corporation Myrtle Beach Area Chamber of  
Commerce

## **PREPARED BY**

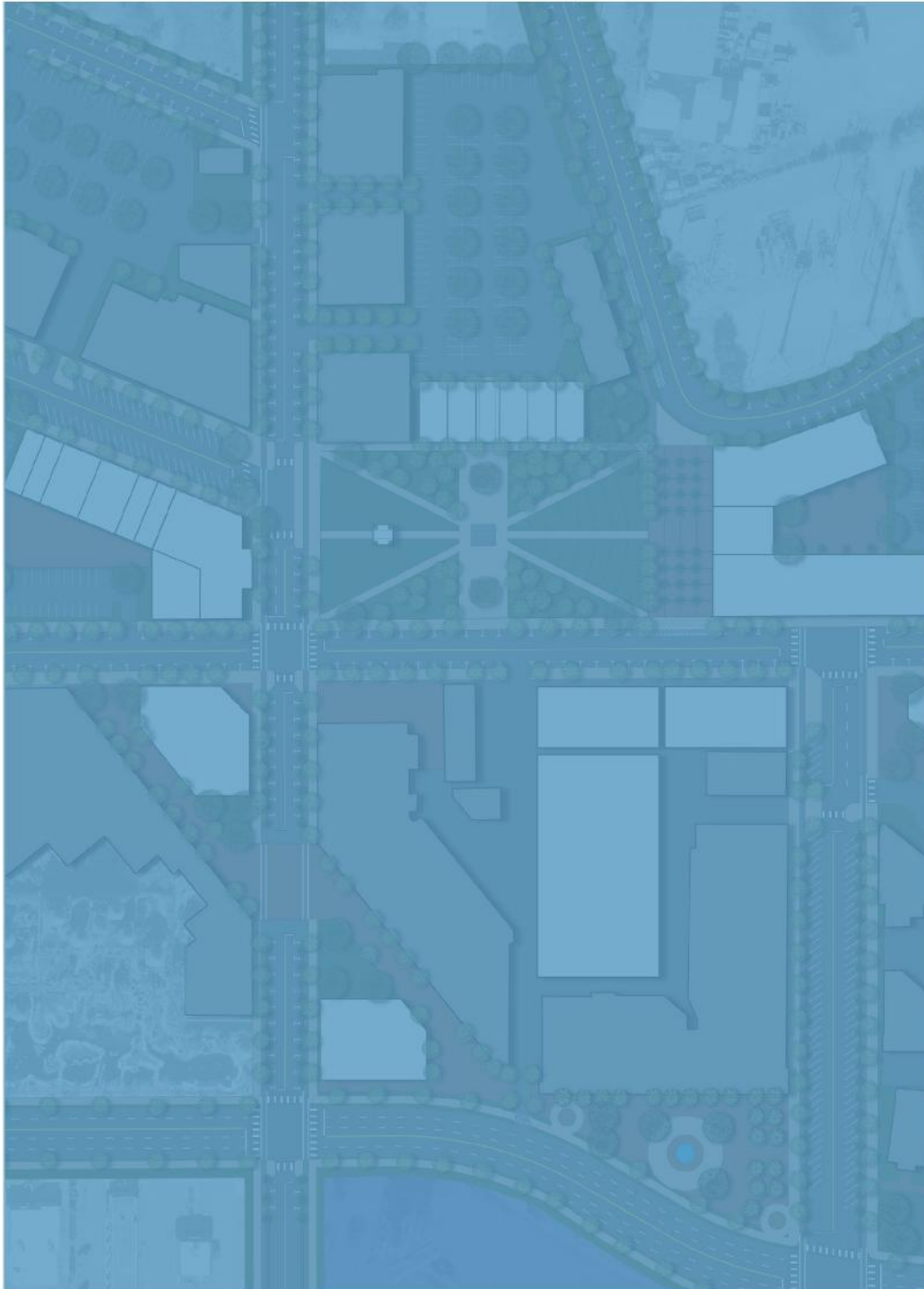
Benchmark Planning

## **DATE ADOPTED**

March 12, 2019







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The image features a solid blue background. On the right side, there is a large, solid orange circle. Inside the orange circle, the number '1' is written in a white, sans-serif font.

1

# SECTION ONE: OVERVIEW

## 1.1 INTRODUCTION

The City of Myrtle Beach's downtown has evolved into a unique urban fabric of historic properties, resort hotels, government offices, institutional uses, commercial, retail and restaurant uses, a variety of entertainment establishments and a mix of residential properties. It is a downtown that does not fit the mold of a traditional downtown district. Downtown Myrtle Beach was once like any other downtown across the country with department store style shopping offering all of the goods and services available to support a community. Over time, these uses moved out of the historic core to the bypass and commercial shopping malls, leaving much of the historic shopping area vacant. At the same time, the oceanfront of Myrtle Beach continued to develop and attracted amusement and entertainment uses to support a flourishing tourism industry. While some residents remember the historic commercial center and shopping areas along Main Street and Broadway Street as downtown Myrtle Beach, some people remember downtown as the amusement and entertainment center of the community.

This Master Plan establishes a framework to help revitalize, develop and connect the distinct geographic areas that form downtown today; the Oceanfront, King's Highway Corridor, Historic Main Street, and the Superblock area. All of these areas play an important role historically and will influence the future of downtown. Downtown Myrtle Beach can capitalize on the diversity of these areas to become a vibrant and thriving urban center that serves the entire community and visitors for many years.

## 1.2 MASTER PLAN PROCESS

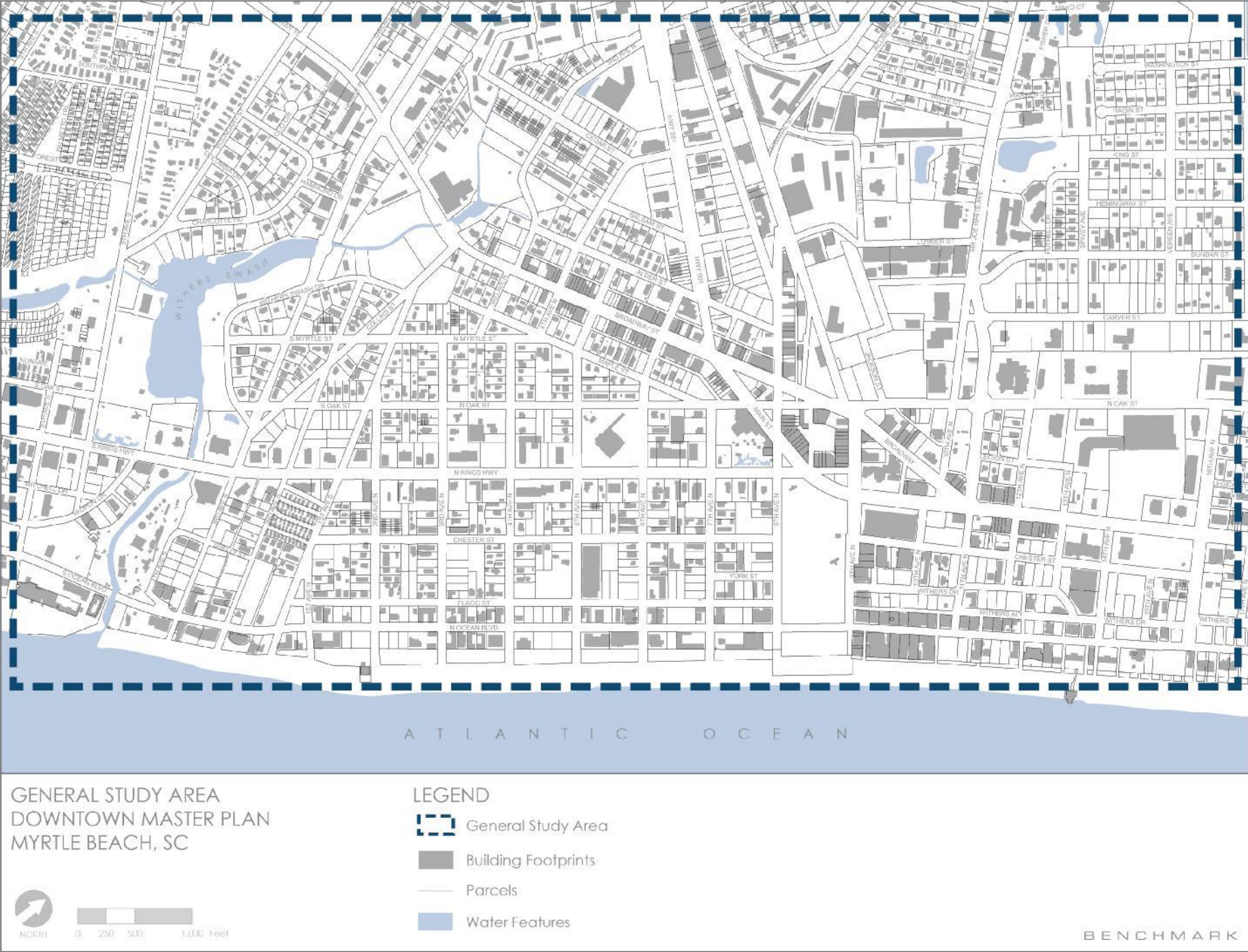
After going through a Request for Proposal process during the first and second quarter of the year, the City selected an urban planning and design consulting firm to lead the Downtown Master Plan process. The selected consulting team began in July of 2018 and after working closely with the City Council and others delivered the Master Plan in February of 2019. The 8 month process included the following major phases:

- Phase One - Downtown Assessment
- Phase Two - Vision, Identity, Goals, Strategies
- Phase Three - Draft Master Plan
- Phase Four - Final Master Plan



Figure 1.1 Downtown Myrtle Beach





Map1.1 General Study Area



Master Plan Activities & Presentations	Date
<b>2018</b>	
Project Kickoff	July 3
Listening Sessions	August
Listening Sessions	September
City Council - Downtown Assessment	October 23
Listening Sessions	November
City Council - Vision, Identify, Goals & Strategies	November 13
City Council - Vision, Identify, Goals & Strategies (continued)	December 11
Myrtle Beach Downtown Redevelopment Corporation Meeting with Planning Commission, Community Appearance Board and City Council	December 11
<b>2019</b>	
Listening Sessions	January
Public Meetings (Afternoon & Evening)	January 16
City Council - Preliminary Recommendations	February 7
City Council - Master Plan	February 26

Table 1.1 Master Plan Activities and Presentations



Figure 1.2 Downtown Assessment Presentation to City Council on October 23, 2018



Figure 1.3 MBDRC Meeting Presentation on December 11, 2018

### 1.3 PUBLIC ENGAGEMENT

During the process the general public was engaged in a variety of ways. City residents were provided opportunity to provide comments at City Council meetings, Myrtle Beach Downtown Redevelopment Commission (MBDRC) meetings and at the Downtown Master Plan drop-in meeting and presentation on January 16, 2019. In addition to these opportunities, over 100 individuals were engaged through an initial series of small group listening sessions and other listening sessions throughout the project. The input received was reviewed with City Council during the work shops and presentations, helping guide the development of the vision, identity, goals and strategies.

- |                               |   |
|-------------------------------|---|
| • City Council                | • Police Department   |
| • MBDRC Board of Directors    | • Coastal Carolina University                                       |
| • Downtown Area Merchants     | • Horry-Georgetown Technical College                                |
| • Business Owners & Operators | • Library Staff and Board   |
| • Property Owners             | • EdVenture Children's Museum Staff                                 |
| • Real Estate Professionals   | • Franklin G. Burroughs-Simeon B. Chapin Art Museum Staff and Board |
| • Hospitality / Hotels        | • Former Elected Officials  |
| • Developers                  | • New Directions  |
| • SCDOT                       | • Housing   |
| • City Department Heads       | • Economic Development  |
| • Community Appearance Board  | • Potential Investors   |
| • Entertainment/Restaurateurs | • Consultants/Technical   |
| • Myrtle Beach Chamber of     |   |

The drop-in meeting and presentation on January 16 attracted well over 400 people throughout the day and evening. The consulting team was available from 12 noon until 4:30pm at the Depot to receive input and answer questions. In the evening, from 6pm until 8pm, a presentation was given by the consulting team followed by small group discussions focused on potential development sites and the overall future for downtown Myrtle Beach. The information gathered at the public meeting was reviewed with City Council prior to drafting the final Downtown Master Plan.

In addition, the MBDRC reached out to the public through email and social media. All of the City Council, MBDRC and public presentations were broadcast live on the MBDRC facebook page. The presentation materials were also posted on the MBDRC website and facebook page for public review.



Figure 1.4 Downtown Master Plan Website





Figure 1.5 Meeting participants discuss concepts at the drop-in meeting



Figure 1.6 Small group discussions at the evening presentation



Figure 1.7 Small group discussions at the evening presentation



Figure 1.8 Small group presentations at the evening meeting



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# SECTION TWO: DOWNTOWN ASSESSMENT

## 2.1 OVERVIEW

The consultant team was primarily tasked with reviewing existing plans and recent efforts undertaken by the city concerning the future of downtown. The consulting team reviewed results of public surveys and workshops that were facilitated in December 2017 and January of 2018. In addition to these public outreach efforts undertaken by the city and the Myrtle Beach Downtown Redevelopment Corporation (MBDRC), the consultant team reviewed the existing plans, development trends and reports, and existing conditions within downtown. In this section, a summary of the existing information and background conditions is presented that helped establish a foundation for moving forward with the development of the Master Plan.

## 2.2 STUDY AREA

As briefly described in the introduction, the study area incorporated the historic downtown along Broadway Street and Main Street to the west, and the areas east along the oceanfront from 6th Avenue South to 16th Avenue North (see Figure 2.1). The MBDRC boundary is included within this larger study area. After receiving input during the listening sessions and conducting initial research, the consulting team determined the study area needed to be slightly larger than the existing MBDRC boundary to ensure the Master Plan covered a large enough area to comprehensively evaluate the downtown.

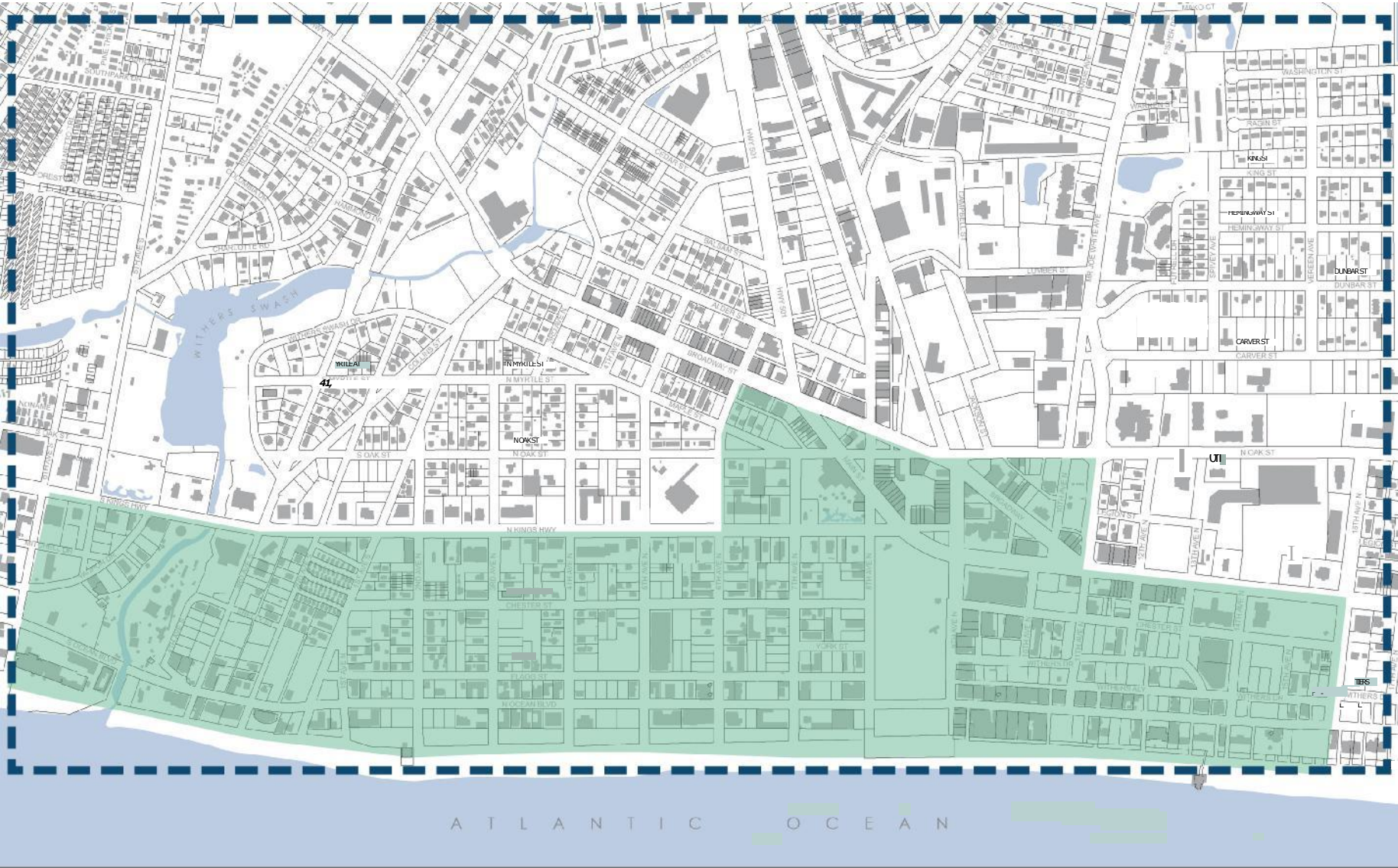
## 2.3 LAND USE

This section of the assessment focused on land usage (rights-of-way, coverage) in general, and land use types (commercial, residential, and public and institutional uses). The analysis of the land usage reveals that approximately 34 percent of the usage of land is devoted to public right-of-way. The public right-of-way is primarily related to streets/roads or alley ways. Approximately 16 percent of the land is being utilized for parking, while 22 percent of the land is covered by a building. The land usage within downtown is depicted in Map 2.2.

In addition to the land use coverage in downtown, the types of land uses were also evaluated. Commercial land use primarily consisted of retail, office, restaurant and hotel/hospitality related uses. Those uses are located throughout the study area; however, two areas of commercial use concentration are located in the northern and southern areas where tourist accommodations and entertainment destinations attract locals and visitors (see Map 2.3)

The residential land uses are concentrated in the central area between the two concentrated commercial areas. The residential uses extend from that central portion of the study area across Kings Highway into the historic Withers Swash neighborhood. Additional concentrations of residential are located north of Mr. Joe White Avenue and south of 3rd Avenue South. The residential uses include single family, multifamily townhomes, condominiums (not condotels) and apartments. A lack of apartment options were noted in downtown during the evaluation.





