
PART EIGHT. STRATEGIC PLAN 2005-2010

A. Organization of the Five-Year Strategic Plan

The five-year strategic plan outlines the community's overall strategy for addressing area housing and community development needs in the coming 5 years. The plan specifically addresses how the City of Myrtle Beach intends to use its Community Development Block Grant funds to address priority needs. Implementation of Consolidated Plan strategies to meet the City's housing and community development needs are influenced and shaped by the realities of both funding and staff available to support and administer the programs. The City has targeted its Consolidated Plan efforts toward meeting the statutory goals established by HUD for the CDBG program. Such efforts are required by HUD to primarily assist low and moderate income persons. The specific goals of the Plan are adapted from the three statutory goals of the national CDBG program:

1. Provide decent housing;
2. Provide a suitable living environment; and
3. Expand economic opportunities.

The City of Myrtle Beach has assigned priorities for the use of public funding based on information in the housing market analysis, homeless needs section and from community input. Activities assigned the highest priority are expected to be funded within the 5-year Consolidated Plan period and activities with medium priority will be funded as resources are available. Activities with low priority are not expected to be funded by either the City or MBHA, however the City will consider issuing certifications of consistency with the Consolidated Plan for other entities applying for federal or other assistance for these activities. In order to further address the goals of the Plan, the City has established the following housing priorities:

Highest Priority Housing Category

1. Expanding Housing Resources
2. Homeless Individuals and Families
3. All Other Special Needs Individuals and Families
4. Emergency Repairs for Homeowners
5. Singles and Small Related Renting Households
6. All Other Renting Households

Medium Priority Housing Category

1. Supportive Services for Homeless and Special Needs Populations
2. Large Related Renting Households
3. First-time Homebuyers With Children
4. Elderly Persons and Families Renting Households

Low Priority Housing Category

1. All Other Homebuyers
2. Existing Homeowners

For each priority housing and community development need, specific objectives, strategies, proposed accomplishments and performance measures will be identified. The sections addressed in the 5-year Strategic Plan include:

- Anti-Poverty Strategy
- Identification of Priority Needs
- Priority Objectives, Strategies and Performance Outcomes
- Removing Barriers to Affordable Housing
- Lead-Based Paint Hazards
- Institutional Structure and Coordination of Resources

B. Anti-Poverty Strategy

The Anti-Poverty Strategy is the unifying element that ties the affordable housing, homeless, rental assisted housing and non-housing community development strategies together under one comprehensive plan to help reduce the number of persons living in poverty in Myrtle Beach. As the lead agency in the implementation of the Consolidated Plan, the City of Myrtle Beach will coordinate efforts among its partner organizations to help meet the goals outlined in the Plan. Community partners in this effort include neighborhood associations, residents, faith-based organizations, businesses, health and human services agencies, private developers, lenders and non-profit service providers.

The Economic Development Element of the *Comprehensive City Plan for Myrtle Beach* includes the goal of reducing poverty through improvement of the quantity and quality of employment and encouragement of economic growth and development. The Plan provides the following strategies aimed at achieving this goal:

1. Develop the travel and tourism industry.
2. Encourage appropriate growth by improving the competitiveness of existing businesses.
3. Diversify the economic base by attracting new business.
4. Encourage balanced and managed growth.
5. Encourage greater redevelopment activity in the City.
6. Create a program of performance-based economic development.
7. Develop joint public-private investment strategies.
8. Encourage people-based economic development.

Three redevelopment organizations have been created to promote economic development and implement redevelopment plans within the City – the Myrtle Beach Downtown Redevelopment Corporation, the Grand Strand Housing and Community Development Corporation, and the Myrtle Beach Air Force Base Redevelopment Authority. The creation of higher wage jobs for community residents is a top priority for all organizations.

The Grand Strand (Myrtle Beach) campus of Horry-Georgetown Technical College provides educational and job training opportunities for area residents and is conveniently accessed by residents of the City's LMI neighborhoods. Public transportation also links residents throughout the community to the HGTC campuses in Myrtle Beach and Conway.

There have been significant gains in employment and investment in the LMI areas of the City in recent years, with more planned in the near future. Economic estimates by E.F. Hucks and Associates, Inc. indicates that nearly \$110 million has been invested within Census tract 506 alone since 2000, adding more than 560 jobs to the local economy. These new jobs are of particular importance because they are primarily year round, as opposed to the seasonal employment that has characterized much of the employment in the area previously. Of these investments, 85% were in accommodations, 11.3% in office and professional, and 4% in retail and service. Additional projects planned for the area are expected to bring more than \$200 million in investment and will add another 1,289 jobs. One such project that will have the greatest impact on the area will be the New Pavilion complex – a retail, entertainment and hotel development that is expected to employ 564 persons and bring \$200 million in investments to the area. The project will replace the original Pavilion Amusement Park operation, which will be relocated outside the Central Business District. Other major projects planned for the tract 506 area include a new 20-acre Municipal Campus for the City of Myrtle Beach, a 16-acre neighborhood commercial center, and an 11-acre Public Market District.