STUDY AREA & DRC BOUNDARY  
DOWNTOWN MASTER PLAN  
MYRTLE BEACH, SC  
MYRTLE BEACH, SC

LEGEND

- General Study Area
- DRC Boundary

- Building Footprints
- Parcels
- Water Features
- Water Features

BENCHMARK  
BENCHMARK

Area

Map 2.1 MBDRC Boundary and General Study





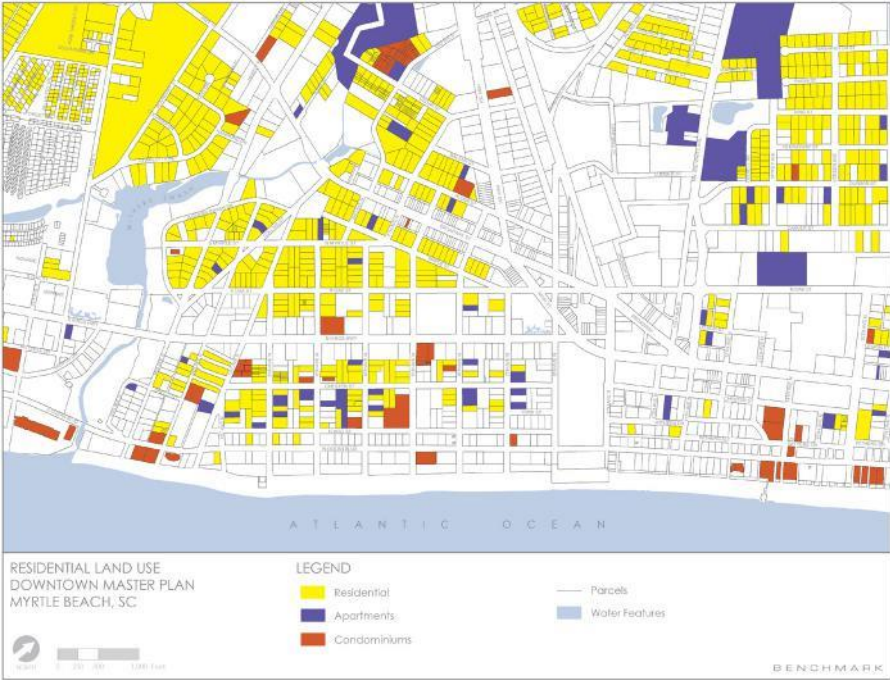
Map 2.2 Land Usage



DOWNTOWN ASSESSMENT

The downtown area also includes pubic and institutional land uses that help shape the perception of downtown. The public land uses and ownership of land are clustered in the heart of the downtown near the US 501/Broadway/Main Street intersections, which highlights areas for potential development in downtown. The Boardwalk along the oceanfront is also a significant public land use connecting pedestrians to a variety of retail/restaurants and public parks. These land uses also include government offices and uses, as well as non-profit uses that include churches.

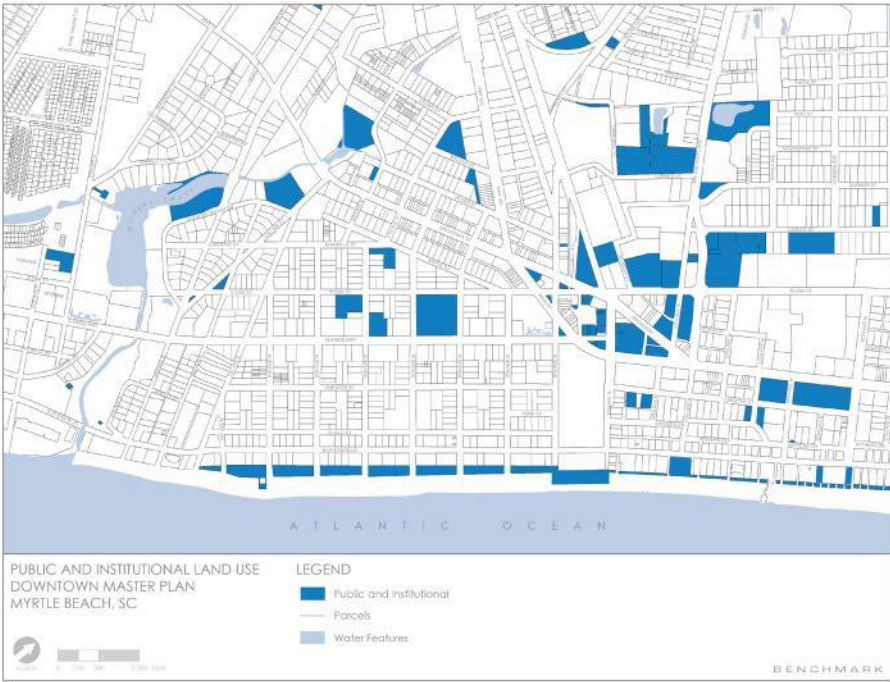
On this page is a series of maps that display the commercial land uses in red, the residential land uses in yellow, and the public institutional land uses in blue. The orange and purple categories on the residential land use map show the location of apartments (purple) and condominiums (orange).



Map 2.4 Residential Land Use



Map 2.3 Commercial Land Use



Map 2.5 Public and Institutional Land Use 2-4



## 2.4 ZONING

A wide variety of zoning districts cover the downtown study area, which is a result of the historic evolution of the downtown from a traditional downtown framework into a growing entertainment and tourism based economy focused on the oceanfront. Broadway Street and Main Street are zoned C-7 (Broadway) and C-8 (Superblock). The areas covered by the C-7 and C-8 zoning districts are what make up the historic main street / downtown area. Many of the residents in the city have memories of department store and furniture shopping in these areas, shopping for clothing, food and other similar goods and services to meet their daily needs. This was Myrtle Beach's downtown. The C-8 and C-7 districts allow the types of uses you would anticipate in a downtown.

The neighborhoods immediately surrounding the C-7 Broadway district were once thriving single family neighborhoods, but they have been rezoned over the years to RM-M (Multi-family) zoning. During the interviews, many expressed the desire to see this area, which is known as the Withers Swash neighborhood, revitalized, returning to a stronger single family neighborhood with restored residential structures.

An area zoned Wholesale and Manufacturing (WM) is located in the central western portion of the study area where a brewery, distribution and other similar uses are located. This area is bordered by the abandoned railway on the southern edge and Mr. Joe White to the north.

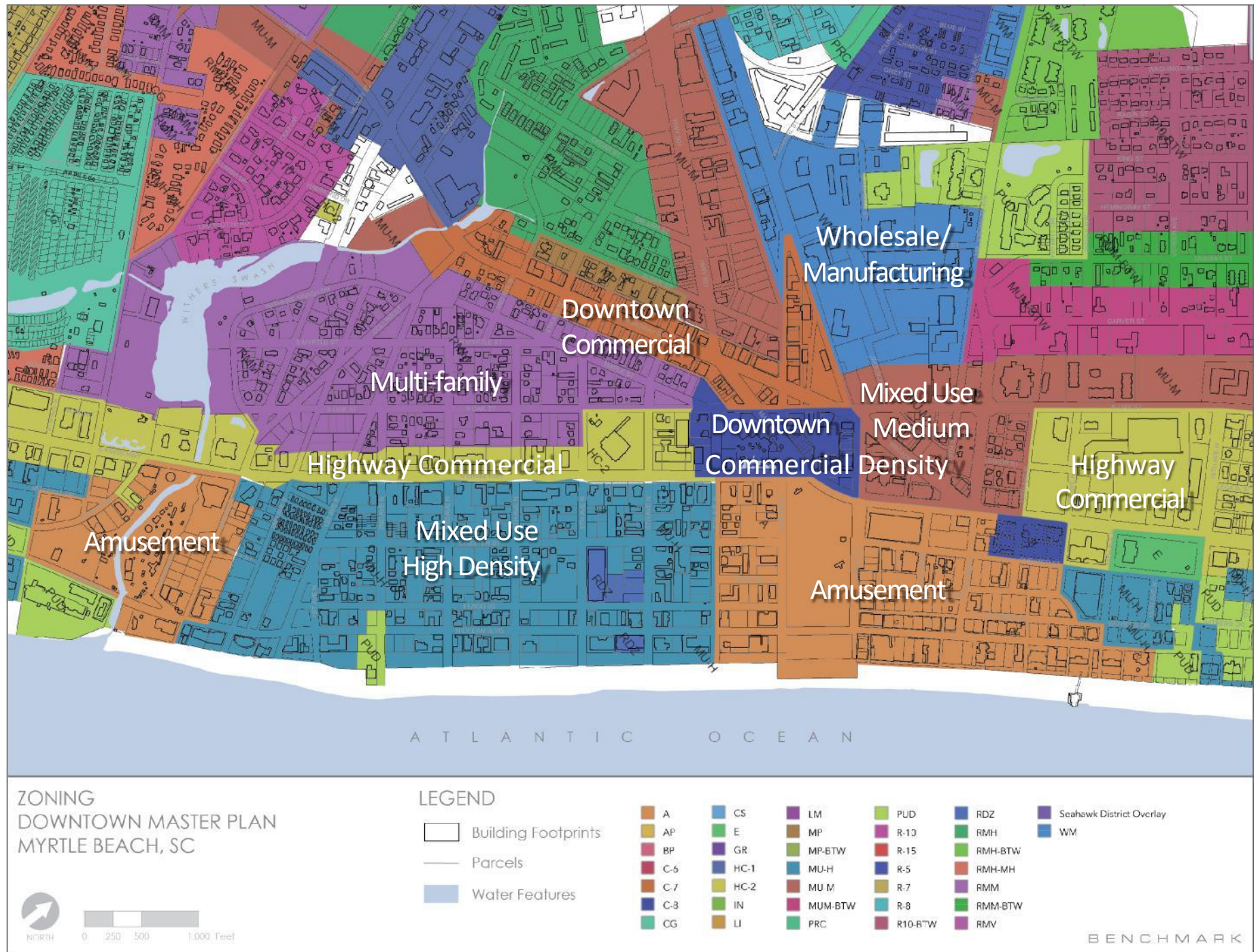
The Mixed Use Medium density (MU-M) district is located just north of the C-8 Superblock zoning district and is adjacent to the Wholesale/ Manufacturing district on the west and the Amusement (A) zoning district on the eastern edge that stretches to the oceanfront.

The Highway Commercial (HC-2) runs north and south through the center of the study area and follows the King's Highway corridor. The typical auto-oriented commercial uses are allowed and are located throughout this zoning district.

An area zoned Mixed Use High Density (MU-H) is located along the oceanfront from 2nd Avenue South to 7th Avenue North bounded on the west by King's Highway (HC-2 zoning) and the ocean on the east. This district is also bookended by the Amusement (A) zoning district on the northern and southern end. Then intent of the district is to encourage hotel and hospitality focused, high density structures and uses.

The Amusement (A) zoning district covers entertainment and tourist focused developments that bookend the MU-H district, which is targeted to accommodate lodging and related activities for tourist.

As the city considers the future framework of the downtown, the zoning districts will need to reflect the city's vision and goals for each of these areas to ensure the Master Plan can be implemented.



Map 2.6 Zoning



## 2.5 TRANSPORTATION

Kings Highway and US 501 are the primary routes traversing the downtown study area. The US 501 corridor directly funnels more than 19,000 vehicles a day into the core of downtown, while Kings Highway moves more than 26,000 vehicles a day to the south and greater than 29,000 vehicles a day to the north beyond where US 501 connects to Kings Highway near 9th Avenue North. Plans have not been finalized for the realignment of US 501 and data was not available for the assessment portion of the plan.

Other north south traffic movers in the study area include Ocean Boulevard, Oak Street/Broadway, and Robert M. Grissom Parkway. The major east/west transportation routes in the study area include 3rd Avenue South and Mr. Joe White Avenue. In the broader picture major traffic routes carrying traffic into and around the downtown include the Highway 17 Bypass and Harrelson Boulevard that parallels the airport and 21st Avenue North, which leads to Broadway at the Beach - a major retail and restaurant destination.

### Vehicular Safety / Pedestrian and Bicycle Safety

As can be expected the highest number of vehicular accidents occur at the intersections of the streets, avenues and roads that carry the most vehicles per day. The highest number of vehicular crashes occur at the intersection of Kings Highway and 3rd Avenue South. The intersections of US 501 and Kings Highway in the areas around 8th Avenue North and 9th Avenue North also experience a high level of vehicular crashes, with several locations along Mr. Joe White Avenue in the downtown experiencing high levels of vehicular crashes.

The highest levels of bicycle and pedestrian crashes with vehicles occur at 3rd Avenue South at the intersection with Kings Highway, Mr. Joe White Avenue at Kings Highway and also at 16th Avenue North with Kings Highway.

### Pedestrian and Bicycle Connectivity

Kings Highway is a major barrier that separates the historic downtown and neighborhoods from the oceanfront areas to the east. While there is general connectivity for pedestrians and several locations for bicycle connectivity, additional safety measures and urban design improvements will need to be considered in the future to help create a safer walking and biking environment. Improvements at intersections will significantly improve the safety for bicyclists and pedestrians. As seen in Map 2.11, pedestrian sidewalks can be found throughout the downtown area; however, there is a lack of east west connections for pedestrians with a significant number of sidewalk gaps throughout the areas that are used and zoned for residential uses that are identified in the land use and zoning sections.

The bicycle network is very young in the city and has many opportunities to establish a more extensive network for bikes. More connections are needed to fill the gaps on the existing routes connecting 3rd Avenue South and Mr. Joe White Avenue all the way to the Ocean Boulevard Route along the oceanfront.

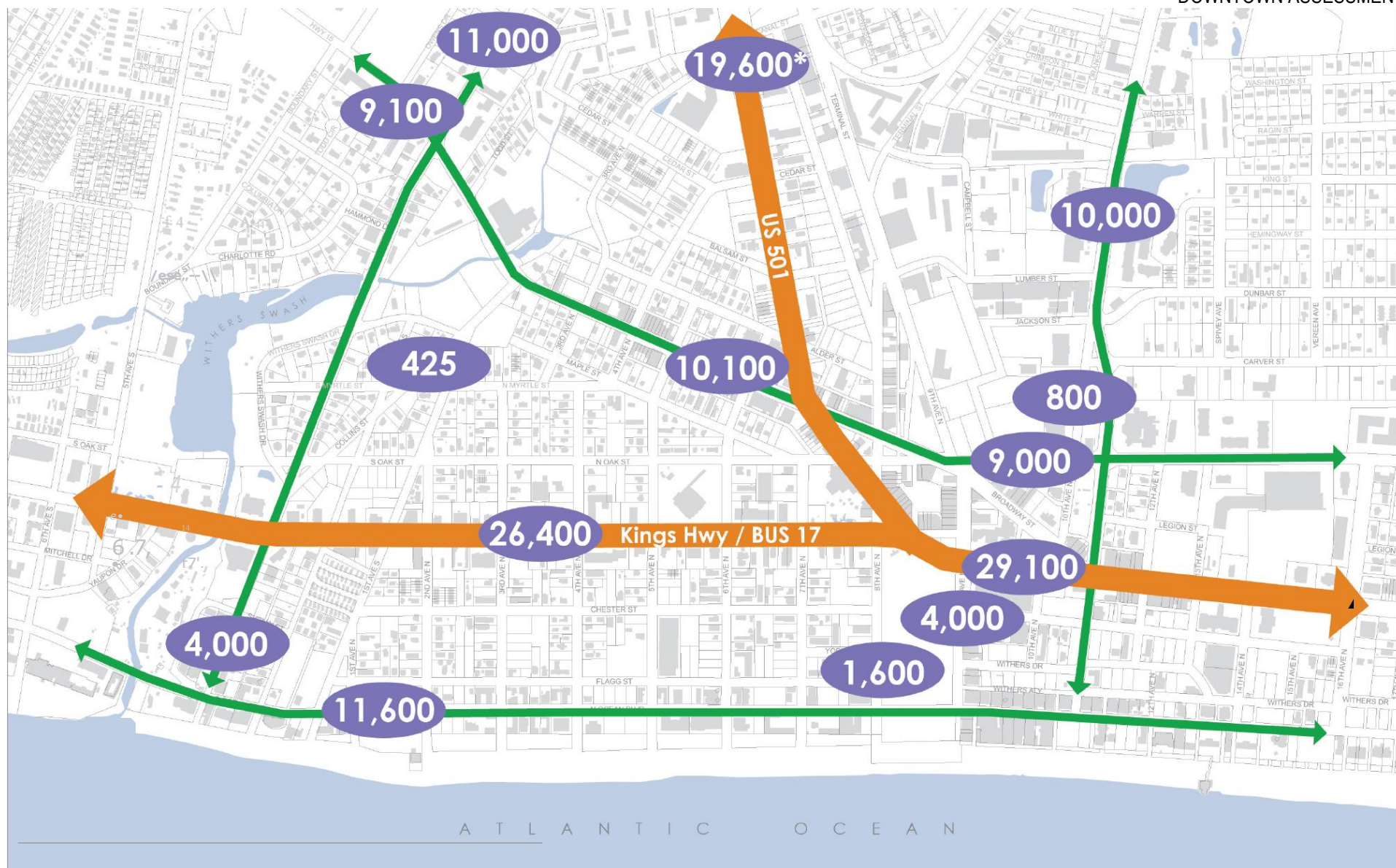
In addition, opportunities exist to extend the Boardwalk further to the south as priority to connect with an existing boardwalk that traverses Family Kingdom. This connection could provide a link to the Withers Swash area and eventually link to Broadway, creating a loop around the entire downtown.

Finally, SCDOT is currently preparing plans for the realignment of US 501 that will connect straight through to 7th Avenue North beginning at the intersection with Broadway Street. This will establish a direct link to Ocean Boulevard, creating a new gateway into Downtown Myrtle Beach. Although the realignment details are not fully known, options for the realignment were considered in Section 3 - Master Plan.



Map 2.7 Major Corridors Traffic Counts (2017)





\*The actual location of this traffic count for US 501 is located to the northwest. Please refer to the previous map for the exact location.