Proposed investment in the Booker T. Washington neighborhood through the development of the Public Market District by Grand Strand Housing CDC could significantly impact the reduction of poverty over time in the Myrtle Beach area, primarily through increased job opportunities within close proximity of LMI neighborhoods.

The City will continue its economic development efforts and its partnerships with the North Eastern Strategic Alliance (NESA), Partners Economic Development Corporation, the Myrtle Beach Chamber of Commerce and the Myrtle Beach Hospitality Association to attract new businesses and industries to Myrtle Beach region, retain existing businesses and industries, and encourage their expansion. Because the creation of economic opportunities is not an isolated solution to alleviating poverty, the City will also work with community partners such as Horry-Georgetown Technical College to identify educational, life skills and occupational training needs and provide opportunities for self-empowerment that will enable LMI residents to become and continue to be self-sufficient and economically independent.

The educational attainment of area residents and the availability of workforce development and training programs will become more important as the State shapes its economic development strategy around the economic cluster concept. Economic clusters are being defined and shaped around aggregations and concentrations of employers within a geographic region that have similar products, suppliers and workforce skill requirements. Potential clusters have been loosely mapped under several State studies and include an automotive cluster, as well as clusters for chemicals (plastics, pharmaceuticals, nutraceuticals), tourism, and textiles. Clusters are being used in other areas of the country to work across geographic boundaries to combine public and private investment to promote wealth growth in a region. The SC Council on Competitiveness is guiding the cluster strategy statewide and the North Eastern Strategic Alliance (NESA) will be promoting economic clusters in their 10-county region that includes Horry County. The SC Council on Competitiveness has suggested that one obvious economic cluster for Horry County would be tourism. The plight of small “mom and pop” motels provides an example of how the development of a tourism cluster might work. Many of these operations in the Horry

County area are struggling to compete as larger hotels and time shares increasingly take more and more of the Grand Strand accommodations market. Rising land prices and limited land availability near the beach are pressuring many owners to sell. A coordinated clustering approach could potentially alleviate this trend by enabling smaller business to combine resources and market as a single entity - allowing them to market their accommodations as a desirable alternative to larger hotels, increasing visibility, and generating new business.

C. Identification of Priority Needs

The needs identified in this section were prioritized based on whether CDBG funds will be used to address the specific need in the coming 5 years. The needs outlined in Tables 8-1 and 8-2 were prioritized based on the following criteria provided by the US Department of Housing and Urban Development:

- **High Priority (H)** – Activities to address this need will be funded by the City and MBHA through CDBG funds, either alone or in conjunction with the investment of public or private funds.
- **Medium Priority (M)** – If funds are available, activities to address these needs may be funded through CDBG funds, either alone or in conjunction with the investment of other public or private funds. The City and MBHA will work with other community partners to seek funding for these needs.
- **Low Priority (L)** – Funding for these needs will not likely be addressed through the City’s CDBG program in the coming 5 years and are not discussed in this section. The City will consider certifications of consistency for other entities’ applications for federal assistance.
- **No Need Exists (N)** – No such need exists and City will not consider certifications of consistency.

Table 8-1 (HUD Table 2A) describes the priority affordable housing needs, priority need levels, estimated households in each priority need category, and estimated cost to address the priority needs of each ownership and income group. Unmet need was estimated by calculating the number of households with any housing problems within each income and ownership category using HUD’s Comprehensive Housing Affordability Strategy (CHAS) data for 2000. Housing problems as defined by HUD include one or more of the following: cost burden greater than 30% of the 2000 HUD determined median family income (MFI) for Horry County (Table 5-1); overcrowding (1.01 or more persons per room); and/or lacking complete kitchen or plumbing facilities. Special needs households include one or more persons who have mobility or self care limitations, as determined by HUD and included in the CHAS data.

While specific goals to meet priority housing needs are difficult to determine due to limited and inconsistent funding availability, the City plans to continue to aggressively seek housing development resources from federal, state, and private sources. Since 1994 the

City has leveraged funding and assisted private developers in the construction of 527 affordable housing units, with 169 affordable housing units under construction or in the planning stages.

**Table 8-1. Priority Housing Needs, City of Myrtle Beach
(HUD Table 2A)**

Priority Housing Needs (Households)		Priority Need Level High, Medium, Low		Unmet Need Estimated Households*	Goals Housing Units
Renter	Small Related	0 to 30%	High	143	**
		31 to 50%	High	195	**
		51 to 80%	High	264	**
	Large Related	0 to 30%	Medium	55	**
		31 to 50%	Medium	50	**
		51 to 80%	Medium	40	**
	Elderly	0 to 30%	Medium	45	**
		31 to 50%	Medium	70	**
		51 to 80%	Medium	63	**
	All Other	0 to 30%	High	199	**
		31 to 50%	High	315	**
		51 to 80%	High	350	**
Owner	0 to 30%	Low	187	**	
	31 to 50%	Low	228	**	
	51 to 80%	Low	382	**	
Special Needs		0-80%	High	519	**
Total Needs and Goals				3,105	300**

* US HUD, State of the Cities Data Systems, Comprehensive Housing Affordability Strategy Data, 2005.

** 5-year housing goal for new housing units based on affordable housing history in the past 10 years.
Data necessary for estimation of goals within specific household categories was not available.

Table 8-2 (HUD Table 2B) provides priority levels for non-housing community development needs in the City of Myrtle Beach for the coming 5 years, as well as estimated costs to meet each non-housing community development need. Priority need levels and estimated cost to address those needs were determined through a process headed by the City Planning Department with participation by other City departments, public agencies and non-profit organizations.

Table 8-2. Non-Housing Community Development Needs, City of Myrtle Beach (HUD Table 2B)

Priority Community Development Needs	Priority Need Level	Estimated Dollars to Address
Public Facility Needs		\$105,500,000
Senior Centers	M	\$3,000,000
Handicapped Centers	M	\$3,000,000
Homeless Facilities	M	\$8,000,000
Youth Centers	M	\$2,000,000
Child Care Centers	M	\$3,000,000
Health Facilities	M	\$6,000,000
Neighborhood Facilities	N	-0-
Parks and/or Recreation Facilities	H/M	\$23,000,000
Parking Facilities	M	\$41,500,000
Non-Residential historic Preservation	N	-0-
Other Public Facility Needs	M	\$16,000,000
Infrastructure		\$66,350,000
Water/Sewer Improvements	H	\$5,000,000
Street Improvements	H/M	\$48,100,000
Sidewalks	M	\$1,000,000
Solid Waste Disposal Improvements	M	\$250,000
Flood Drain Improvements	M	\$2,000,000
Other Infrastructure Needs	M	\$10,000,000
Public Service Needs		\$26,700,000
Senior Services	L	\$1,000,000
Handicapped Services	L	\$1,000,000
Youth Services	M	\$600,000
Child Care Services	M	\$1,500,000
Transportation Services	M	\$5,000,000
Substance Abuse Services	L	\$5,000,000
Employment Training	H/L	\$3,000,000
Health Services	M	\$500,000
Lead Hazard Screening	L	\$100,000
Crime Awareness	M	\$3,000,000
Other Public Service Needs	H/L	\$6,000,000
Economic Development		\$28,600,000
Rehabilitation of Publicly or Privately Owned Commercial and/or Industrial	L	\$5,000,000
Commercial-Industrial Infrastructure	L	\$13,000,000
Other Commercial and/or Industrial Improvements	L	\$3,000,000
Micro-Enterprise Assistance	M	\$2,500,000
Economic Development Technical Assistance	M	\$100,000
Other Economic Development	H	\$5,000,000
Planning		\$4,500,000
Planning	M	\$4,500,000
Total Needs		\$231,650,000

D. Priority Objectives, Strategies and Performance Outcomes

The following tables summarize the seven priority needs identified in the consolidated planning process, along with specific strategies to address each need. Each strategy is assigned a plan number (Column 1) and has been linked to the HUD goals it advances (Column 2). The strategies to address each need are further defined through multiple and measurable community outcomes (Column 4). The three statutory goals of the CDBG program as provided by HUD are:

1. Provide decent housing;
2. Provide a suitable living environment; and
3. Expand economic opportunities.

The seven guiding priorities (not listed in order of importance) for the *2005-2010 City Of Myrtle Beach Consolidated Plan* are:

- Priority Objective 1: Provide adequate and safe streets, water, sewer, sidewalks and storm drainage to LMI residents.
- Priority Objective 2: Redevelop and revitalize blighted commercial districts in LMI areas.
- Priority Objective 3: Expand and create economic opportunities for LMI residents.
- Priority Objective 4: Improve accessibility to affordable, reliable transportation for LMI residents.
- Priority Objective 5: Provide and/or support the provision of adequate, safe and affordable housing.
- Priority Objective 6: Provide and/or support housing and services for the homeless.
- Priority Objective 7: Develop and produce plans and studies that will assist in identifying and evaluating community needs and establish detailed strategies for implementation.

Each of these priority areas is described and accompanied by a detailed table of strategies and performance outcomes.

Priority Objective 1: Provide adequate and safe streets, water, sewer, sidewalks and storm drainage to LMI residents. The former BTW Neighborhood Revitalization Strategy Area, now referred to as the LMI Eligible Area, is located within LMI Census Tract 506 and has been the focus of most of the City's CDBG activities since 1994. Area residents are predominantly minority, who experience higher levels of unemployment and underemployment than residents citywide. The City leveraged \$1.9 million in CDBG funds to obtain an additional \$3.2 million in City funding for the \$5.1 million long-term comprehensive infrastructure project. The project directly benefits more than 1,500 residents within the LMI Eligible Area of the City of Myrtle Beach. This is the final annual payment of 9 payments for this obligation. During the 2005-2010 CDBG program years, the City will focus on any remaining infrastructure needs of LMI residents, both within the BTW neighborhood and in other areas of the City.