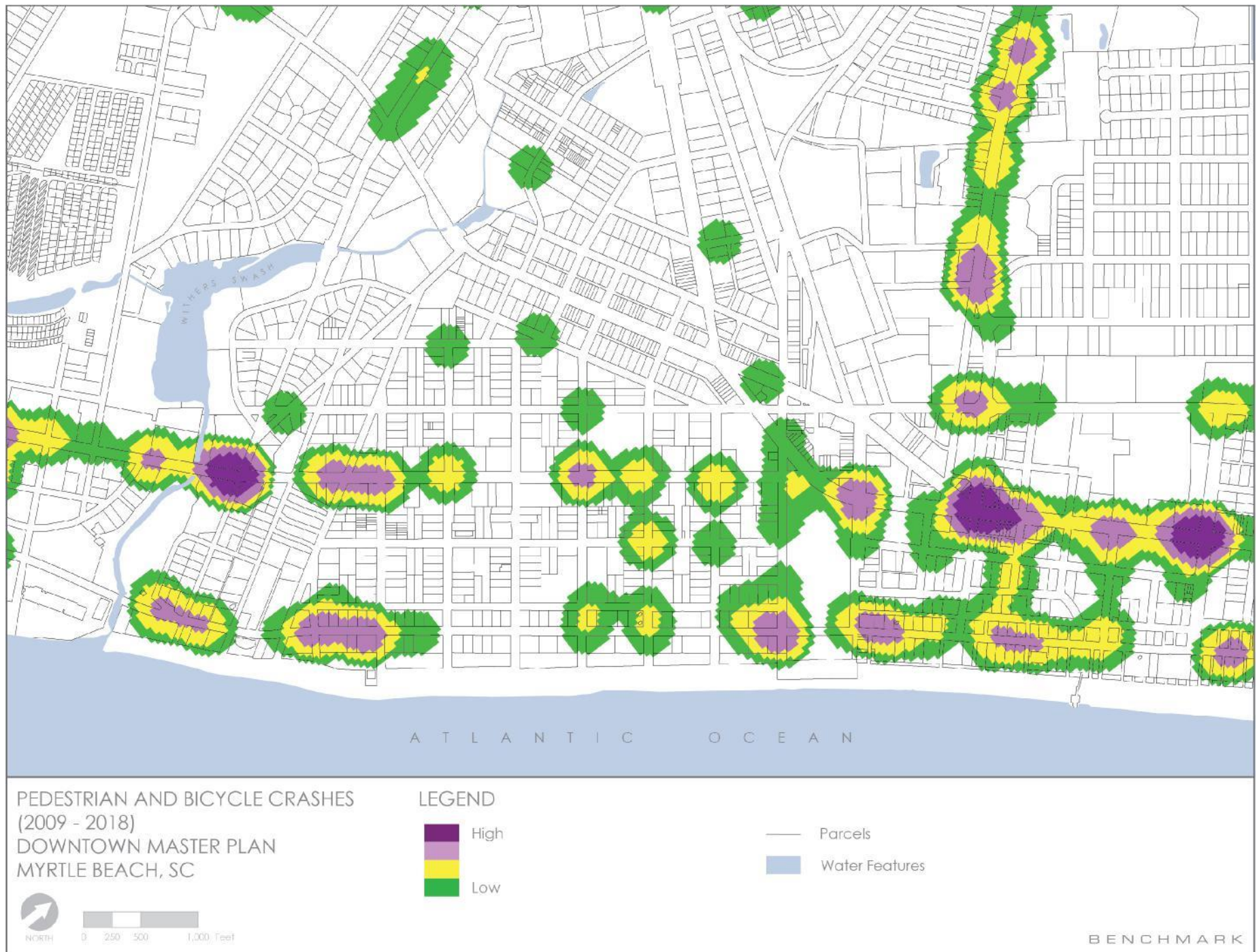
Map 2.8 Downtown Traffic Counts (2017)





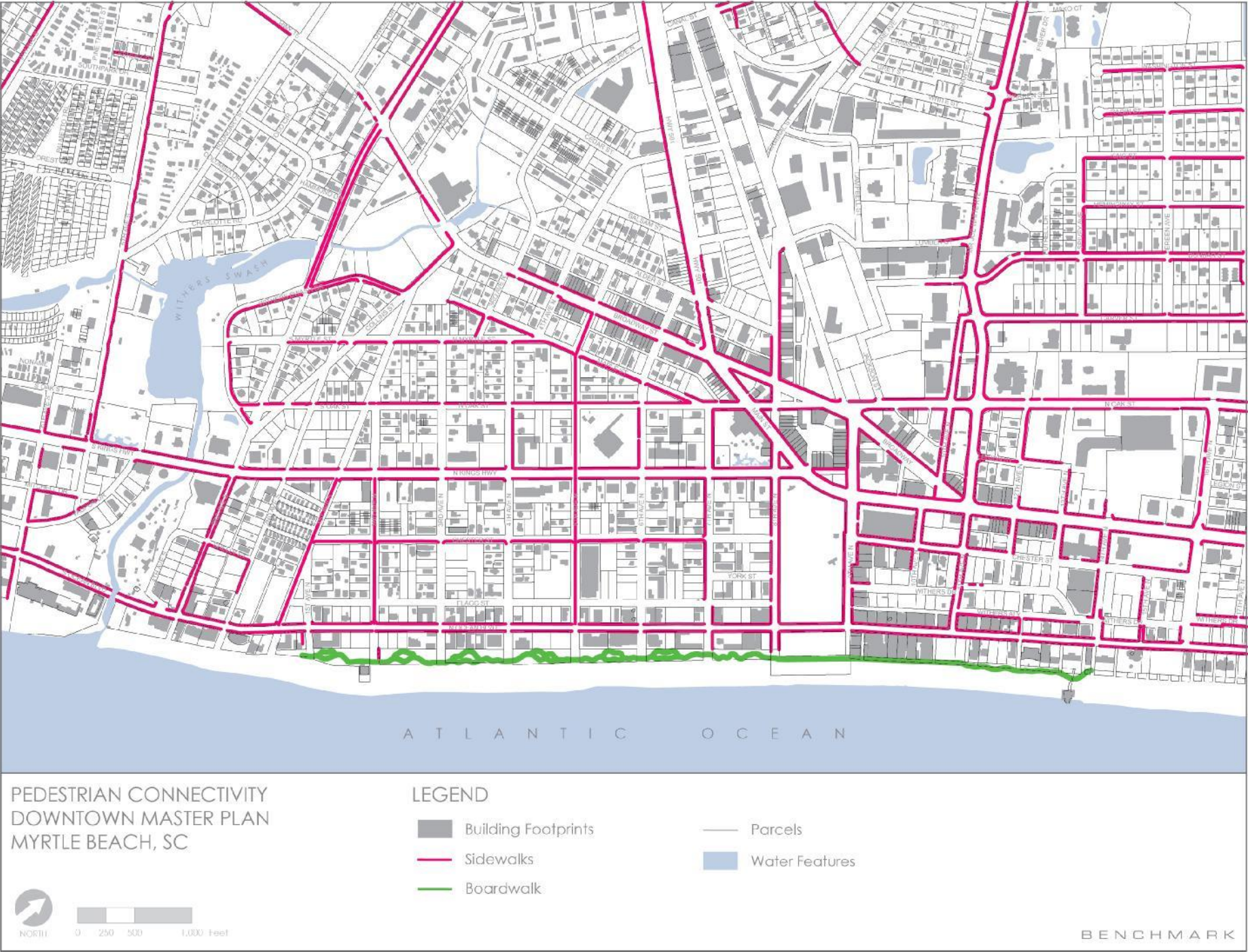
Map 2.9 Vehicular Collisions (2009 - 2018)





Map 2.10 Pedestrian and Bicycle Crashes (2009 - 2018)





Map 2.11 Pedestrian Connectivity (Sidewalks and the Boardwalk)





Map 2.12 Bicycle Connectivity

## 2.6 ENVIRONMENTAL

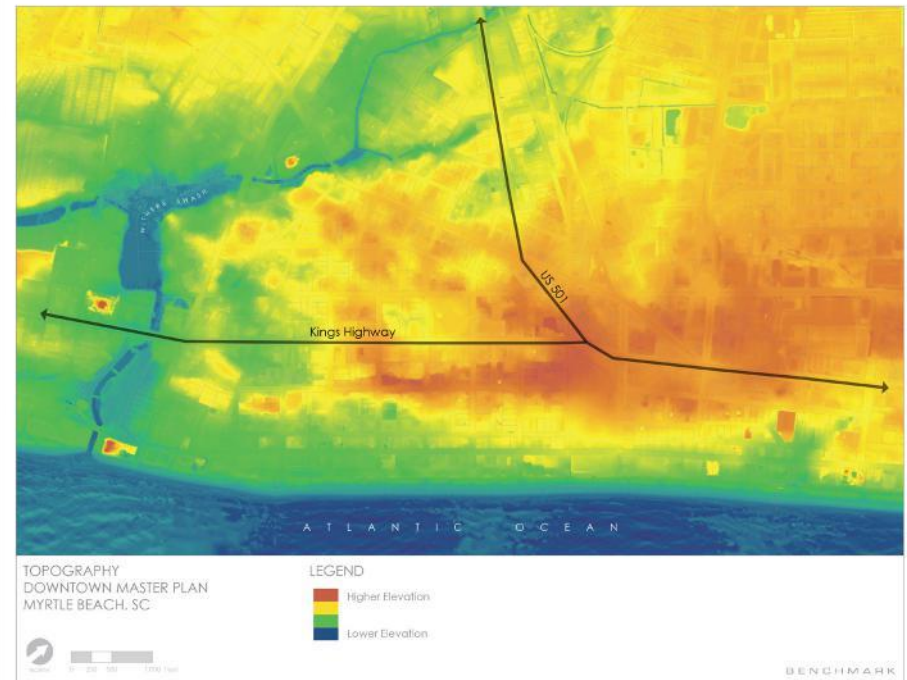
### Topography

The core of the downtown sits along a ridge that runs north and south several blocks inland from the oceanfront in close alignment with King's Highway and US 501. This is the area of the downtown with the highest points of elevation and is represented by the darker brown areas on the map to the right. The primary drainage areas in downtown are located to the east, south and southwest focused around the floodplain of Withers Swash. These lower elevation areas are displayed in green and blue on the topographic map to the right.

### Flood Zones

The downtown area includes Special Flood Hazard Areas (SFHA) designated as Zone AE and Zone VE. All of the flood hazard areas displayed on the official Flood Insurance Rate Maps are identified as a Special Flood Hazard Areas. SFHA's are defined as the area that will be inundated by a flood event having a 1-percent chance of being equaled or exceeded in any given year. This 1-percent annual chance flood is also referred to as the base flood or 100-year flood.

The SFHA Zone AE in downtown Myrtle Beach, is designated as blue on the flood zone map to the right. This area primarily consists of the Withers Swash area, which is one of the lowest points of elevation in the downtown. The SFHA Zone VE is highlighted in purple on the flood zone map. The Zone VE is within the 100 year floodplain and also can experience wave impacts of 3 feet or greater. This area is located along the oceanfront.



Map 2.13 Topography



Map 2.14 Flood Zones



## 2.7 PUBLIC SAFETY AND CODE ENFORCEMENT

### Public Safety

The perception of public safety was highlighted during the listening sessions as one of, if not the most important issue facing downtown Myrtle Beach. The city has made many improvements in recent years; however, a general perception that downtown is unsafe remains. One factor contributing to this is that crime city-wide perpetrated by residents and visitors contributes to the overall negative perception even though it may not be occurring downtown. Another contributing factor is the city's past overall violent crime rate was similar to the top 5 large cities in the United States. Although, the FBI methodology did not factor in tourism impacts unique to the Myrtle Beach community.

The 2016 data received during the research phase for the "downtown" police beat revealed that 14 percent of violent crime occurred downtown and 14 percent of property crime occurred downtown. The downtown area represented about 2 percent of the total area of the city. However, recent reports from the Police Department for 2018 show an overall decrease of 45 percent in Part I (more violent) crimes in the downtown.

### Code Enforcement

Many of the listening session participants discussed the relationship between the perception of public safety and code enforcement. While these two issues have a relationship, they are handled by two different city departments. When a building and its environs are in disrepair and unsightly, the public perception will be negative and will contribute to the overall perception of safety and the condition of downtown. In late 2017, the city added 2 code enforcement officers to focus on helping with clean-up of targeted areas in the downtown with a focus within the MBDR boundary. In 2018, 530 violations

were investigated/processed downtown, while 490 violations were investigated/processed in the remainder of the city limits. However, over the last decade, the general budget for code enforcement and related clean-up and demolition has remained relatively flat, which limits the extent of improvement efforts.

In general, the city's code enforcement efforts have been directed toward the outward physical conditions of structures and property within the downtown and have not focused on the condition of the structures inside; particularly hotel rooms and other residential rentals. Many of those interviewed, were concerned about the impact of substandard living conditions within hotels and some residential properties within the downtown and thought it would be helpful if the city had a mechanism and a process for periodic investigation of hotel rooms and identified residential rentals. The City of Clemson has a rental registry program targeted on student housing that has been successful in maintaining a minimum standard of living within residential structures. In addition, the State of South Carolina provides guidance in the South Carolina Code of Laws Title 45, Chapter 3 for establishing the necessary regulations for inspecting hotel rooms for minimum living standards. It is possible for these rules and procedures to be targeted in areas where the age of the structure and/ or substandard living conditions have been identified by the city.

## 2.8 POPULATION & ECONOMY

### Population Trends

The city is located within the 2nd fastest growing metropolitan area in the United States. In 2017, the total population for the city was 32,975 people, a +21% change from the 2010 population count. The region as a whole and the city's population is expected to continue experiencing growth for the next 20 years. According to the latest projections by the Grand Strand Area Transportation Study, the regional population is

expected to reach 420,000 people by 2040, which represents a 10-year average growth rate of 24% from the year 2000 through the year 2040.

### Economy

Myrtle Beach was recently ranked by Forbes as the 63rd best place for business and careers. The overall ranking is based on variety of factors that include the overall cost of doing business, job growth and education. The cost of living is below the national average and with a steady job growth, the opportunities for economic growth in Myrtle Beach remain positive.

### Tourism Economy

While the general economy is moving in a positive direction, according to data collected by the Myrtle Beach Area Chamber of Commerce, the growth in the tourism industry has been significant, growing from 15.2 million visitors in 2012 to 19.6 million visitors in 2017. During the summer months of tourism, the top 5 visiting states were North Carolina, South Carolina, Ohio, Virginia and Pennsylvania. The age of the visitors was distributed fairly evenly with a slight increase in +65 years of age in the winter months. In addition, approximately 80% of visitors each year earn less than \$100,000 annually, with 27% of the visitors holding a bachelor's degree or higher.

## 2.9 DEVELOPMENT OPPORTUNITIES

### Downtown Market Value

In 2017, the MBDRC worked with E.F. Hucks & Associates, Inc., to develop the market value and expected change from 2005 to 2017 with the estimate of market value for 2022. The study indicated growth from 2005 to 2017 in market value downtown with an expected increase of 10% in market value by 2022, which can be attributed to the anticipated \$275 million value increase from

proposed projects in the pipeline. The highest values are expected along the oceanfront. Based on the pipeline projects, the tourist capacity is expected to increase by 37% from the existing capacity of 8,000 to a new capacity of +3,000 -- a total of +11,000, which is an estimate based upon unit and bedroom counts. The new projects will also generate an increase in annual business license fees from new the pipeline projects.

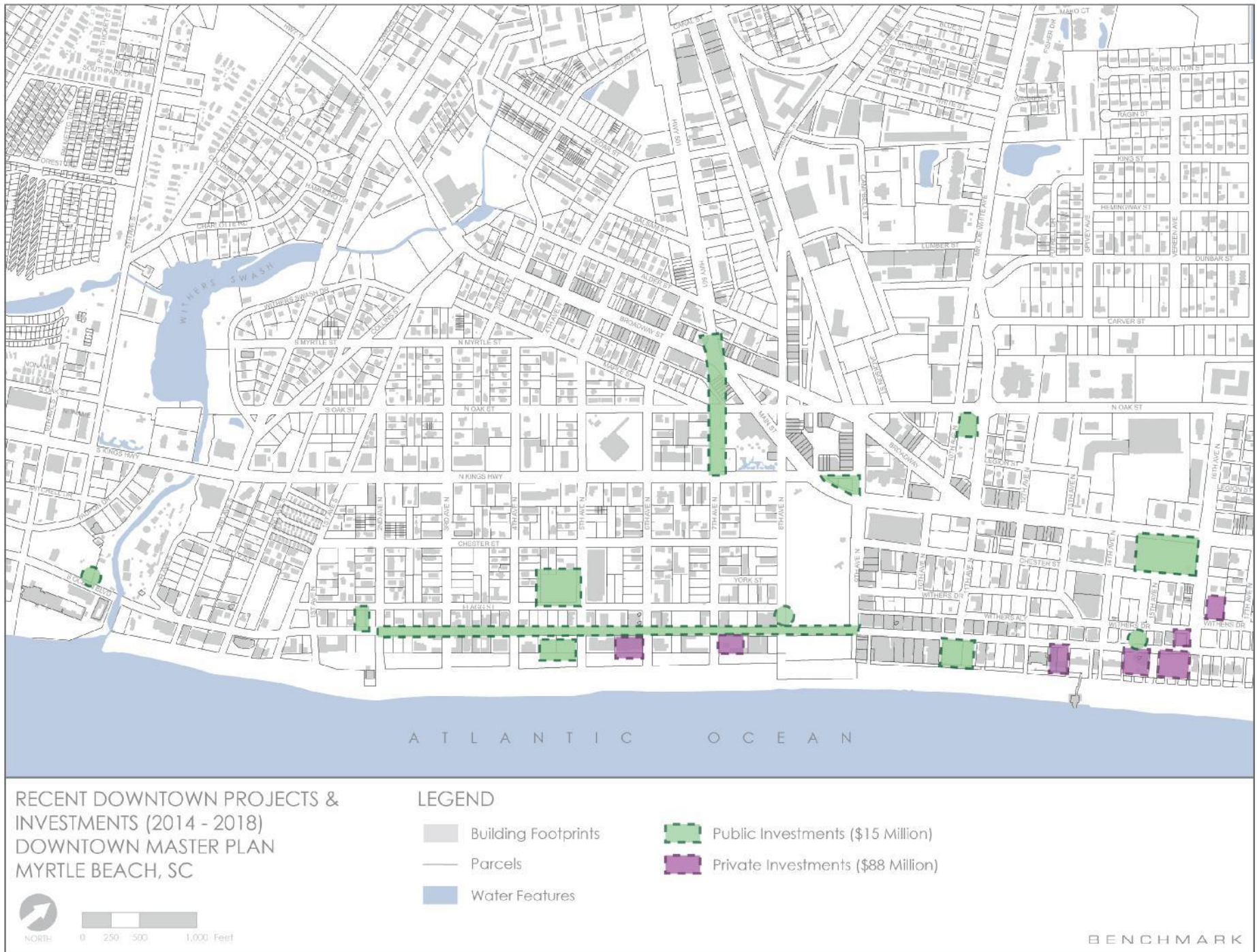
### Recent Public & Private Investment Downtown

Since 2014, approximately \$15 million in public investments has helped leverage over \$88 million in private investment. Public investment has included the Ocean Boulevard streetscape from 2nd Avenue North to 9th Avenue North, Chapin Park, Myrtle's Market, Goddess of the Sea statue, Plyler Park renovation, Nance Plaza improvements, US 501 realignment funds, and demolition of blighted buildings with the MBDRC loan pool. The private investments include Bayshore Inn & Suites, Gateway Galleria, RipTydz, The BLVD, and the Hilton Grand 16. The projects and investments are identified in Map 2.15.

### Recent City Council Actions and Successes

City Council has taken actions and developed incentives in recent years to encourage development within the downtown. As noted in the previous paragraph, the City Council's actions have helped with facilitating many of these major investments in downtown. Specifically, the Council actions and incentives in recent years have included:

- **MU-H Zoning with special setbacks**
  - Encourages high/medium density, mixed-use, pedestrian friendly development
- **Floating Zone**
  - A unique form of Planned Unit Development (PUD)
  - No minimum property size



Map 2.15 Recent Downtown Projects &amp; Investments (2014 - 2018)



- Encourages a creative mix of uses, planning and architecture
- **Storefront Renovation Incentive**
  - Maximum of \$15,000 or 50% of total project cost at 0% interest
  - Local banks to provide matching funds at a rate determined by the bank
  - Reimbursement of design fees (max \$2,000 or 6% of engineering/ architecture costs)
  - Can be used for facades, site improvements, exterior art displays, café area, and building code improvements
- **Voucher Credit Program**
  - Voucher for up to 2% of the project construction cost including the cost of land assembly for projects costing up to \$100M.
  - In this example, a \$2M voucher can be used to cover City fees such as building permit, TAP fees, and future fees such as Business License and water service fees.
- **MBDRC Loan Pool**
  - Interest only loan pool with five local banks (\$10 Million)
  - Property acquisition, blighted building abatement, demolition, other public improvements that create value downtown
- **Historic Property Development Incentive / Bailey Bill**
  - Encourages the restoration of historic properties
  - Freezes tax value of rehabilitated properties for up to 10 years
- **Federal Opportunity Zones (Not yet implemented)**
  - Includes census tracts 506 and 507 that cover downtown
  - Technical experts presented program to City Council
- **Capital Gains Incentive**
  - Designed to incentivize patient capital investments in underdeveloped communities nationwide.
  - . All of the underlying incentives relate to the tax treatment of capital gains
  - . All are tied to the longevity, providing the most upside to those who hold their investment for 10 years or more
- **Laws Aligned – Awaiting Specific Program Rules**
  - . Federal certification of the state’s Opportunity Zones was published on May 18, 2018
  - . On Oct. 3, Gov. Henry McMaster (R) signed tax bill H 5341. South Carolina now conforms to I.R.C. § 1400Z.
- **South Carolina Objectives**
  - . Promoting economic vitality in parts of the state that have not shared in the recent general prosperity
  - . Funding the development of workforce/affordable housing in areas with escalating prices and inventory shortages
  - . Funding new infrastructure to support population and economic growth
  - . Investing in startup businesses who have potential for rapid increases in scale
  - . Upgrading the capability of existing underutilized assets through capital improvement investments

### Resistance to Change

As part of the overall assessment of downtown, a resistance to change analysis was also conducted to begin identifying a list of opportunity sites. This analysis identifies properties where the land market value is 85% to 100% of the total market value - parcels of land where the land is significantly more valuable than any building or improvement on the site. The green parcels identified on the resistance to change map displays the parcels of land that meet this criteria.



Map 2.16 Resistance to Change





Map 2.17 General Areas of Focus for Major Development Opportunities



This basic analysis highlights parking lots and where structures may be in poor condition. The development industry uses this analysis to quickly identify where properties can potentially be assembled for redevelopment projects. City owned properties are also highlighted on this map to identify where additional properties may potentially be assembled near property controlled by the city. The general areas of focus for major development opportunities are identified on Map 2.17.

## 2.10 EXISTING PLANS SUMMARY

During the process, over 60 documents were reviewed. The information gathered from the review of these documents generated discussion and inspired recommendations and strategies for this plan. However, the primary documents and plans summarized for this report include the Council Priorities, the ULI Study of the South Mixed-Use Area, the Myrtle Beach Downtown Revitalization Forum, the 1994, 1998 and 2001 Downtown focused plans, and the Comprehensive Plan.

### City Council Priorities

The City Council priorities related to the Downtown Master Plan were important to the development of the overall plan. The City Council priorities included downtown revitalization, public safety, economic development and maintenance of facilities and infrastructure. In regard to the downtown revitalization priority, downtown is the heart of the City and a vibrant downtown indicates a healthy and thriving economy. In relationship to the public safety priority, the perception of safety in downtown effects the perception of the community as a whole. Downtown is also important to the overall economy and should be leveraged as a driver of economic activity in the community. And finally, the maintenance of facilities and infrastructure is a critical component of the Council priorities to ensure the aging infrastructure in

downtown is replaced and upgraded with any major improvements that need to be made to implement the Master Plan.

### ULI Study of the South Mixed-Use Area (2014)

The Urban Land Institute (ULI) Study team identified five key recommendations pertinent to this Master Plan process. The study recommended extending the Boardwalk & Promenade by and eventually connecting it into the Withers Swash Boardwalk. The study also recommended the creation of an Arts & Entertainment District to attract entertainment properties/venues into the area. The study recommended that older lodging properties could be reused for arts and artisans incubators. The study also recommended moving the Children's Museum to the south mixed-use area and creating an adjacent park. The southern end was recommended to continue to be a target for family entertainment, while the former Pavilion Site should be redeveloped into three sections, including an Amphitheater/Music Venue, Public Park / Greenspace, and a Mixed-Use Live / Work / Play Development.

### Myrtle Beach Downtown Revitalization Forum (MBACC - 2017/2018)

The Downtown Revitalization Forum recognized the need for a Master Plan and vision to guide growth. The many ideas from surveys and public meetings helped shape the vision and themes for this plan. In addition, the participants in the forum recognized the importance of downtown public anchors, their strategic location and the importance of active public spaces. The forum also spotlighted the importance of having an oceanfront in their downtown. This is a unique feature that most cities do not have as an asset. The results discussed the need to use data for decisions and finally, to highlight the importance of development standards that clearly express the city's intention about future development and redevelopment to include public art, streetscapes and new landscaping.

### Downtown Plan (1994)

The key objectives from the 1994 plan were to:

- Rationalize the downtown traffic system which is increasingly viewed as inadequate to the multiple purposes assigned to it. The Basic design objective is to create a grid system eliminating angular intersections that confuse visitors and residents alike.
- Revitalize the traditional business district – through improving the pedestrian environment by closing streets adding new walkways, creating a series of new public spaces and parks and providing convenient metered parking both on- and off-street.
- Unlock latent development opportunities – by redeveloping industrial areas west of Broadway and N. Oak Streets. The develop program included – new visitor center, two theaters and 175,000 sf of new retail center built around a small lake and an excursion train.

### Downtown Plan (1998)

The 1998 plan, contained an executive summary quote that is applicable today. The quote stated, “The City of Myrtle beach and local property owners are concerned about the decline in the number of families visiting the downtown. Families are being replaced by a younger crowd and the retail and entertainment market is responding to this market. A general decline in the types and sameness of the merchandise being offered, a lack of variety in eating establishments, growing numbers of body piercing shops, low quality motel accommodations and generally poor maintenance all add to the perception that the area is changing for the worse.”

The objectives from the 1998 plan included:

- Reorganize the road system to provide a clear and orderly traffic pattern
- Build small strategically located parking garages
- Increase landscaping the public realm, add new parks
- Build a visitor center
- Create a transportation center
- Expand the civic center
- New streetscape on Ocean Boulevard
- Create a new ocean front park
- Reconstruct 11th Avenue
- Improve the Pavilion by adding a new large pier
- Build a “natural” boardwalk along the beach
- Improve beach access and public bathhouse facilities
- Mitigate stormwater
- Create a PPP entity to oversee plan implementation

### Downtown Plan (2001)

The 2001 Downtown Plan had a focus on the Pavilion site, however, several objectives were developed that are still relevant today and included:

- Reinforce the attraction Myrtle beach as a family destination
- Increase the attraction of Myrtle beach as a year round, seven days a week destination to increase occupancy and stabilize room revenues for the hotel industry
- Attract mix of uses that will encourage people to remain downtown, resulting in increased spending and improved property values
- Create a pedestrian safe and friendly atmosphere and improve the perception of safety for families visiting Myrtle Beach
- Reuse the Pavilion site with a mix of uses that will provide a catalyst for reinvestment in the surrounding area and attract a mix



of high quality retail tenants to the downtown with year round sustainability

- Bring downtown to the beach and the “beach to downtown”

### City Comprehensive Plan

The City’s Comprehensive Plan contains many actions and strategies relevant to the downtown. The specific policies and implementation actions included:

- Diversify the city’s economic base by attracting new businesses
- Improve the public infrastructure on Kings Highway to attract private investment.
- Create a collaborative business incubator project
- Revitalize the downtown area of Myrtle Beach.
- Consider the feasibility of a downtown arts district for all cultural arts disciplines.
- Address homeless shelter needs without concentrating services and shelters in downtown area or near residential neighborhoods. Increase the availability of housing for special needs populations.
- Make improvements in the downtown redevelopment area
- Provide and support opportunities for encouraging businesses that would attract a more family friendly clientele to the downtown area.
- Provide adequate parking for visitors and residents in the downtown area.
- Adopt and implement redevelopment plans for the downtown and other areas including corresponding transportation and utility master planning updates, development regulations updates, and design guidelines to aid the development process.
- Develop a wayfinding system to improve traffic flow.

A large orange circle is positioned on the right side of a solid blue background. Inside the orange circle, the number '3' is written in a white, serif font.

3



# SECTION THREE: MASTER PLAN

## 3.1 MASTER PLAN VISION

The first workshop with City Council following the presentation of the Downtown Assessment was focused on developing a vision and identity for the future of downtown. The vision developed for the Master Plan was primarily based on extensive public input gathered by the Myrtle Beach Chamber of Commerce and the MBDRC in 2017 leading up to this master plan process. The input gathered during that process was supplemented by listening sessions with City Council and a variety of focus groups during this process. The input was then coupled with the results of the Downtown Assessment. The vision statement is what the ideal conditions for downtown will be in the future if the issues and values important to the community are completely addressed. A word cloud developed below displays the key themes and ideas that influenced the vision for downtown.

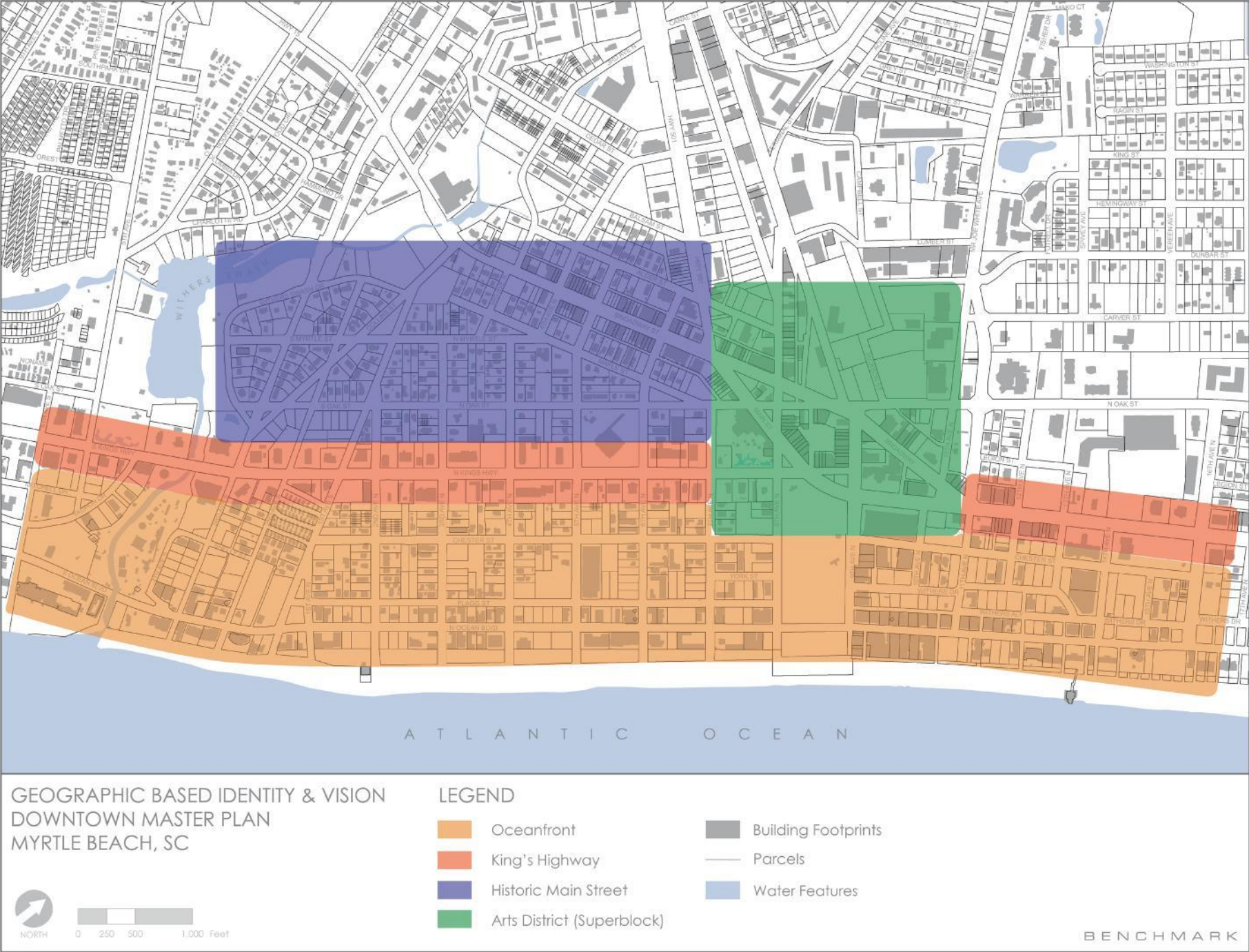


## Vision Based on Identity

The vision statement themes, ideas and values were organized by geographic identity and location. Early on in the development of the Master Plan, it became clear that there were four distinct geographies within downtown Myrtle Beach. The four areas were identified as follows:

- **Oceanfront** - The areas east of King's Highway to the Ocean from 16th Avenue North to 6th Avenue South.
- **King's Highway Corridor** - The area immediately adjacent to both sides of the corridor from 16th Avenue North to 6th Avenue South
- **Historic Main Street** - The area adjacent to the entire length of Broadway Street from 3rd Avenue North to North Oak Street/9th Avenue North and including the Five Points area (501/Broadway) and the residential areas (Withers Swash neighborhood) bounded by King's Highway on the east and Withers Swash to the south.
- **Arts District** - This area primarily consists of the "superblock" and links together the Oceanfront, King's Highway Corridor and the Historic Main Street areas.

Vision Statements were developed for each identified geographic area within the downtown as described on the pages that follow.



Map 3.1 Geographic Based Identity & Vision



### Oceanfront Vision Statement

The Oceanfront is a vibrant, safe and accessible year-round destination for locals, metro residents and visitors. New family attractions, parks, an improving food scene and new/restored motels are drawing visitors in record numbers. The extended Boardwalk links up Withers Swash, the Oceanfront and 14th Avenue North to residential areas and close in neighborhoods east and west of King's Highway. The energy of the Oceanfront now spreads in three rows.

### King's Highway Vision Statement

King's Highway corridor has been tamed, softened and shaded. New streetscapes and intersections calm traffic and improve safety. Improved landscaping requirements have greened the street. Changing public art at key intersections creates a cool vibe and provides visual landmarks for visitors. This corridor now has Myrtle Beach identity.

### Historic Main Street Vision Statement

Broadway and Main Street, the historic heart of downtown, is flourishing. Empty nesters, young couples and families are living, working and playing along the street. Most neighbors in the revitalized residential areas surrounding downtown just walk or bike to Broadway on new greenways, trails and sidewalks. Small independent services, professional offices and retailers are taking hold. Locals have reclaimed "Main Street".

### Arts District Vision Statement

The Arts District is the perfect weave of arts, culture, craft and creativity. It draws locals and visitors year-round with live performances, craft beers/spirits, a small food hall and market in unique and historic structures. Across King's Highway, the former Pavilion site is a lively new mixed-use destination that delivers thousands of daily visitors.



## 2.2 THEMES AND STRATEGIES

The themes and strategies were developed with City Council over to work sessions to support the implementation of the vision for each area within downtown. The themes and strategies generally apply to all of the identified areas in downtown, while some may be more applicable in one area versus another. In all, there were 12 themes identified and 71 strategies. The theme areas included the following:

- Identity / Market
- Public Safety
- Attractions / Anchors
- Transportation
- Mobility
- Living Downtown
- Working Downtown
- Downtown Management
- Downtown Organization
- Regulatory Environment
- Off Season Challenges
- Development Opportunities

### Identity

Downtown has three major urban experiences. The Historic Main Street – Broadway Ave., the King’s Corridor – Old 17 Highway and the Oceanfront. The Super Block/former Pavilion site is the key opportunity that links all three experiences. The historic buildings in downtown create an authenticity unique to Myrtle Beach.

- Use new Wayfinding to link and brand each experience within the study area (all of downtown) to also include parking wayfinding (public and private coordination).
- Broadway is primarily targeted to locals, Oceanfront to visitors and King’s Corridor to both locals/tourists. The Superblock/former Pavilion site bridges all three.
- How and when the former Pavilion site redevelops is critical to downtown’s future. Most hope for a major new destination on this site. Continue to engage and work with the former Pavilion site owner on strategies.
- Define and design gateways into downtown (plantings, art and signs).
- Prepare urban and architectural design standards for each of the four districts.

- Explore the creation of national historic districts and landmarks in downtown and adjacent neighborhoods. Use the districts to leverage tax credits for rehabilitation of these structures.
- Continue to evaluate tourism, real estate and retirement trends to determine who we are going to focus on attracting
- Examine development regulations, zoning and general codes (to encourage the uses we want)

### Public Safety

Parts of Downtown are not perceived as safe and friendly. Key intersections have significant numbers of bike/pedestrian and vehicular accidents. The condition, image and quality of many smaller motels/ apartments communicates a down market, a lack of reinvestment and limited code enforcement.

- Develop an effective strategy to incent, encourage the rehab/ redevelopment underperforming and vacant properties in downtown.
- Create a fair and balanced code enforcement mechanism to address any unsafe and blighted conditions.
- Evaluate code enforcement strategies for improving older/derelict hotel properties.
- Consider a range of tools that are available through the State statutes to improve the basic living conditions of rental units (housing and hotel rooms) through a set of minimum standards in areas where the age of the structure and/or substandard living conditions have been identified.
- Use federal state and local funds, to continue working with New Direction, churches and other service providers to develop a plan to reduce homelessness and related impacts in Myrtle Beach.
- Continue working on CPTED initiatives and explore grant incentives for improvements.



- Develop a communications plan/strategy to address misconceptions of reality.
- Target the worst performing intersections for significant safety improvements that reduce conflicts, accidents and injuries.

### Attractors /Anchors

The beach is why we exist. It is our primary attraction. Its good health and attractive qualities are paramount. The loss of the former Pavilion is still being felt and discussed in Downtown. New attractions and experiences are needed to keep Downtown's offerings fresh and relevant to today's markets.

- Proactively search and recruit new tourist attractions. Find the next big thing and entice it to locate Downtown.
- Assemble and market tourism destination and opportunity sites identified in the Master Plan.
- Use any public anchors (City Hall, CCU Theater, Library etc.) to define Downtown. Evaluate each major new anchor as a potential partner for additional private investments (Office, housing, retail) or other public goods (Parks, shared parking spaces, assembly spaces).
- Center a new Arts District along Broadway and in the Superblock.
- Develop a short-term strategy to activate the old Pavilion site with concerts, temporary attractions and creative uses as allowed by an agreement with the owners.
- Promote destination focused development.
- Begin discussions/dialogue with Federal General Services Administration regarding the Post Office site and potential trades to relocate the Post Office and reuse the site for a use that compliments downtown.

### Parks & Greenways

It will never get cheaper to buy land for parks and greenways. Look to create new parks and open spaces in areas exposed to flooding or environmentally sensitive ecosystems. Target streams, selected rights of way and the rail bed for potential greenways. All

new public buildings should come with public plazas or open space.

Expanded park and greenway along Withers Swash.

- Create new parks, plazas and open space in and around downtown.
- Explore the best way to use the abandoned rights of way from the 501 realignment.
- Look to develop a greenway at the northern end of downtown – to match the new Withers greenway.
- Explore using the old railroad right-of-way that terminates in the heart of downtown as a greenway connection to the Intercoastal Waterway and the East Coast Greenway.
- Adopt streetscape standards and coordinated setback requirements for new development to help build portions of 2nd, 5th, 7th, 8th, 9th and 14th Avenues North. Also, Kings Highway, North Oak from 501 to Mr. Joe White, and Broadway to help create additional green/ bike/pedestrian infrastructure in downtown. This is also linked to transportation strategies.
- Add landscaping requirement to parking lots and frontages along Kings Highway. Greening of the street.

### Off-season Challenges

Every tourist destination has to deal with off season challenges. Drawing on regional markets, diversifying the jobs base, creating new events and inviting college students/uses into downtown can all cushion the off-season slump.

- Extend the shoulder seasons with signature events targeted and marketed regionally not nationally.
- The university schedule is almost the exact opposite of the season, tap college students to live, work and play downtown during the school year.
- As one of the fastest growing metros in the south, develop Broadway and Main Streets as a year-round destination for locals.
- Develop strategies to capture off season visitors that come for

sporting events, golf outings and conventions.

- Explore ways to develop more diversity in tourism for downtown.