**Table 8-3. Priority Objective 1 – Adequate and Safe Infrastructure
(HUD Table 2C)**

Priority Objective 1. Provide adequate and safe streets, water, sewer, sidewalks and storm drainage to LMI residents.			
#	HUD Goals	Strategies	Outcomes
1.1	2	Make the last of 9 annual bond payments for the \$5.1 million project	<ul style="list-style-type: none"> • Project completed and CDBG obligation paid in full
1.2	1, 2, 3	Construct, extend, or improve water systems	<ul style="list-style-type: none"> • Increased supply of potable water • Improved water quality • Increased property values • Improved fire protection • Potential cost savings for homeowners and renters, and business owners in insurance due to improved ISO protection ratings • Increased capacity for economic development
1.3	1, 2, 3	Construct, extend, or improve sewer systems	<ul style="list-style-type: none"> • Improved disposal of wastewater • Improved sanitary and health conditions • Enable development of lots previously unbuildable because sewer service was unavailable • Increased property values • Increased capacity for economic development
1.4	2	Improve existing paved roads	<ul style="list-style-type: none"> • Improved access by emergency and public safety vehicles • Improved access by postal, school district and other service vehicles • Improved access to existing homes and undeveloped properties • Increased property values
1.5	2	Construct or improve storm drainage facilities	<ul style="list-style-type: none"> • Divert potentially dangerous rapidly flowing and rising waters • Reduced property damage due to flooding • Reduced danger for children and pets of both rapidly flowing and standing water
1.6	2	Construct or extend sidewalks	<ul style="list-style-type: none"> • Provide safe pedestrian and wheelchair access to local services, schools, employment, and shopping • Reduce number of children and adults who are walking or riding bicycles in the street • Reduced pedestrian safety hazards • Creation of healthy/walkable communities

Priority Objective 2: Redevelop and revitalize blighted commercial districts in LMI areas. Since 1994, most of the CDBG funds received by the City of Myrtle Beach have been used to improve living conditions for the residents of LMI areas of the City, primarily focusing on the Booker T. Washington Neighborhood Revitalization Strategy area. Building on the success of these efforts, the City is now turning its attention to the economic stability of the area through the redevelopment and revitalization of blighted commercial areas that border the neighborhoods. The City of Myrtle Beach and the Grand Strand Housing and Community Development Corporation (GSH&CDC) are in the process of creating a Public Market District on an underutilized area of more than 10 acres that currently consists of blighted properties including an abandoned warehouse, utility substation, old rail lines and a train depot, an empty lumberyard and smaller vacant lots and commercial structures. The site is within LMI Census Tracts 506 and 507 and links a number of low-income, predominantly minority neighborhoods and the 5-Points Downtown district that is characterized by declining businesses that must compete with newer, large-scale commercial development that is burgeoning outside the Downtown. The Market District will anchor revitalization efforts and will offer a farmers market; an accessible venue for cultural, musical and arts events; a mini-park; preservation of the historic train depot and museum; and a public market and artisans center for regional cuisine and crafts (particularly showcasing Coastal, Lowcountry, Pee Dee, and Gullah products). Through the leveraging of CDBG funds, the City intends to create a Public Market District that will replace the previously blighted and underutilized mixed-use area (commercial/ industrial/warehouse) adjacent to these LMI neighborhoods with a lively, productive and attractive community gathering and shopping area and center for entrepreneurship and commerce.

Table 8-4. Priority Objective 2 – Redevelop Blighted Commercial Districts (HUD Table 2C)

Priority Objective 2. Redevelop and revitalize blighted commercial areas in LMI areas			
#	HUD Goals	Strategies	Outcomes
2.1	2, 3	Develop detailed plans for all phases of the redevelopment of the Public Market District	<ul style="list-style-type: none"> • Completed comprehensive Tenant Leasing Plan and Business Development Plan for the Public Market • City prepared for site acquisition and future implementation actions related to Public Market • Right of entry forms obtained from property owners • First Phase of the environmental analysis completed • Options or right of first refusal documents obtained from property owners
2.2	2, 3	Acquire properties within the Public Market District for redevelopment	<ul style="list-style-type: none"> • Properties assembled to create the core District
2.3	2, 3	Provide design and engineering services for construction and infrastructure needed for the redevelopment of the Public Market District	<ul style="list-style-type: none"> • Detailed A&E plan to guide construction of facilities • Detailed A&E plan to guide construction, expansion and upgrade of infrastructure
2.4	2, 3	Provide safe, reliable infrastructure including water, sewer, roads, storm drainage, and underground utilities for the Public Market District	<ul style="list-style-type: none"> • Redevelopment stimulus in the City's most distressed area • Enable effective use of properties previously underutilized due to infrastructure problems

Priority Objective 3: Expand economic opportunities for LMI residents. The proposed Public Market District will offer much needed economic opportunities for residents both within the City and throughout the region. The Public Market will provide easily accessible job opportunities for residents from nearby low-income, minority neighborhoods. The farmers market, public market and artisans centers will create an environment conducive to the development of entrepreneurship and small businesses. Farmers, craftsmen, artisans, nurseries and growers in the region will have a local, accessible and established venue to sell their products to local residents, customers throughout the region, and to tourists.