### Accessibility / Transportation / Parking

As a drive-in destination, vehicular mobility and parking is the life blood of Downtown. But it should NOT overcome all other users. A complete streets strategy balances the needs of all street users. Universal design guarantees accessibility. Every trip starts and ends in a parking space somewhere. Right sizing parking in an era of rapidly changing demands requires a steady hand.

- The realignment of US 501 is an opportunity to improve accessibility, rationalize the street grid and create a new gateway into downtown.
- There is a lot of wasted space in rights of way along and within old Main, Broadway and N. Oak Streets. Redesign and balance the uses – travel lanes, sidewalks, bike lanes and parking – along these street sections.
- 25% of families will have a member that experiences some form of disability. All streetscapes and public spaces should follow Universal Design principles that promote access to all regardless of ability.
- As new uses and more density comes on line, downtown will need a smart parking strategy that leverages shared parking, maximizes on street spaces, figures out the economics of structured parking and takes a realistic look at implications of self-driving cars.
- Explore parking deck partnerships for the creation of space to unlock new sites (current surface lots) for redevelopment in the Oceanfront area.
- The Bike and Pedestrian committee should evaluate the potential impacts of motorized scooter rentals that have become a trend in many downtowns across the country.

- Examine ways that the City assumes responsibility of key intersections from SCDOT to make improvements (similar to Ocean Boulevard).
- Reclaim pedestrian space on Ocean Boulevard (long-term).
- Work with private property owners to expand sidewalk where feasible to help create additional pedestrian space.
- Continue to work on recommendations of previous transportation and pedestrian/bike studies to improve US 501 and Kings Highway through road diets and safer pedestrian crossings.
- As new destinations are developed west of Kings Highway – begin implementing the new crosswalk – with median – to alleviate traffic concerns.
- Follow up with SCDOT on changes to the Broadway and N. Oak intersections with US 501. If the new plan is adopted – the current US 501 scheme will need to be reexamined.

### Walking Downtown

People are attracted to pedestrian friendly environments. They spend more time and money on safe, well designed, active streets. Broadway and Ocean Boulevard are the main north/south pedestrian connectors. The east/west connections are not as successful or complete. All pedestrian streetscapes should have scaled lighting, landscaping and the widest sidewalks possible.

- Designate strategic streets as having a pedestrian priority. Concentrate active private uses – retail, restaurants, and services - along these new corridors.
- Complete the Boardwalk south to Withers Swash and link it to the Family Kingdom Boardwalk.
- Create a greenway link from Broadway to the Family Kingdom Boardwalk along the Withers Swash area. That would complete a segregated bike/pedestrian link from Broadway Street to the Oceanfront Boardwalk.



- Complete the links in the sidewalk and bike lane networks in and through Downtown especially the east/west links.
- Encourage public art, outdoor cafes, sidewalk sales, busking and other activities to add life to walking routes.
- Examine pedestrian crosswalk locations and surroundings for driver and pedestrian obstructed views such as parked vehicles or landscaping.

### Living Downtown

Residents drive and activate an 18 hour downtown. They create demand for and are attracted to districts with neighborhood type amenities – small neighborhood bars, coffee shops, great restaurants, all types of entertainment, a broad range of outdoor fitness opportunities and personal services.

- The city should study ways to incentivize new market rate apartments in downtown. Consider using city land, assets, private partnerships and the proposed affordable housing fund.
- A housing assessment and strategy for J-1's needs to be developed. The city estimates a +/- 4000 bed demand in season.
- Adjacent single-family neighborhoods do not currently appear to be in high demand. Explore new ways to stabilize and improve conditions in these neighborhoods. Examine funding sources such as the affordable housing funds. For example, consider the use of affordable housing money to stabilize the Withers Swash neighborhood.
- Inventory and survey all existing occupied housing east of King's Highway and document the needs of these residents.
- Evaluate the potential for cottage communities, tiny houses or similar alternatives.

### Working Downtown

Downtown is a major jobs center. The jobs are primarily in the service/ hospitality sector. Downtown needs a more diverse jobs base including office, government and even some craft manufacturing.

- Test the co-working market. Consider the use of older buildings in the newly designated Historic Main Street and Arts District areas.
- Identify opportunities to renovate existing 2nd levels for new office spaces.
- Keep and expand government jobs. Look for opportunities to consolidate county, state and federal jobs in downtown.
- Target small craft manufacturing – distillery, brewery, custom cars and bikes etc.

### Downtown Organizational Management

Only one entity should have responsibility and oversight for downtown. Its funding should be equitable, consistent and targeted. Coordination of plan implementation should be the top priority of the MBDRC.

- Explore the creation of a Business Improvement District(s) in downtown to fund additional services needed in downtown.
- Align the BID(s) under one organization (MBDRC). The identified organization would serve as an umbrella organization similar to other downtowns across the country that have multiple districts.
- Create an internal downtown action group of department heads and project managers that have responsibility for some part of downtown. This group should be able to get quick answers to emerging challenges and track implementation progress.
- Expand the existing downtown boundary to include more area along the southern end of Broadway Street.
- Prepare a listing of all the available incentives to develop within downtown – city, state and federal – use these in any city driven RFP for land disposition.
- Develop a plan of action for the disposition of city owned land to help implement the Master Plan vision.

## Regulatory Environment

Regulations need constant tending. Uses change, project types evolve and we can always do better. A strategy should be created to update regulations on yearly basis. A team of developers, owners and various use types is convened annually to discover code challenges and work to make those things we want downtown – easier to develop, experience, open and operate.

- Develop a fair and balanced code enforcement strategy. Target the worst first. Please refer to strategies listed in the Public Safety theme for additional actions.
- Make it easy to do the things you desire in downtown such as cafes, live music, busking, changes of use, etc.
- Remove the business license requirement for bands and other creative/arts endeavors.
- Compare Business License practices with other cities in SC. Refine to incent those establishments you desire in downtown.

## 2.3 DEVELOPMENT SITES

With the vision, themes and strategies identified, development alternatives and urban design concepts were prepared for the development sites/opportunity areas identified from the Downtown Assessment. The development concepts prepared for the Master Plan include the City Square and Arts District (former superblock area) that now forms the renewed downtown, three of the strategic east/west corridors that include the 14<sup>th</sup> Avenue North Area, 5<sup>th</sup> Avenue North area and the 2<sup>nd</sup> Avenue North area, and the area immediately adjacent to the Family Kingdom. These areas are identified on Map 3.2 as areas A, B., C, F and G. Specific plans were not developed for the existing Post Office site (D), the former Pavilion site or the King's Festival Shopping Center (H).

### City Square / Arts District Concept Plan

The City Square and Arts District concept emerged from several conceptual ideas that were presented during the January 16, 2019 public input sessions. The city owns a significant amount of land with this vicinity and it presents an opportunity to set forth a framework for reestablishing downtown as the heart of the city.

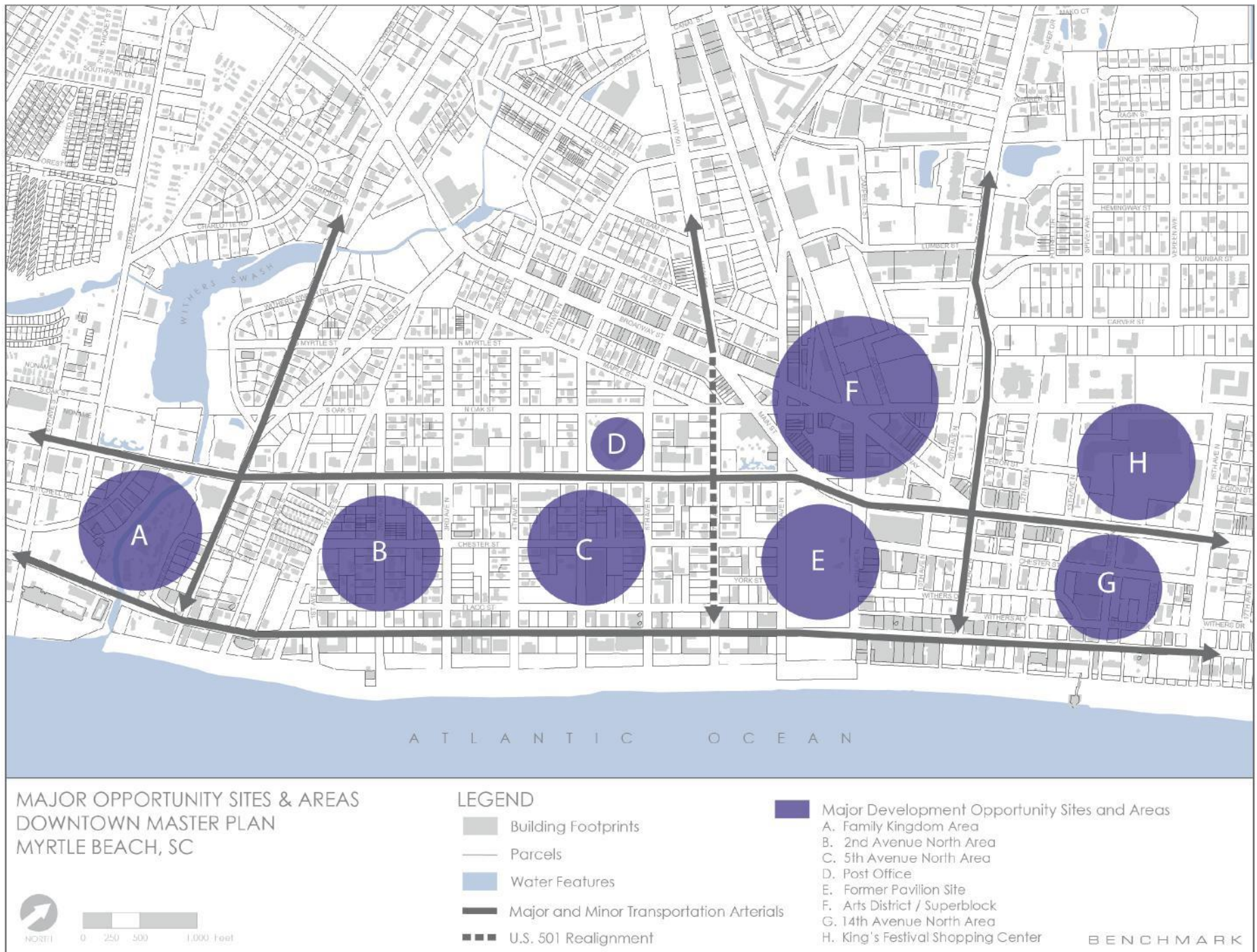
The concepts presented at the meeting focused on concentrating civic and cultural activities to attract residents and visitors. The concentration of these destinations help generate the visitor traffic to attract other uses such as retail, restaurants and other similar uses. The concept leverages the US 501 realignment, city owned properties and public investments to encourage private investment in downtown.

### City Square / Arts District - Return on Investment

In Myrtle Beach, making downtown the heart of the community again will require significant public and private investment, and consistent community support to achieve that vision. As communities begin to focus on revitalizing their downtowns, many challenges arise with a variety of property owners, businesses and uses to create a plan of action that the community can support. Downtowns are positioned at the intersection of the public and private sectors, which makes for a unique combination of interests. The traditional urban cores of cities, the downtown, is where investment has occurred that serves both public and private stakeholders. Downtown is where you find civic uses, such as city halls, museums, libraries and other similar uses. It is also where you find a blend of commercial businesses, restaurants, entertainment, residential uses and other private sector uses. The physical layout of this variety of uses requires cities to make investments that support public and private use, while leveraging those investments to help increase private investment and public enjoyment and use of downtown.

When it comes to investing in downtown revitalization, return on investment is measured in both tangible (buildings, infrastructure, and financial returns) and intangible (sense of place, quality of life and civic pride) benefits. The public investments made by cities in their downtown return positive benefits to the entire community by helping to establish a setting for public interaction and gatherings through the creation of public spaces for museums, libraries, and parks for example. Locally, the City of Myrtle Beach has already experienced





Map 3.2 Major Development Sites and Green Corridors

tangible benefits and success from public investments. As identified in the Downtown Assessment, the city has invested \$15 million in public improvements since 2014, helping leverage \$88 million in private investment.

It is the intent of the City Square / Arts District concept plan to leverage the city's public investments to attract private investment, generating tangible and intangible benefits. The public investment in the city square, civic uses (museums, city hall, library), coupled with infrastructure improvements will help to establish a market for new commercial retail, residential and office uses in the downtown. These private investments will help to subsidize the cost of public investment through the marginal increase in tax revenue over a period of years. In addition, the public investment in the district and the concentration of destinations around the square, will bring more people downtown, creating a market for additional private investment.

It is anticipated that, based on this scenario, the district will attract nearly 400,000 visitors per year as follows:

Attraction / Use	Estimated Annual Visitors
Library	116,000
Art Museum	25,000
City Hall	20,000
Farmers' Market	17,000
Children's Museum	120,000
Mt. Atlanticus	40,000
<b>Annual Total</b>	<b>373,000</b>

In an effort to demonstrate the potential financial return on investment leveraged through the development of the City Square / Arts District concept plan, a high level summary was prepared to estimate the

"payback" period for public investments in the plan. As noted previously, the city owns a significant portion of the land within the area, which gives the city more control on its investment and increases the potential return on investment.

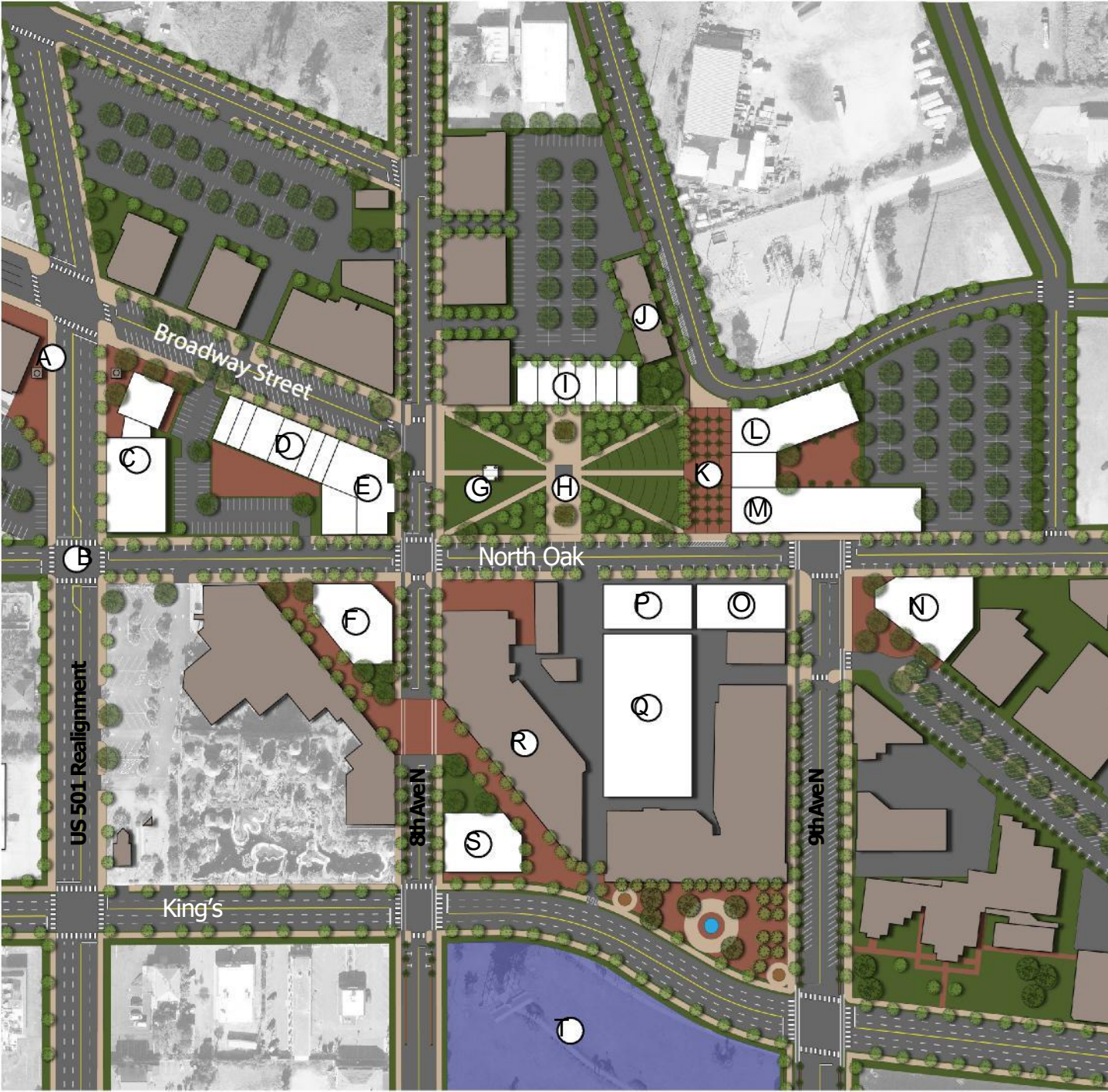
The concept presented for the City Square/Arts District estimates a public investment of approximately \$35 million, excluding city hall, and private investment of \$150 million. The city is also expected to be able to generate around \$10 million in revenue from the sale of surplus properties to private investors. Based on these estimates and the current city tax rate, private development will potentially generate approximately \$750,000 annually at build-out. These example calculations will need to be refined as more detailed plans and cost estimates are prepared to implement the plan.

The investment calculations can also be updated to include additional sources of revenue as the plan begins to take shape and commitments are made by the private sector for actual development projects and uses. Based on the example calculations, the city can expect a "payback " period between 35 and 45 years.