**Table 8-5. Priority Objective 3 – Expand Economic Opportunities
(HUD Table 2C)**

Priority Objective 3. Expand economic opportunities for LMI residents			
#	HUD Goals	Strategies	Outcomes
3.1	3	Develop detailed plans for commercial development within the Public Market District	<ul style="list-style-type: none"> Detailed Plans for commercial development produced that will assist the untapped pool of aspiring local entrepreneurs in developing businesses related to agriculture and the preservation of local culture
3.2	3	Develop designs for the Public Market and farmers market that provide the best possible opportunities for the success of local small businesses and entrepreneurs	<ul style="list-style-type: none"> Designs developed that will provide optimal opportunities for the success of local small businesses and entrepreneurs, increase opportunities for minorities and women-owned businesses, and provide year round employment for area LMI residents
3.3	3	Develop detailed business recruitment plans for the Public Market District	<ul style="list-style-type: none"> Completed comprehensive Tenant Leasing Plan and Business Development Plan for the Market Sources of capital identified for potentially qualified small businesses
3.4	3	In conjunction with the Public Market Advisory Board, develop a unified marketing plan for the District	<ul style="list-style-type: none"> Market plan developed that will strengthen community identity by drawing upon the rich cultural and heritage resources Market area residents positioned to take advantage of the proposed Gullah-Geechee national heritage corridor that will extend through SC coastal communities
3.5	3	In conjunction with local adult and post-secondary education providers, develop and deliver training for new entrepreneurs and job training for LMI residents	<ul style="list-style-type: none"> Small business owners equipped with knowledge and resources to succeed Area LMI residents equipped with job skills needed to seek and retain employment with businesses in the Public Market District

Priority Objective 4: Improve access to affordable and reliable transportation for LMI residents. An urgent need within the City's LMI areas and for LMI residents throughout the Myrtle Beach area is ready access to reliable and affordable transportation to work and essential services. Agency interviews both in conjunction with the development of the 2005-2010 Consolidated Plan and the 2003 Analysis of Impediments to Fair Housing Choice strongly support the need for enhanced transportation alternatives for area residents – with many agencies and individuals listing transportation as the most pressing need of LMI residents. The City of Myrtle Beach has been a key participant in planning for transportation and transit within the Waccamaw region, and is fully committed to continuing its active participation in future CDBG program years. In addition, a key component of the Public Market District project is the development of a street car system that would link the District (and surrounding LMI areas) to the City's Hotel District – linking LMI residents to a major employment center, as well as essential services including shopping, childcare, and social services.

**Table 8-6. Priority Objective 4 – Access to Transportation
(HUD Table 2C)**

Priority Objective 4. Improve access to affordable and reliable transportation for LMI residents			
#	HUD Goals	Strategies	Outcomes
4.1	2	Explore the development of a street car system linking LMI areas including the Public Market District to the Hotel District	<ul style="list-style-type: none"> • Street car feasibility study completed • Plans developed that will make additional transit options available to LMI residents to access jobs and retail
4.2	2	Continue support of and participation in planning for the LYMO transit system, to include assistance and support in seeking dependable, stable funding sources for the system	<ul style="list-style-type: none"> • Needs of LMI residents are considered and incorporated into in transit planning • Input provided on service area expansion, quality of service and availability to LMI residents
4.3	2	Encourage improvement of reliability and expansion of transit service to additional LMI areas and key destinations	<ul style="list-style-type: none"> • Improved reliability of transit services for LMI residents considered a priority • Expansion of transit services to serve the needs of LMI residents considered a priority
4.4	2	Continue participation in and collaboration with the Waccamaw Regional Transportation Authority	<ul style="list-style-type: none"> • Needs of LMI residents are considered in transportation planning • Needs for alternative travel modes studied • Regional policies reviewed to seek ways to encourage alternative travel

Priority Objective 5: Provide and/or support adequate, decent and affordable housing for LMI residents. The City of Myrtle Beach has a long history of working with community partners to provide adequate, decent and affordable housing for its LMI residents. The City's strong partnership with the Myrtle Beach Housing Authority enables ongoing coordination and presents opportunities for collaboration on projects that will provide adequate, decent and affordable housing for area LMI residents. The City and MBHA established two nonprofit corporations – Grand Strand Housing and Community Development Corporation (GSH&CDC) and Home Alliance, Inc. – to focus on issues related to affordable housing. Through these organizations, the City and MBHA work with private housing developers to encourage and provide support for affordable housing development in the Myrtle Beach area. The City is also exploring, in conjunction with the Waccamaw Council of Governments, the creation of a 3-county HOME consortium. The proposed consortium could seek funding for a range of housing initiatives including housing rehabilitation and emergency repairs for qualified LMI residents.

Table 8-7. Priority Objective 5 – Adequate, Decent and Affordable Housing (HUD Table 2C)

Priority Objective 5. Provide and/or support adequate, decent and affordable housing for LMI residents.			
#	HUD Goals	Strategies	Outcomes
5.1	1	Support the programs and efforts of the MBHA	<ul style="list-style-type: none"> Continued provision of housing assistance to LMI residents Coordination of activities and planning efforts Characteristics and analysis of service area provided
5.2	1	Continue to seek expanded affordable housing resources	<ul style="list-style-type: none"> A variety of housing types are encouraged to accommodate age, income, and family groups Additional funding mobilized Additional safe, adequate and affordable housing units available to LMI residents
5.3	1	Work with the Waccamaw COG to create a 3-county HOME Consortium	<ul style="list-style-type: none"> Additional funding mobilized to fund the construction of new housing Additional funding mobilized to fund rehabilitation of existing substandard affordable housing rehabilitated Interagency coordination and planning strengthened
5.4	1	Assist and support the efforts of private affordable housing developers in providing new affordable housing	<ul style="list-style-type: none"> Increased number of affordable housing units Private resources leveraged to develop and maintain affordable housing Additional employees who staff the local tourism and service economy are able to both live and work in the community
5.5	1	Continue support and collaboration with Habitat for Humanity of Horry County, Inc.	<ul style="list-style-type: none"> Affordable sites found and secured for construction of new affordable housing Additional low-income residents are able to purchase homes at an affordable cost

Priority Objective 6: Provide and/or support housing and services for the homeless. As a partner in the 6-county regional Total Care for the Homeless Coalition (TCHC), the City of Myrtle Beach is approaching the reduction and eventual elimination of homelessness as both a local and a regional goal. The collaborative efforts of TCHC provide a bridge between the homeless and the community through education, planning, advocacy and services. The City of Myrtle Beach intends to continue its participation in the Continuum of Care strategy as it seeks to collaboratively end homelessness by providing access to affordable housing, adequate health care, education, and employment opportunities.

Table 8-8. Priority Objective 6 – Housing and Services for the Homeless (HUD Table 2C)

Priority Objective 8. Support programs that provide housing and services for Homeless populations.			
#	HUD Goals	Strategies	Outcomes
6.1	1, 2, 3	Support services for the homeless	<ul style="list-style-type: none"> • Decrease in the number of chronically homeless individuals • Homeless persons and persons in danger of becoming homeless helped to become financially independent • Resulting economic benefits from formerly homeless persons re-entering the workforce, finding homes in the community • Occupational training available in high demand jobs to help homeless secure employment
6.2	1, 2	Encourage and support the development of transitional and permanent housing for the homeless	<ul style="list-style-type: none"> • Decrease in the number of chronically homeless individuals • Increase in number of formerly homeless persons who become self-sufficient
6.3	1	Support regional efforts to alleviate homelessness	<ul style="list-style-type: none"> • Reduced number of chronically homeless persons • Reduced number of persons in financial or personal crisis who become homeless • Increased services available to homeless individuals and families
6.4	1, 2, 3	Continue partnership with the 6-county regional Total Care for the Homeless Coalition	<ul style="list-style-type: none"> • Decrease in the number of chronically homeless individuals • Persons in crisis provided help in returning to financial stability • Potentially homeless persons helped to become financially independent • Regional efforts maximize available resources, enabling more people to be served and a broader and more comprehensive array of services to be made available
6.5		Continue partnerships with state agencies (DMH, SHA, DHEC) on issues related to homelessness	<ul style="list-style-type: none"> • Additional resources provided to handle increasing unsheltered population

Priority Need 7: Develop and produce plans and studies that will assist in identifying and evaluating community needs and establish detailed strategies for implementation. Development of plans and studies that will assist in identifying and evaluating community needs and establish concrete strategies for addressing these needs, particularly in low and moderate-income neighborhoods in the City, is vital to the successful implementation of the City's CDBG program. The City has successfully conducted neighborhood plans in "Planning Area 3" – previously called the Booker T. Washington Neighborhood Revitalization Strategy Area, and through the Working to Improve Neighborhoods (WIN) program. Continuation of neighborhood planning efforts will foster increased involvement in the planning process by LMI residents. Required planning tools such as the upcoming 5-year update to the Analysis of Impediments to Fair Housing Choice will provide additional information and insight into the needs, concerns and obstacles faced by LMI residents.

**Table 8-9. Priority Objective 7 – Plans and Studies
(HUD Table 2C)**

Priority Objective 9: Develop and produce plans and studies that will assist in identifying and evaluating community needs and establish detailed strategies for implementation.			
#	HUD Goals	Strategies	Outcomes
7.1	1	Update the Analysis of Impediments to Fair Housing Choice in 2008	<ul style="list-style-type: none"> • Any impediments discovered • Actions to remove or lessen identified impediments • Heightened awareness of fair housing issues • Resulting increase in homeownership rate in targeted neighborhoods and community
7.2	1, 2	Conduct neighborhood plans and studies	<ul style="list-style-type: none"> • Areas of greatest need determined • Greatest needs within LMI areas determined and prioritized • Residents more actively involved in planning process • Consensus attained on community needs • Measurable goals established and monitored
7.3	1, 2, 3	Provide administrative services to support the CDBG program	<ul style="list-style-type: none"> • Efficient and effective administration of the CDBG program

E. Removing Barriers to Affordable Housing

As detailed in *Part 5 – Housing Needs Assessment* of this Plan, the City of Myrtle Beach has identified a number of barriers to affordable housing. Included are continued reductions in limited available federal resources, high and rising land costs, local development regulations, lack of accessible and reliable transportation for LMI residents, and the gap between income and housing costs. While many barriers are not directly within local government control, the City of Myrtle Beach will strive to direct resources to counteract the negative effects of these external factors. The City will continue to coordinate with federal agencies, regional transportation and planners and transit providers, and community partners to seek ways to remove barriers to affordable housing. For the barriers that fall within the City's purview, the Community Development Office will work closely with other City Departments to pursue ways to remove barriers to affordable housing.