Figure 3.1 View of the City Square and Arts District





- Ⓐ US 501 Gateway
- Ⓑ North Oak Street Through Street /
- Ⓒ Potential City Hall
- Ⓓ Mixed Use / Retail / Apartments
- Ⓔ Art Museum / Apartments
- Ⓕ Food Hall
- Ⓖ Tower Feature
- Ⓗ Performance Stage / Public Art
- Ⓘ Retail / Office / Apartments
- Ⓝ Depot
- Ⓚ Palm Court
- Ⓛ Children's Museum / Apartments
- Ⓜ Library / Apartments
- Ⓝ Commercial / Office
- Ⓞ Office
- Ⓟ Office
- Ⓠ Parking Deck
- Ⓡ Theater
- Ⓢ Commercial

Figure 3.2 Plan view of the City Square and Arts District Concept Plan



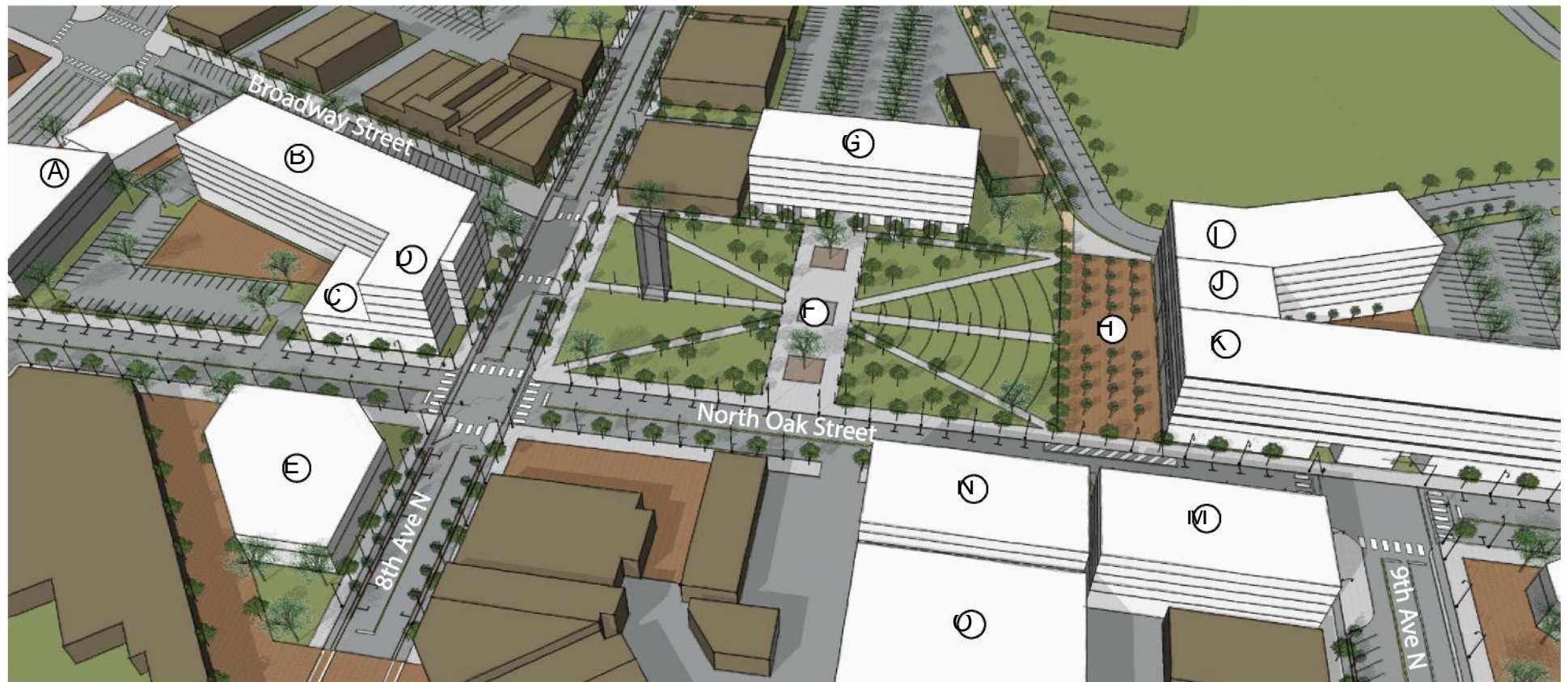


Figure 3.3 View of the City Square / Arts District looking westward.

- |                                   |                       |                       |
|-----------------------------------|-----------------------|-----------------------|
| Ⓐ Potential City Hall             | Ⓕ City Square         | Ⓚ Library /           |
| Ⓑ Mixed Use / Retail / Apartments | Ⓖ Retail / Office /   | Ⓛ Children's Museum / |
| Ⓒ Art Museum                      | Ⓗ Palm Court          | Ⓜ Apartments Office   |
| Ⓓ Apartments                      | Ⓛ Children's Museum / | Ⓝ Office              |
| Ⓔ Art Museum /                    | Ⓜ Shared Lobby        | Ⓞ Parking Deck        |







Figure 3.4 View of the City Square / Arts District looking north.

- |                                   |                                |
|-----------------------------------|--------------------------------|
| Ⓐ US 501 Gateway Feature          | Ⓓ Retail / Office / Apartments |
| Ⓑ Potential City Hall             | Ⓔ City Square                  |
| Ⓒ Mixed Use / Retail / Apartments | Ⓕ Food Hall                    |



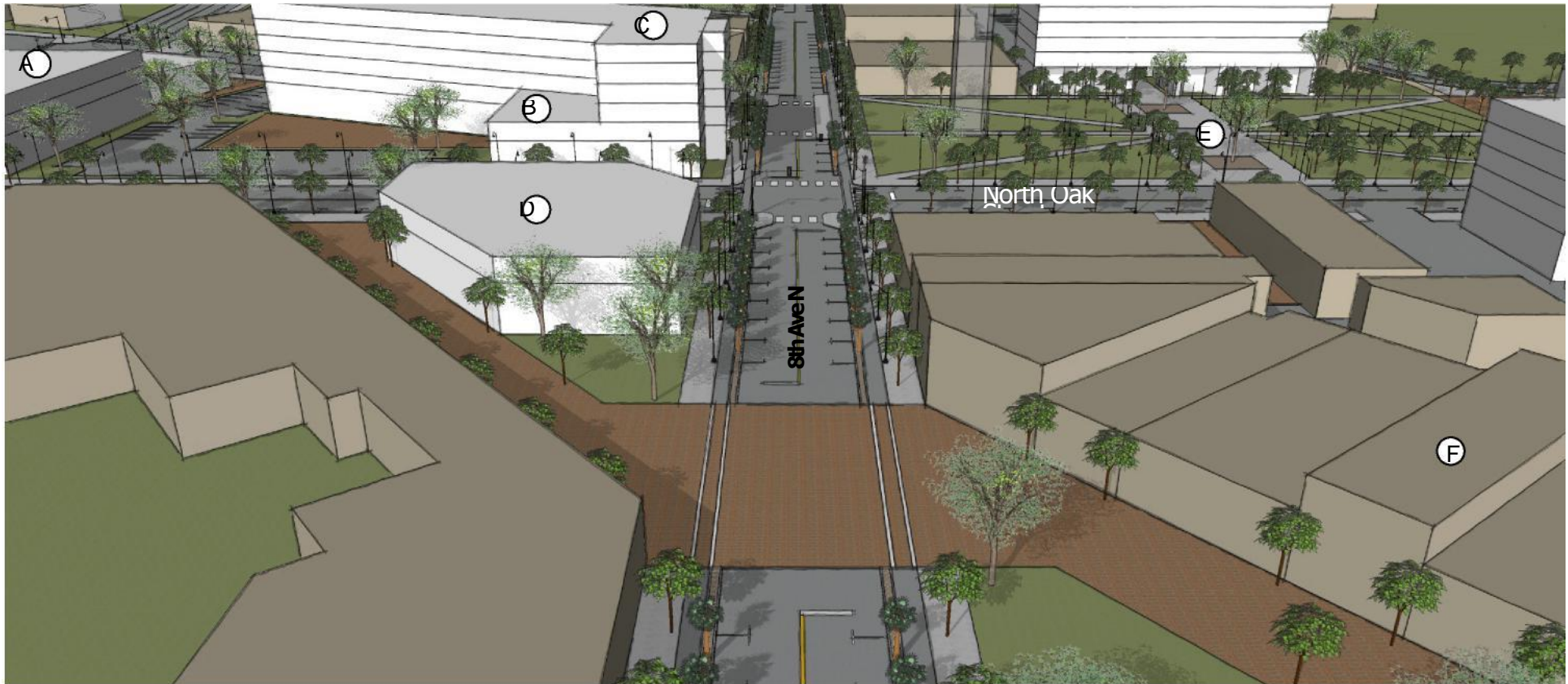


Figure 3.5 View of the City Square / Arts District looking westward.

- Ⓐ Potential City
- Ⓑ Art Museum
- Ⓒ Apartments

- Ⓓ Food Hall
- Ⓔ City Square
- Ⓕ Theater





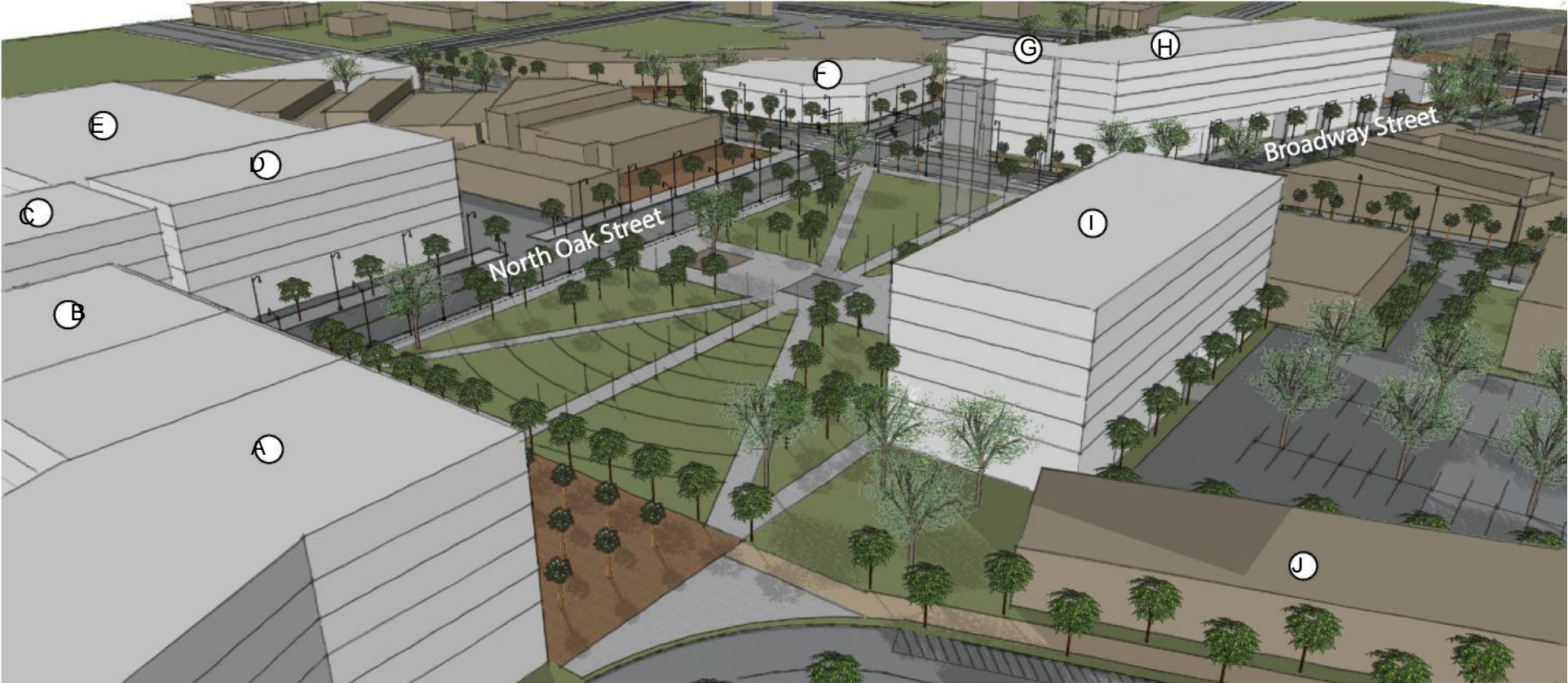


Figure 3.6 View of the City Square / Arts District looking southeast.

- |                       |                           |
|-----------------------|---------------------------|
| Ⓐ Children's Museum / | Ⓕ Food Hall               |
| Ⓑ Library /           | Ⓖ Art Museum / Apartments |
| Ⓒ Office              | Ⓗ Mixed Use / Retail /    |
| Ⓓ Office              | Ⓘ Retail / Office /       |
| Ⓔ Parking Deck        | ⓷ Apartments              |
|                       | ⓸ Depot                   |



### East / West Corridors - Urban Design Concepts

One of the key concepts evolving from the Master Plan process was the development of East/West Corridors that connect pedestrians and bicyclists from the Oceanfront across King's Highway to the Historic Main Street area and the City Square/Arts District. As displayed on Map 3.3, a series of green corridors were developed throughout the downtown with a focus on 2nd Avenue North, 5th Avenue North, 8th Avenue North, 9th Avenue North and 14th Avenue North. The main idea is to implement the city's complete street policy along these corridors, providing for all modes of travel and detailed landscape standards to guide the greening of the downtown from Oceanfront through and across King's Highway. The end result is to create ground level active uses to support lively sidewalk activity and great pedestrian experiences. In addition to these complete street concepts, urban design and development concepts were prepared for 14th Avenue North, 5th Avenue North, 2nd Avenue and the Family Kingdom area to illustrate various options to pull energy from the Oceanfront inland.

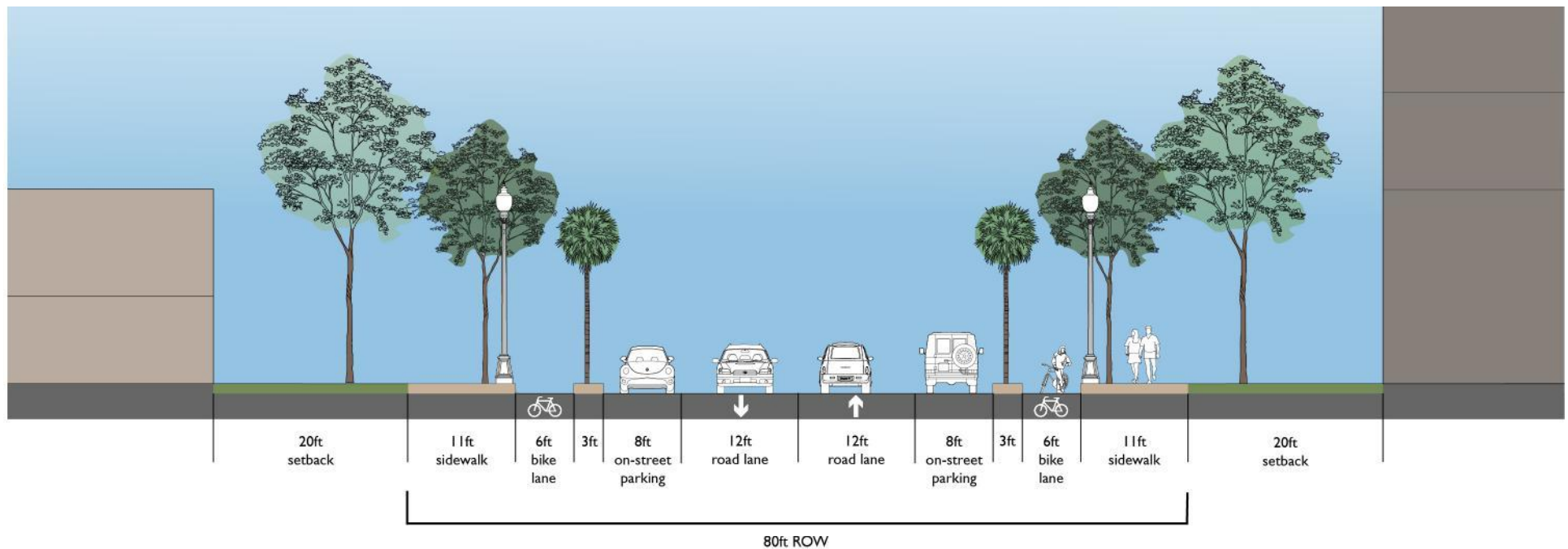


Figure 3.7 Typical Avenue Cross Section

As displayed in the typical avenue cross section above, bicyclists and pedestrians are treated with a sense of priority with clearly designated bike lanes and sidewalks. The selected avenues create opportunities for greenspaces and parks adding value to neighboring sites. In addition, an opportunity is created for higher density development that will provide the foot traffic to encourage a lively pedestrian environment. The enhanced corridors will also provide the opportunity for creating an identity through arts, events, fountains and landscaping. As development occurs, urban design guidelines can help implement these concepts, establishing a unique new sense of place along these identified avenues.





Map 3.2 Major Development Sites and Green Corridors








In plan view, as shown in Figure 3.8, the new urban design concepts clearly separate the bicycle and pedestrian zones from the vehicular zones. This separation enhances the safety of bicyclists and pedestrians moving between Oceanfront Boulevard, King's Highway and across King's Highway.

The image on the following page, Figure 3.9, demonstrates a typical diagram of a protected pedestrian crossing that can make the key intersections of the new green corridors with King's Highway more safe. The installation of pedestrian activated signals and right-in right-out movements at the intersections with King's Highway will help reduce the high number of pedestrian and bicycle crashes with vehicles that are currently taking place along King's Highway at these intersections. The redesigned intersections also present an opportunity to create public art in the median to further enhance the new identity of downtown.

It is expected that these enhanced intersection crossings will be constructed as new destinations are developed west of King's Highway, which will encourage more pedestrian and bicycle crossings.

#### Plan View Legend

-  Greenspace / Setback Area
-  Sidewalk
-  Bike Lane
-  Parallel Parking
-  Vehicular Travel Lane

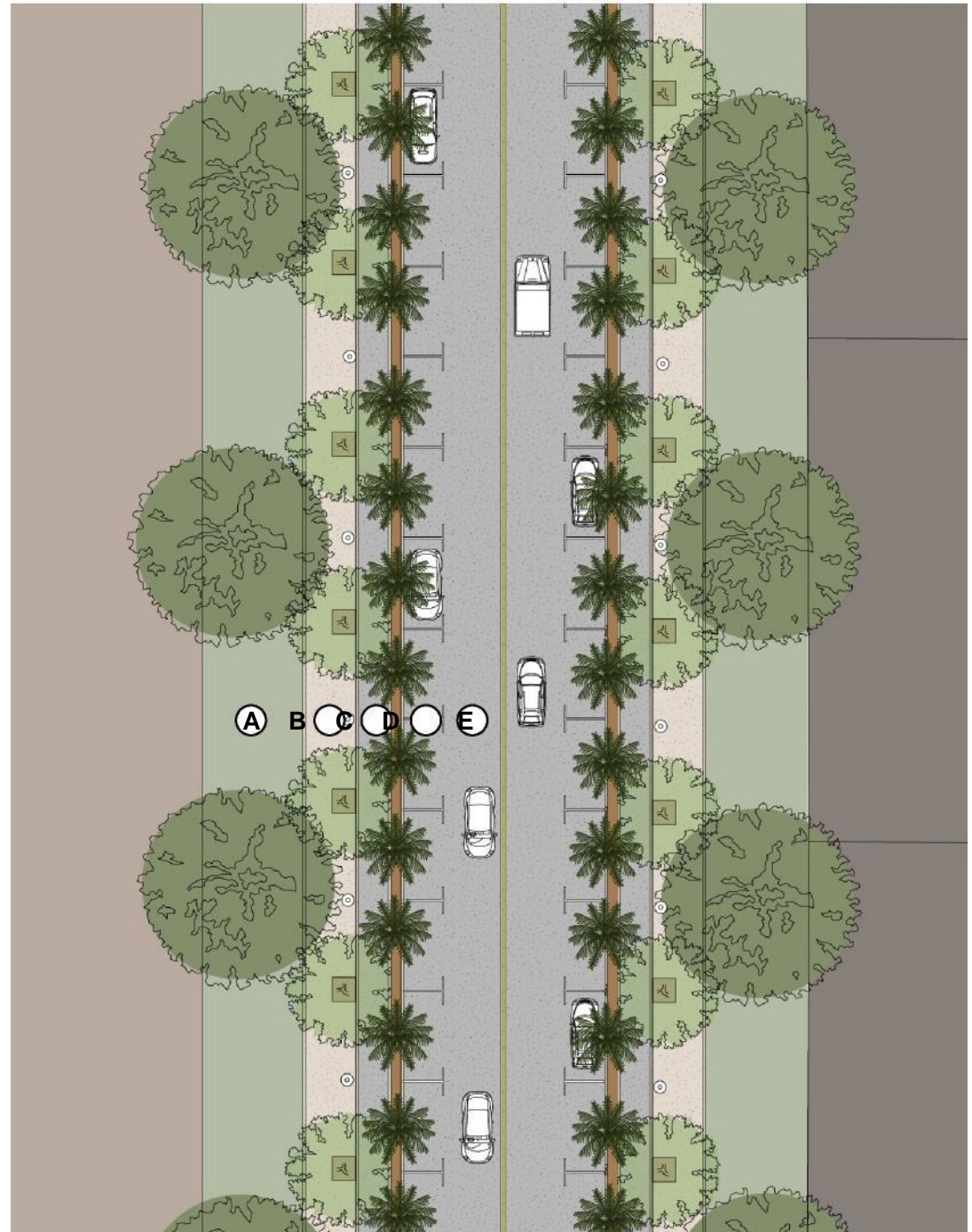


Figure 3.8 Plan View of a Typical Diagram for the Green Corridors / Complete Streets



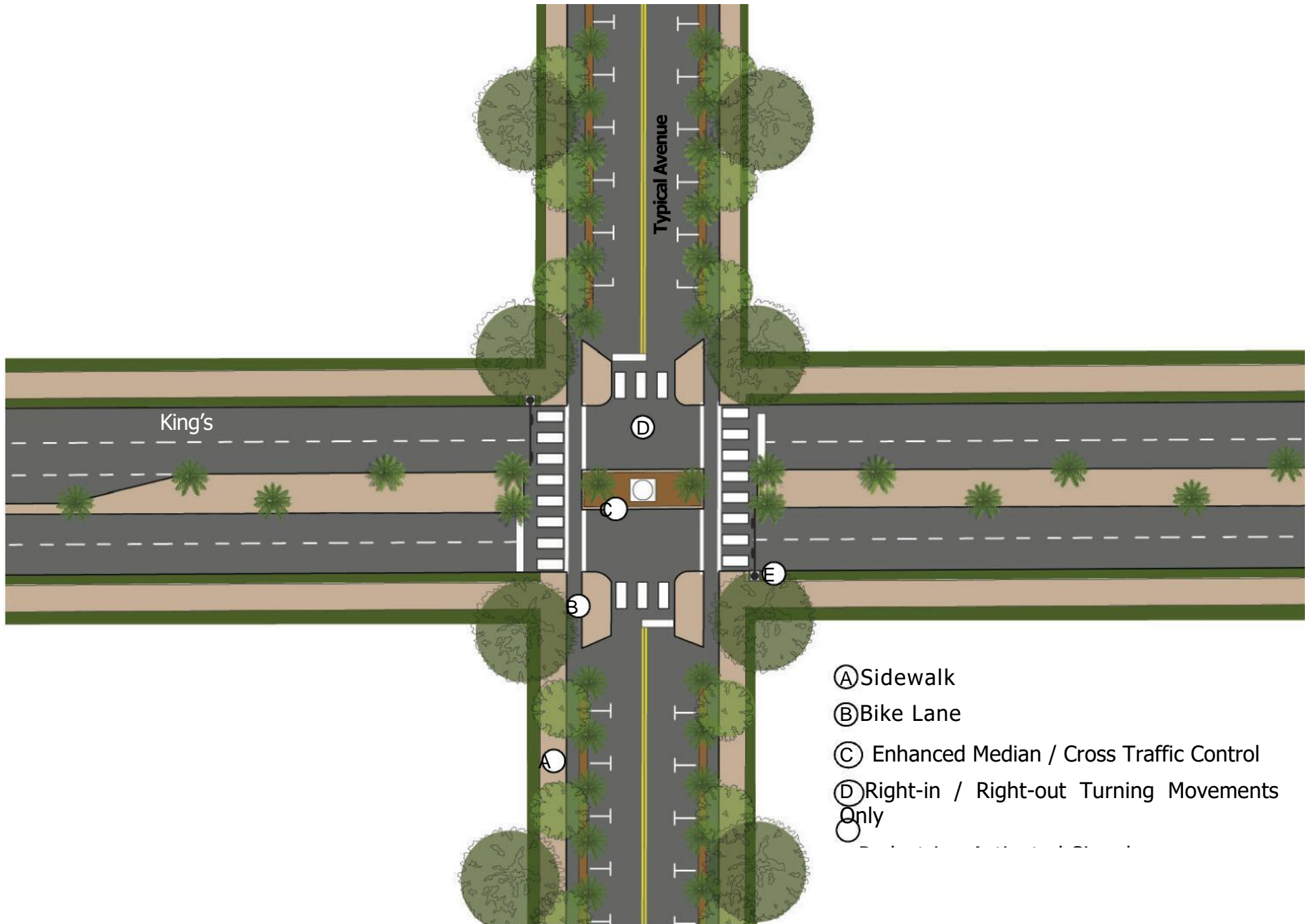


Figure 3.9 Plan View of a Typical Diagram for the Green Corridors / Complete Streets Intersections with King's Highway

### Concepts Applied to 14th Avenue North

As stated in the introduction to this section, urban design and development concepts have been developed for 14th Avenue North, 5th Avenue North, 2nd Avenue North and the Family Kingdom area. All of these concepts are interchangeable and are intended to set forth the urban design framework for the public and private space along these strategic corridors.

In this example, the King's Festival shopping center is highlighted as a major tourism destination. A specific plan was not created for this site; however, as noted by the arrow in the plan view, the green corridor/complete street concept should be carried into the future development of this site.

The overall redevelopment concept demonstrated in this example leverages low rise Oceanfront property, using parking decks with development stacked on top to maintain ocean views for the 2nd and 3rd rows (see Figure 3.10). Also illustrated in this concept is the reuse of the Presbyterian Church as a Wedding Venue/ Boutique Hotel or as a technology center. The Chapin Library is reused and repurposed with Chapin Park remaining unchanged. Finally a new park is created along Ocean Boulevard and the Boardwalk extends northward along the oceanfront.

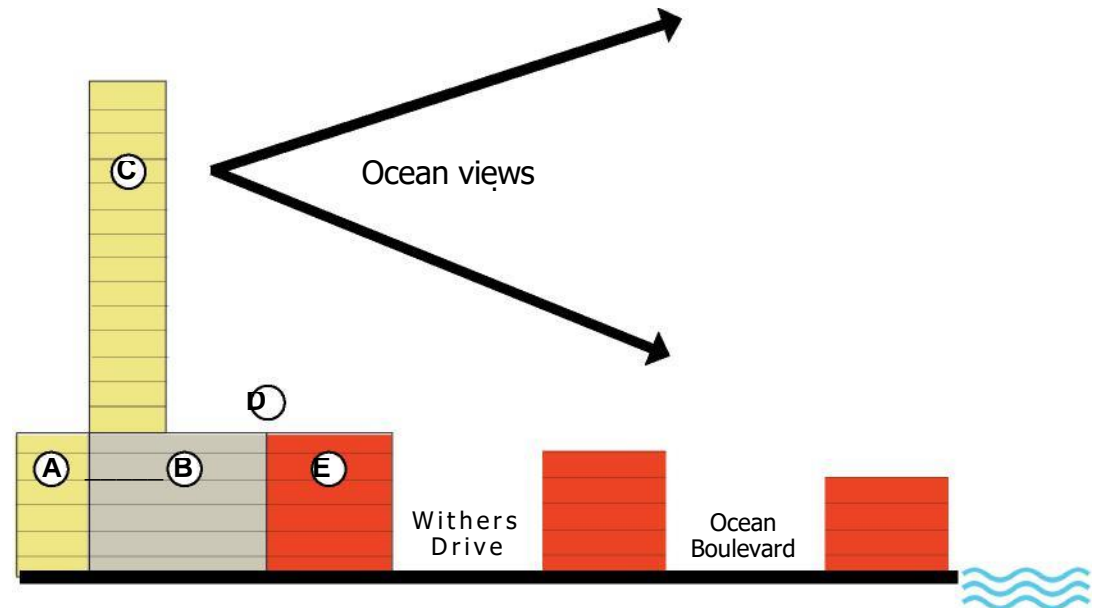
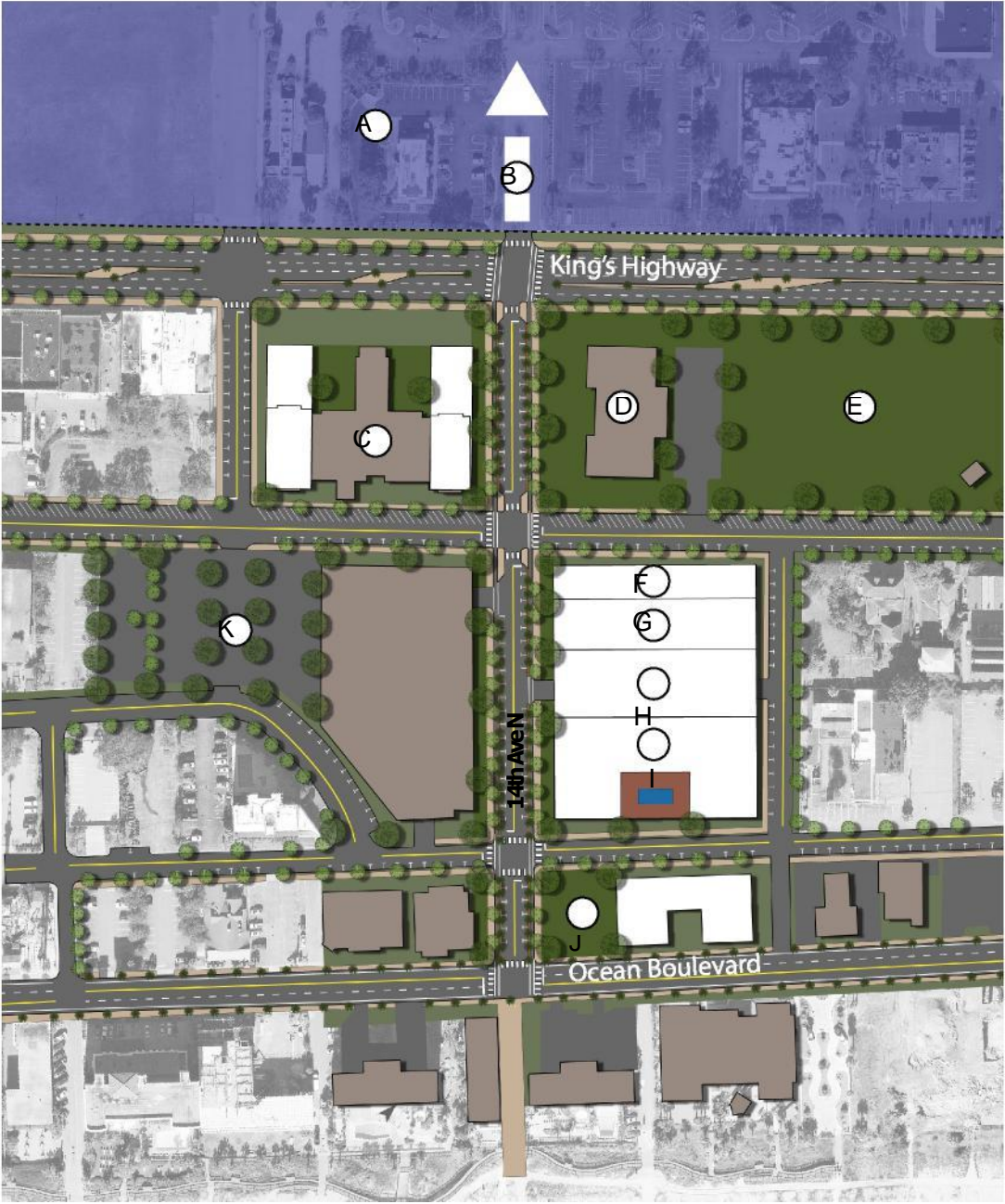


Figure 3.10 Diagram of "stacked" development concept preserving ocean views.

- Ⓐ Liner Apartments (6 stories)
- Ⓑ Parking Deck (6 stories)
- Ⓒ Apartment Tower (14 stories)
- Ⓓ Outdoor Amenity Area





- Ⓐ Tourism Development Opportunity Site
- Ⓑ Green Corridor / Complete Street Connection
- Ⓒ Wedding Venue / Boutique Hotel / Technology Center
- Ⓓ Chapin Library - Repurposed
- Ⓔ Chapin Park
- Ⓕ Liner Apartment Building
- Ⓖ 6 Story Parking Deck / 14 Story Apartment Tower
- Ⓗ Outdoor Amenity Area (above Parking Deck)
- Ⓘ 6 Story Hotel
- Ⓙ Park / Greenspace
- Ⓚ Close 13th Ave N for Additional Parking



Figure 3.11 Urban Design Concepts applied to 14th Avenue North.

### Concepts Applied to 5th Avenue North

The urban design concepts applied to the 5th Avenue North demonstrate a “Resort Development” Model. In this example, a 20 story tall resort hotel tower is located on the oceanfront with a 6 story hotel in row 2 and cottage rentals in rows 3 and 4. All of the developments in this model are primarily served by one large parking deck. A wide setback is established along the southern side of 5th Avenue North to create the feel of a linear park. The cottage courts open onto the linear park, terminating in a new public greenspace or park on Ocean Boulevard. At western portion of this design concept, the current Post Office site presents a long-term potential reuse as a community Amphitheater or other tourism destination.

⌒

Ⓐ Resort Hotel Tower

Ⓑ Hotel

Ⓒ Redevelopment Site(s)

Ⓓ Parking Deck

Ⓔ Cottage Court(s)

F Linear Park

G Post Office Site - Tourism Development Opportunity



NORTH

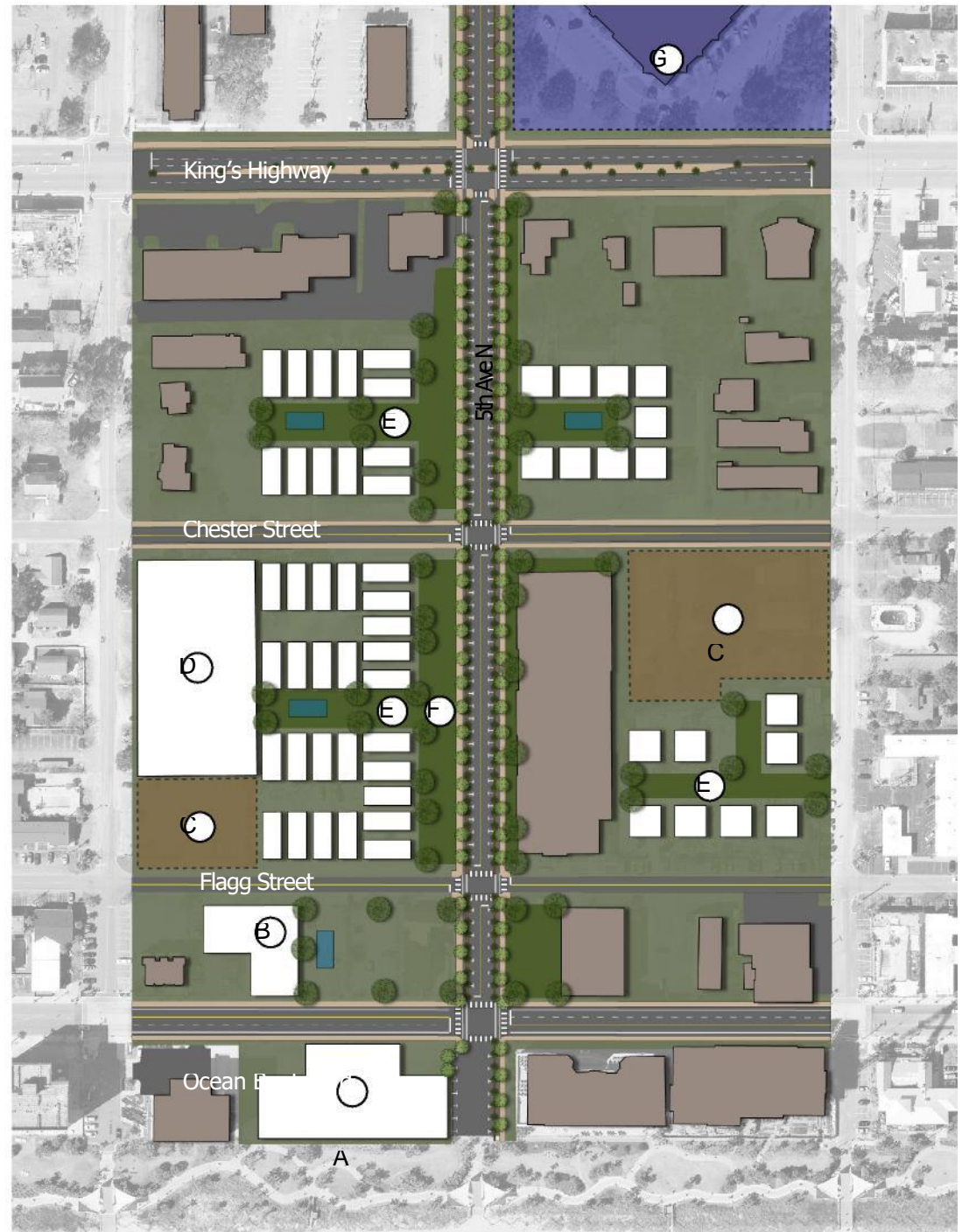


Figure 3.12 Urban Design Concepts applied to 15h Avenue North.



## Concepts Applied to 2nd Avenue North

In this example, a higher density urban design model is applied to 2nd Avenue North. Along the oceanfront stand two 20 story resort hotel towers with two mid-rise hotels in the second row and residential/apartments located in the third block back from the oceanfront. Two parking decks are shown to support the higher density in this concept. In addition, an opportunity exists to introduce workforce housing on the liner/frontage of one or both of the parking decks to help fill a housing need and screen the appearance of the parking deck. The increased density provides an opportunity to create a series of public spaces and parks that step up the hill, providing ocean views several blocks from the oceanfront. The Family Kingdom Opportunity Site is located along the southern border of this concept.

A Resort Hotel Tower(s)

B Mid-Rise Hotel(s)

C Public Greenspaces / Parks

D Apartments

E Parking Deck(s)

F Workforce Housing

G Family Kingdom Tourism Opportunity Site



### Family Kingdom Vicinity

The development concept for the Family Kingdom Vicinity focuses on the potential opportunities for the development on the adjacent blocks and the oceanfront. These areas provide an opportunity to expand the Family Kingdom or for a new project to complement and strengthen this entertainment/tourism destination. In this example, large tracts of land used for surface parking can become attractive for development. Two new parking decks can be constructed to support the new destination development and lined with apartment buildings. The avenues and streets are realigned to create additional development opportunities as can be seen with the potential realignment of 1st Avenue South. This example also demonstrates how the Boardwalk can potentially be connected with the Family Kingdom Boardwalk and extended across King's Highway to connect with the Withers Swash park area and greenway. This connection will fill one of the gaps in the pedestrian and bicycle network.

- ⌞ A Oceanfront Boardwalk Extension
- B Existing Family Kingdom Boardwalk
- C Tourism Destination
- ⌞ D Potential Destination / Redevelopment Sites
- ⊖ E Parking Deck(s)





Figure 3.14 Family Kingdom vicinity development concepts.

The image features a solid blue background. On the right side, there is a large, solid orange circle. Centered within this orange circle is a large, white, sans-serif numeral '4'.

4



# SECTION FOUR: IMPLEMENTATION

## 4.1 OVERVIEW

The efforts to strengthen and revitalize downtown have been underway for many years in Myrtle Beach. As noted in the Downtown Assessment, many projects have been successfully implemented. However, downtown revitalization is an ongoing process. It will be important to apply a consistent and forward-thinking approach to implement this Master Plan. The implementation efforts will involve the public and private sectors working together with the community to achieve the vision for a vibrant and thriving downtown district. The plan is intended to be a living document that will help guide implementation. This section highlights the action steps necessary to move the plan forward over the next 5 to 10 years.