F. Lead-based Paint Hazards

The Horry County office of the SC Department of Health and Environmental Control (known as the Horry County Health Department) investigates cases of lead poisoning in young children (ages 6 and under) in the Myrtle Beach area. The Department of Construction Services for the City of Myrtle Beach assists the County Health Department with its construction inspection process. Private inspectors are also available for lead paint inspections in older homes during renovations or remodeling. While lead-based paint hazards are of serious concern, testing of children in Horry County revealed a very low percentage of children with elevated lead levels. However, the hazards associated with lead-based paint are a serious concern for residents, particularly for low-income families, and as such are a priority to Myrtle Beach in its housing and community development efforts. The City will continue to make copies of associated forms available through the City Construction Services Department, such as sample disclosure forms for leasing or buying homes with lead-based paint. The City will also continue its support of the Horry County Health Department's programs related to lead-based paint and will comply fully with all applicable regulations related to lead-based paint in any CDBG project or program, to include adhering to the requirements of the *Residential Lead-Based Paint Hazard Reduction Act of 1992*.

G. Institutional Structure and Coordination of Resources

The City of Myrtle Beach works closely with the Myrtle Beach Housing Authority and many community partners, federal and state agencies, neighborhood associations, for-profit organizations and neighboring jurisdictions in the formulation and implementation of its Consolidated Plan. These partnerships strengthen the planning process and ensure successful implementation of the Plan. Each partner in the process plays a critical role in the success of the program and brings expertise in a variety of issues and a unique perspective to the table. Communication and collaboration are key aspects of a successful institutional structure and in the successful implementation of the City's housing and community development strategies.

The *City of Myrtle Beach Community Development Office* is responsible for many housing and community development activities, and for administering the City's Community Development Block Grant (CDBG) program. The Community Development Office is part of the Myrtle Beach Planning Department. The Office works closely with the Myrtle Beach Housing Authority, the Grand Strand Housing and Community Development Corporation and other non-profit organizations to promote the development of safe, adequate and affordable housing in the Myrtle Beach area. The Office also works closely with for-profit developers to promote and facilitate the construction of affordable housing in the area.

The *Myrtle Beach Housing Authority* (MBHA) is a public agency that serves as the major provider of rental assistance for LMI individuals and families in the City of Myrtle Beach and for most of the eastern one-third of Horry County. MBHA is established under SC State Housing Authority Law, Section 31-3-10. Members of the Board of Commissioners for the Authority are appointed by Myrtle Beach City Council. The Board of Commissioners hires staff members and provides supervision of the administration of the Authority. A

primary responsibility of MBHA is the administration of the Section 8 Rental Assistance Program, which provides subsidies (through HUD funding) for privately owned housing for eligible applicants within its service area. Tenants are required to pay 30% of their income toward rent and MBHA subsidizes the difference up to the Fair Market Rent established by HUD on an annual basis. Eligibility is based primarily on income and is established by HUD and adjusted annually. City staff and MBHA staff work closely on the development of new housing and rental assistance funding programs.

The City of Myrtle Beach and MBHA jointly established two nonprofit corporations to promote the development of affordable housing in the area. The *Grand Strand Housing and Community Development Corporation* and *Home Alliance, Inc.* were founded in 1990 and 1999, respectively. Grand Strand Housing was established to seek and develop opportunities that benefit their target populations in the areas of supportive services, neighborhood improvements, job opportunities, and life skills training. Since 1994, Grand Strand Housing has been involved in the development of 527 affordable housing units, with an additional 169 units under construction or planned. Home Alliance, Inc. was established to provide housing and services for homeless individuals and families. A key project of Home Alliance has been the construction of the Alliance Inn Apartments, a homeless housing project that provides the full range of homeless housing services. The 54-unit Alliance Inn Apartments complex was completed in 2004. Other major Home Alliance projects include a program that provides rental assistance to homeless disabled persons, the Homeless Management Information System (HMIS), and construction of permanent supportive housing for the homeless.

The City of Myrtle Beach is an active participant in the *Total Care for the Homeless Coalition* (TCHC) – a Continuum of Care organization serving the needs of the homeless in a seven-county region of South Carolina. The mission of TCHC is to meet the needs of those who are homeless and at risk of becoming homeless by creating and maintaining a continuum of care that will assist individuals and families out of a homeless condition and into a state of stability and independence. TCHC accomplishes its mission through a network of more than 60 state and local public organizations and private nonprofit organizations in the 6-county area that create and support opportunities to decrease homelessness. Through the Coalition, members create and support housing, employment, transportation and emergency assistance, including health, mental health, substance abuse, family and life skills counseling and training services. Within the TCHC structure are 3 centralized local service center communities, Myrtle Beach, Sumter and Kingstree. Each community service center either has or is developing a full range of continuum of care facilities, including a cooperative alliance, homeless facilities and an array of supportive services. TCHC plans to develop a complete continuum of care system at each of the designated local service center communities, to include a full complement of supportive services.

Coordination and collaboration efforts are ongoing between the *City of Myrtle Beach*, *Horry County*, *neighboring jurisdictions* and the *Waccamaw Council of Governments* on issues related to housing and community development. The City intends to continue to strengthen these efforts as the jurisdictions strive to maximize resources, seek new opportunities, and work together on common issues and problems.

Coordination and collaboration is also ongoing with community partners including neighborhood associations, local non-profit organizations, service providers, State and federal agencies, the development community and the private sector. These relationships are key to the success of the CDBG program in the Myrtle Beach area and the City intends to continue to strengthen these relationships as well as develop new partnerships to ensure the success of housing and community development efforts both within the City and throughout the region.

H. Public Housing

MBHA does not currently own any public housing units. MBHA recently completed the sale of the last of its 18 public housing units, all single family homes, to residents of public housing and Section 8 beneficiaries through a lease-purchase program. For this reason, there is no need for initiatives for public housing residents at this time. In the event that MBHA does take ownership of public housing units and has tenants in the future, every effort will be made to counsel, support and assist such households to become self-sufficient.

I. Family Self-Sufficiency and Homeownership Programs

While there are no public housing units in the Myrtle Beach area, initiatives are underway to assist low-income families. MBHA's Family Self-Sufficiency Program (FSS) is designed to help low-income families attain a better standard of living while promoting self-sufficiency. Since its beginning in 1994, FSS has provided assistance to 152 families. Participants sign a five-year contract that sets out specific goals to be accomplished during the time period including first-time employment, higher education, establishment of a self-sustaining atmosphere, and the opportunity to establish and build an interest-bearing escrow account. The account becomes available once the family has completed the FSS program and has been free of all public aid for 12 months.

MBHA also offers a Housing Choice Voucher Homeownership program to housing voucher participants who have been receiving assistance for a period of at least one year and who are currently enrolled in the Family Self-Sufficiency Program (FSS). Program participants not enrolled in the FSS Program who wish to participate in the Homeownership Program must enroll in FSS before they are eligible to receive a homeownership voucher, if they are approved for a mortgage.

The HCV Homeownership Program has been designed to include various program components that can be used by an individual family, depending on their specific needs. The program enables the development of an Individual Action Plan (IAP) that considers family needs and the participant's financial history, credit status, and other historical information. The IAP includes a "to do" list with time lines so the participant can obtain approval for a first mortgage and assume ownership of the home. The Homeownership Coordinator works directly with the participants to enable them to achieve their goals. Participants are required to complete Homebuyer Education classes before purchasing their home and follow-up training and assistance is required after the home purchase.

Successful HVC Homeownership Program participants are allowed to use their subsidy assistance for a limited period of 10 years (if the mortgage is for a period of less than 20 years) or 15 years (if the mortgage term is for a period of longer than 20 years). Participants who are disabled may receive assistance for the life of the loan.

J. Monitoring Standards and Procedures

In order to ensure that programs are carried out in accordance to the Consolidated Plan and in a timely and effective manner, the City of Myrtle Beach will continue to implement an annual monitoring and evaluation process. The process enables the City to review all CDBG funded program accomplishments in relation to the goals and objectives established by the Consolidated Plan. The annual CDBG program review includes City programs and projects and use of CDBG funds by sub-recipient organizations. Information gained from the review provides valuable information including successful implementation of Plan strategies, the effectiveness of programs and strategies, the benefits achieved through the implementation of Plan strategies, the needs that are being met through the CDBG program, and the program accomplishments.

The City implements its monitoring program in accordance with requirements set forth by HUD, as well as additional measures included in the Annual Action Plan for each program year. Monitoring of the implementation of the Consolidated Plan includes periodic telephone contacts, written communications (including emails), data collection, submission of reports, analysis of report findings, periodic meetings and workshops, and evaluation sessions.

General procedures used when monitoring sub-recipient organizations include:

1. Meetings with appropriate officials including an explanation of the purpose of the monitoring process.
2. Review of appropriate materials such as reports and documents that provide more detailed information on the programs and their status.
3. Interviews with members of staff and the community to discuss performance.
4. Visits to project sites.
5. If appropriate and necessary, a closed conference with program officials.
6. Provide comments and recommendations as needed.

In case of project delays, an assessment is made of the reasons for the delay, the extent to which the factors that caused or continue to cause the delay are beyond the organization's control, or the extent to which the original priorities, objectives and schedules may have been unrealistic.