## 4.2 TOP FIVE IN FIVE

While all of the themes and strategies are important to the implementation of the Master Plan, five major recommendations emerged that should drive the focus of the implementation efforts.

**1** The “Top 5 in 5” are described in greater detail on the following pages.

**Position the City Square, Broadway Street and the Arts District as the heart of downtown.**

Develop a capital improvement program, development strategy and overall plan of action for the City Square, Broadway Street and the Arts District to guide and ignite the development of a vibrant residential and cultural arts experience in Myrtle Beach.

- Concentrate civic and cultural activities to attract residents and visitors. Great destinations build the foot/visitor traffic to attract food, retail and service providers.
- New Rail to Trail link connects all the way across town to the Intracoastal Waterway. Creates a safe bike/ped route right into the heart of the Square.
- Realign the downtown grid to ease traffic flows, improve the ped experience and remove confusion. Close coordination on U.S. 501 alignment is critical.
- Develop a shared parking regulatory structure to limit parking investments.
- Prepare a detailed transportation and infrastructure evaluation for capital planning.
- Prepare a public and private investment strategy to provide the maximum return on investment.
- Explore the creation of a Business Improvement District.

**2** Create district and street specific Urban Design Guidelines for public and private development in downtown, including King’s Highway and the oceanfront.

Create an urban design manual that establishes standards for public and private development in downtown by district. Establish your community’s vision and regulatory framework for future development.

- Urban Design Standards guide for the implementation of complete streets in downtown – especially along 2nd, 5th, 8th, 9th and 14th

Avenues North.

- Detailed landscape standards to guide the greening of the Oceanfront and King's Highway.
- Identify potential National Historic Districts to leverage tax credits and preserve the built history of Myrtle Beach.
- Encourage ground level active uses to support lively sidewalk activity and great pedestrian experiences.
- Development concepts and options that illustrate ways to pull energy from the Ocean front inland.

### 3 Actively search out and remove any regulatory/ policy barriers to desirable businesses, activities and uses. Enable a vibrant oceanfront, downtown and King's Highway.

Conduct a regulatory improvement process that removes barriers to desirable businesses, activities and uses that will help create an active and vibrant downtown. Make it easy to do what you want.

- Establish a committee made up of business owners, property owners, developers, preservation groups, event planners, and others to guide the discovery.
- Create a focused process to uncover the most impactful regulatory changes (zoning, codes, licensing, etc.) that can easily be implemented during the first year – look for those regulations that have a high private cost and low public benefit, are confusing or not easily enforceable.
- Make it a simple process for establishing things you want to encourage like outdoor cafes, small scale sign changes, secure event approvals, shared parking requirements.
- Bring forth a city-initiated improvement package in one action.

### 4

Improve the public perception of downtown/ oceanfront through targeted improvements in public safety, building conditions, community appearance and pedestrian, bicycle & traffic safety.

Develop a comprehensive strategy to improve the public perception of downtown through the enhancement of public safety, building conditions, community appearance and pedestrian, bicycle & traffic safety.

- Develop a communications plan/strategy to address misconceptions of reality.
- Consider a range of tools enabled by State statute to improve the basic indoor condition of rental units and hotel rooms. Enforce a set of minimum standards by use and in targeted areas.
- Develop a companion strategy to incentivize the rehabilitation/ redevelopment of underperforming, neglected and abandoned properties in downtown.
- Continue working on CPTED initiatives and explore grant incentives for targeted improvements.
- Identify the worst performing vehicle intersections for significant safety improvements that reduce conflicts, accidents and injuries.
- Implement a coordinated Wayfinding strategy for all of downtown.

### 5

Create a development strategy and financial model to maximize the return on investment for all city owned assets. Leverage public projects to attract people, private investment and value in downtown.

Create a development strategy and financial model that seeks to maximize the return on investment for all city owned assets in downtown. Leverage public projects to attract people, private investment and value in downtown.



- Develop a full inventory of municipal real property assets within downtown. Have appraisals conducted on surplus property.
- Time any sale of public assets in such a way to add value to other properties in the portfolio.
- Establish a list of city priorities for evaluating potential private development proposals on city owned property.
- Develop an evaluation matrix to determine the financial strength of proposed private development on city owned property.
- Prepare the groundwork to take advantage of state and federal incentives (opportunity zone, historic tax credits, etc.) Create new federal Historic Districts in ocean front, downtown and adjacent neighborhoods.

### 4.3 IMPLEMENTATION MATRIX

During the process, 12 implementation themes and 71 implementation strategies were developed. The implementation matrix on the following pages identifies the resources, partners and the lead organization needed to successfully implement the plan.

#### Top 5 in 5 Category

This column in the matrix highlights if the strategy is connected with one of the Top 5 in 5 implementation recommendations.

#### Responsible Entities Category

The implementation of the Master Plan will require the coordination and assistance of many partners. This category highlights the primary entities that may be involved in the implementation of a particular strategy. Although the primary entities/organizations are identified in this column, other partners and assistance will be needed to implement the plan.

#### Resources Category

This column in the matrix represents resources that are primarily related to financial resources necessary to complete the implementation action items. The tables use the “\$” symbol to represent a theoretical range of necessary capital. Actual resources could be more or less depending on the final scope of the project or more detailed cost estimates. The ranges are as follows:

\$ - Less than \$25,000

\$\$ - \$25,000-\$100,000

\$\$\$ - \$100,000-\$500,000

\$\$\$\$ - More than \$500,000

Policy – Not outside of normal annual budget expenditures

#### Lead Organization Category

It is important to identify a leader for each of the implementation strategies to take ownership of and be responsible for the implementation of each action item. The lead organization for each strategy will be identified during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Identity					
I-1	Use new Wayfinding to link and brand each experience within the study area (all of downtown) to also include parking wayfinding (public and private coordination).	#4	\$\$\$	MBDRC, MBACC, City, SCDOT, Consultant, Public Works, Planning Department	
I-2	Broadway is primarily targeted to locals, Oceanfront to visitors and King's Corridor to both locals/ tourists. The Superblock/former Pavilion site bridges all three. Ensure strong pedestrian connections and visual linkages are made between these districts.		\$\$ Policy	MBDRC, MBACC, City, SCDOT, Planning Department, Public Works, Consultant	
I-3	How and when the Pavilion site redevelops is critical to downtown's future. Most hope for a major new destination on this site. Continue to engage and work with the former Pavilion site owner on strategies.		Policy	City, MBDRC, MBACC	
I-4	Define and design gateways into downtown (plantings, art and signs).		\$\$\$	City, MBDRC, SCDOT, Planning Department	
I-5	Prepare urban and architectural design standards for each of the four districts.	#2	\$\$	Planning Department, MBDRC, Consultant	
I-6	Explore the creation of national historic districts and landmarks in downtown and adjacent neighborhoods. Use the districts to leverage tax credits for rehabilitation of	#2, #5	\$\$	City, Community Appearance Board, State Archives and History, MBDRC, Consultant	
I-7	Continue to evaluate tourism, real estate and retirement trends to determine who we are going to focus on attracting.		\$ Policy	MBACC, MBDRC, City	
I-8	Examine development regulations, zoning and general codes (to encourage the uses we want)	#2, #4	\$\$	City, Planning Department, MBDRC, HPC, Business	

\*The lead organization will be determined during the implementation process.



ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Public Safety					
PS-1	Develop an effective strategy to incent, encourage the rehab/redevelopment underperforming and vacant properties in	#4	\$\$ Policy	Construction Services and Buildings, Planning Department	
PS-2	Create a fair and balanced code enforcement mechanism to address any unsafe and blighted conditions.	#4	Policy	Construction Services and Buildings, Planning Department	
PS-3	Evaluate code enforcement strategies for improving older/derelict hotel properties.	#4	\$ Policy	Construction Services and Buildings, Police Department, Planning Department	
PS-4	Consider a range of tools that are available through the State statutes to improve the basic living conditions of rental units (housing and hotel rooms) through a set of minimum standards in areas where the age of the structure and/or substandard living conditions	#4	\$\$\$ Policy	Construction Services and Buildings, Police Department, Planning Department	
PS-5	Use federal state and local funds, to continue working with existing organizations and other service providers to develop a plan to reduce homelessness and related impacts in Myrtle Beach. As part of this process, explore the creation of a day center.		\$\$ Policy	Neighborhood Services Department, Planning Department	
PS-6	Continue working on CPTED initiatives and explore grant incentives for improvements.	#4	\$\$	Police Department, MBDR, Planning Department	
PS-7	Develop a communications plan/strategy to address misconceptions of reality.	#4	\$\$	MBACC, MBDR, City	
PS-8	Target the worst performing intersections for significant safety improvements that reduce conflicts, accidents and injuries.	#2, #4	\$\$\$	City, Public Works, Police Department	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Attractions / Anchors					
A-1	Proactively search and recruit new tourist attractions. Find the next big thing and entice it to locate Downtown.	#4	\$\$\$	MBACC, MBDRC, Consultant	
A-2	Assemble and market tourism destination and opportunity sites identified in the		\$\$\$\$	MBACC, MBDRC, Consultant	
A-3	Use any public anchors (City Hall, CCU Theater, Library etc.) to define Downtown. Evaluate each major new anchor as a potential partner for additional private investments (Office, housing, retail) or other public goods (Parks, shared parking spaces, assembly		\$	City, MBDRC, MBACC	
A-4	Center a new Arts District along Broadway and in the Superblock.	#1	\$\$\$\$ Policy	City, MBDRC, SCDOT, Business/Property Owners, Developers, Consultant, Planning Department	
A-5	Develop a short-term strategy to activate the old Pavilion site with concerts, temporary attractions and creative uses as allowed by an agreement with the owners.		Policy	MBDRC, MBACC, City	
A-6	Promote destination focused development.		\$ Policy	MBACC, MBDRC, Consultant	
A-7	Begin discussions/dialogue with Federal General Services Administration regarding the Post Office site and potential trades to relocate the Post Office and reuse the site for a use that compliments downtown.		Policy	City, MBDRC, Planning Department, MBACC	

\*The lead organization will be determined during the implementation process.



ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Parks and Greenways					
PG-1	Expanded park and greenway along Withers Swash.		\$\$\$	Recreation Services Department, Planning Department, Public Works	
PG-2	Create new parks, plazas and open space in and around downtown.	#1	\$\$\$\$	Planning Department, Public Works, Recreation Services Department, MBDRRC	
PG-3	Explore the best way to use the abandoned rights of way from the 501 realignment.	#1	\$ Policy	Planning Department, Public Works, Recreation Services Department, MBDRRC	
PG-4	Look to develop a greenway at the northern end of downtown – to match the new Withers greenway.		\$\$	Recreation Services Department, Planning Department, Public Works	
PG-5	Explore using the old railroad right-of-way that terminates in the heart of downtown as a greenway connection to the Intracoastal Waterway and the East Coast Greenway.	#1	\$	Recreation Services Department, Planning Department, Public Works	
PG-5	Adopt streetscape standards and coordinated setback requirements for new development to help build portions of 2nd, 5th, 7th, 8th, 9th and 14th Avenues North. Also, Kings Highway, North Oak from 501 to Mr. Joe White, and Broadway to help create additional green/bike/pedestrian infrastructure in downtown. This is also	#2	\$\$	Planning Department, Public Works Department, Appearance Commission, MBDRRC, Consultant	
PG-7	Add landscaping requirement to parking lots and frontages along Kings Highway. Greening of the street.	#2	\$	Planning Department, Public Works Department, Appearance Commission,	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Off-season Challenges					
OS-1	Extend the shoulder seasons with signature events targeted and marketed regionally not		Policy	MBDRC, MBACC, Businesses Property Owners	
OS-2	The university schedule is almost the exact opposite of the season, tap college students to live, work and play downtown during the		Policy	MBDRC, MBACC, Businesses Property Owners	
OS-3	As one of the fastest growing metros in the south, develop Broadway and Main Streets as a year-round destination for locals.		Policy	MBDRC, MBACC, Businesses Property Owners	
OS-4	Develop strategies to capture off season visitors that come for sporting events, golf outings and conventions.		Policy	MBDRC, MBACC, Businesses Property Owners	
OS-5	Explore ways to develop more diversity in tourism for downtown.		Policy	MBDRC, MBACC, Businesses Property Owners	

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Accessibility / Transportation / Parking					
ATP-1	The realignment of US 501 is an opportunity to improve accessibility, rationalize the street grid and create a new gateway into	#1	\$\$	Public Works, Planning, MBDRC, SCDOT, Consultant	
ATP-2	There is a lot of wasted space in rights of way along and within old Main, Broadway and N. Oak Streets. Redesign and balance the uses – travel lanes, sidewalks, bike lanes and parking – along these street sections.	#1	\$\$	Public Works, Planning, MBDRC, SCDOT, Consultant	
ATP-3	25% of families will have a member that experiences some form of disability. All streetscapes and public spaces should follow Universal Design principles that promote access to all regardless of ability.	#2	Policy	Public Works, Planning	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Accessibility / Transportation / Parking (continued)					
ATP-4	As new uses and more density comes on line, downtown will need a smart parking strategy that leverages shared parking, maximizes on street spaces, figures out the economics of structured parking and takes a realistic look at implications of		Policy	Planning, Public Works, MBDR	
ATP-5	Explore parking deck partnerships for the creation of space to unlock new sites (current surface lots) for redevelopment in the	#1	Policy	MBDR, Planning, Public Works	
ATP-6	The Bike and Pedestrian committee should evaluate the potential impacts of motorized scooter rentals that have become a trend in many downtowns across the country.		Policy	Public Works, Bike/Ped Committee, Planning, MBDR	
ATP-7	Examine ways that the City assume responsibility of key intersections from SCDOT to make improvements (similar to Ocean Boulevard).	#2	Policy \$	Planning, Public Works, MBDR, SCDOT	
ATP-8	Reclaim pedestrian space on Ocean Boulevard (long- term). Work with private property owners to expand sidewalk where feasible to help create additional pedestrian space.		\$	Planning, Public Works, MBDR, Private Property Owners	
ATP-9	Continue to work on recommendations of previous transportation and pedestrian/bike studies to improve US 501 and Kings Highway through road diets and safer pedestrian crossings.	#1, #2	Policy	Planning, Public Works, MBDR, SCDOT	
ATP-10	As new destinations are developed west of Kings Highway – begin implementing the new crosswalk – with median – to alleviate traffic	#2	\$	Planning, Public Works, MBDR, SCDOT	
ATP-11	Follow up with SCDOT on changes to the Broadway and N. Oak intersections with US 501. If the new plan is adopted – the current US 501 scheme will need to be reexamined.	#1, #2	Policy	Planning, Public Works, MBDR, SCDOT	

\*The lead organization will be determined during the implementation process.



ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Walking Downtown					
WD-1	Designate strategic streets as having a pedestrian priority. Concentrate active private uses – retail, restaurants, and services - along these new corridors.	#2	Policy	Planning, Public Works, MBDRC, SCDOT, Consultant	
WD-2	Complete the Boardwalk south to Withers Swash and link it to the Family Kingdom		\$\$\$\$	Planning, Public Works, MBDRC	
WD-3	Create a greenway link from Broadway to the Family Kingdom Boardwalk along the Withers Swash area. That would complete a segregated bike/pedestrian link from Broadway Street to the Oceanfront Boardwalk.		\$\$\$	Planning, Public Works, MBDRC, SCDOT, Recreation Services	
WD-4	Complete the links in the sidewalk and bike lane networks in and through Downtown especially the east/west links.		\$\$\$	Planning, Public Works, MBDRC, SCDOT	
WD-5	Encourage public art, outdoor cafes, sidewalk sales, busking and other activities to add life to walking routes.		Policy	Planning, Public Works, MBDRC, SCDOT	
WD-6	Examine pedestrian crosswalk locations and surroundings for driver and pedestrian obstructed views such as parked vehicles or	#4	Policy	Planning, Public Works, MBDRC, SCDOT	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Living Downtown					
LD-1	The city should study ways to incentivize new market rate apartments in downtown. Consider using city land, assets, private partnerships and the proposed affordable housing fund.	#5	\$\$	MBDRC, Planning, MBACC, Consultant	
LD-2	A housing assessment and strategy for J-1's needs to be developed. The city estimates a +/- 4000 bed demand in season.		\$	MBDRC, Planning, MBACC, Consultant	
LD-3	Adjacent single-family neighborhoods do not currently appear to be in high demand. Explore new ways to stabilize and improve conditions in these neighborhoods. Examine funding sources such as the affordable housing funds. For example, consider the use of affordable housing money to stabilize the Withers Swash		\$	Neighborhood Services, MBDRC, Planning, Consultant	
LD-4	Inventory and survey all existing occupied housing east of King's Highway and document the needs of these residents.		\$	Neighborhood Services, Planning	
LD-5	Evaluate the potential for cottage communities, tiny houses or similar		Policy	Planning	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Working Downtown					
WO-1	Test the co-working market. Consider the use of older buildings in the newly designated Historic Main Street and Arts District areas.		Policy	MBDRC	
WO-2	Identify opportunities to renovate existing 2nd levels for new office spaces.		Policy	MBDRC	
WO-3	Keep and expand government jobs. Look for opportunities to consolidate county, state and federal jobs in downtown.		Policy	City, MBDRC, MBACC	
WO-4	Target small craft manufacturing – distillery, brewery, custom cars and		Policy	City, MBDRC, MBACC	

\*The lead organization will be determined during the implementation process.



ID	Strategy	Top 5 in 5	Resources	Responsible Entities	LeadOrganization*
Downtown Organizational Management					
DM-1	Explore the creation of a Business Improvement District(s) in downtown to fund additional services needed in downtown. Select the best option for Myrtle Beach.		Policy \$	MBDRC, Private Property Owners, Consultant	
DM-2	Align the BID(s) under one organization (MBDRC). The identified organization would serve as an umbrella organization similar to other downtowns across the country that have		Policy	MBDRC, Private Property Owners, City	
DM-3	Create an internal downtown action group of department heads and project managers that have responsibility for some part of downtown. This group should be able to get quick answers to emerging challenges and track implementation progress.		Policy	Key City Departments	
DM-4	Expand the existing downtown boundary to include more area along the southern end of Broadway Street.		Policy	MBDRC, Planning Department, City	
DM-5	Prepare a listing of all the available incentives to develop within downtown – city, state and federal – use these in any city driven RFP for land disposition.	#5	\$ Policy	MBDRC, Finance, Planning Department, Consultant	
DM-6	Develop a plan of action for the disposition of city owned land to help implement the Master Plan vision.	#5	\$ Policy	MBDRC, Finance, Planning Department, Consultant	

\*The lead organization will be determined during the implementation process.

ID	Strategy	Top 5 in 5	Resources	Responsible Entities	Lead Organization*
Regulatory Environment					
RE-1	Develop a fair and balanced code enforcement strategy. Target the worst first. Please refer to strategies listed in the Public Safety theme for additional actions.	#4	\$\$ Policy	Construction Services and Buildings, Planning Department	
RE-2	Make it easy to do the things you desire in downtown such as cafes, live music, busking, changes of use, etc.	#3	\$ Policy	Planning Department, MBDRC, Consultant	
RE-3	Remove the business license requirement for bands and other creative/arts endeavors.	#3	Policy	MBDRC, Finance	
RE-4	Compare Business License practices with other cities in SC. Refine to incent those establishments you desire in downtown.	#3	Policy	MBDRC, Finance, Planning	

\*The lead organization will be determined during the implementation process.

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