

CHAPTER 12: GOALS AND STRATEGIES



VISION STATEMENT

“Horry County will sustain and enhance the quality of life for our residents and visitors by fostering healthy and safe communities, preserving our natural assets and rural heritage, encouraging business growth and economic diversification, and providing services and public facilities that will protect and strengthen our future.”

The vision statement for the IMAGINE 2040 Plan is intended to inspire and guide future growth and policies in Horry County. While the statement reflect high ideals and challenging ambitions, it reflects the needs, desires, and values of our community. This statement is a promise that Horry County will support until such a time that the vision is achieved or the Plan revised.

OVERARCHING GOALS OF THE PLAN

The following overarching goals further perpetuate the Vision of IMAGINE 2040. These principles serve as the foundation of the objectives and strategies within the plan and should be referenced when making land use and policy decisions to ensure that they are consistent with the vision of the community. They are listed in no particular order of priority.

COMMUNITY CHARACTER

‘Promote a sense of place within our existing and emerging communities by preserving and cultivating their unique character and identities.’

RURAL PRESERVATION

‘Preserve rural areas and lifestyles, along with natural resources and assets, through land use decisions and policies.’

REVITALIZATION, REDEVELOPMENT, AND INFILL

‘Encourage and support community revitalization, redevelopment, and infill development that stabilizes and improves property values, promotes additional reinvestment, and enhances quality of life for our residents.’

HEALTHY, LIVABLE COMMUNITIES

‘Foster the development of healthy, livable communities in which residents and visitors alike have access to a variety of housing and transportation options, facilities and services, culture and arts, and recreational and natural assets.’

SAFE COMMUNITIES

‘Protect the health, safety, and welfare of residents and visitors by providing adequate public safety facilities and services, enforcing and improving regulations, and minimizing incompatible land uses.’

COMMUNITY FACILITIES AND SERVICES

‘Coordinate growth and infrastructure improvements to efficiently and equitably meet the public facility and service needs of our existing and future populations.’

MOBILITY AND TRANSPORTATION

‘Promote development patterns and fund infrastructure projects that result in a well-integrated and maintained transportation system.’

ENVIRONMENTAL SUSTAINABILITY

‘Encourage and incentivize sustainable development activities that minimize and mitigate the impact on the natural environment and avoid adverse impacts on existing development.’

ECONOMIC GROWTH

‘Develop a more diversified and resilient economy that supports the recruitment and retention of businesses, encourages new investments, capitalizes and expands upon our existing niches, and ultimately results in greater economic stability of our residents and local businesses.’

COMMUNITY ENGAGEMENT

‘Create an environment in which residents, businesses, and other stakeholders are engaging and informed of planning efforts, regulatory changes, infrastructure projects, and volunteer and partnership opportunities.’

OBJECTIVES AND STRATEGIES

It is recommended that Horry County implements the following strategies within either a short-term (one-to-two years), mid-term (two-to-five years) or long-term (five-and-more years) time frame. These strategies are intended to be attainable within the lifetime of IMAGINE 2040. They are serve as strategic guidance for Horry County and other governing bodies, departments and partners responsible for implementing this plan. The goals, objectives, and strategies should be reevaluated at least every five years to ensure that the County is progressing as planned and that evolving needs of the community can be met.

COMMUNITY CHARACTER

'Promote a sense of place within our existing and emerging communities by preserving and cultivating their unique character and identities.'

As Horry County grows, new communities are emerging and historic and rural communities are experiencing change. In order to retain and foster community identity and pride, the County should work to strengthen the individualism of our communities by preserving and enhancing their aesthetics and land use form, preserving and conveying their history, retaining rural and beach cultures and lifestyles, and cultivating new and emerging community identities.

Objective: Develop and implement a community beautification and branding program.

- Develop and adopt a countywide Gateway Beautification Plan to improve roadway aesthetics along major corridors. [short-term]
- Continue to implement low maintenance beautification projects at Horry County facilities. [continuously]

- Expand the County's capacity to maintain and expand its corridor beautification program through dedicated funding and staffing. [mid-term]
- Pilot a branding and beautification plan in the Burgess Community. [short-term]
- Develop individualized community branding and beautification plans, as requested, to create distinct community identities. [mid-to- long-term]
- Assist community groups with implementation of their branding and beautification plans. [mid-to- long-term]

Objective: Develop and amend regulations that contribute towards distinct community character.

- Revise rezoning criteria to ensure rezoning requests are evaluated in accordance to the guidance in this Plan. [short-term]
- Revise the MRD zoning district to align with the Future Land Use definitions. [short-term]
- Revise Horry County's Corridor Overlays to ensure they positively influence community aesthetics and result in quality design. [short-term]
- Consolidate and simplify existing Overlays when feasible and appropriate. [short-term]
- Consider the establishment of an overlay for the Sea Mountain Highway, portions of Hwy 9, and Hwy 90 to Wampee leading into North Myrtle Beach. [mid-term]
- Explore the creation of gateway corridor overlays, extending into rural segments of the County, to ensure that main thoroughfares to our tourist destinations remain inviting and aesthetically pleasing. [mid-term]
- Host charrettes to capture the preferred form and design that can be translated into regulations that accurately reflect the desires of individual communities. [continuously]

Objective: Develop, update, and implement plans to ensure the character and form of communities are preserved and enhanced.

- Revise the Garden City Area Plan [mid-term]
- Develop a Garden City Downtown Master/Post-Disaster Redevelopment Plan, incorporating design and hazard mitigation options. [mid-term]
- Revise the Little River Neighborhood Plan. [Imid-term]
- Reauthorize the Highway 319 Rural Heritage Area Plan, Mt. Vernon Area Management Plan, Burgess Community Area Plan.
- Develop other plans and studies, as needed, to establish and preserve distinct community character.

Objective: Revise and simplify Horry County's sign regulations.

- Consolidate sign regulations to minimize duplication of content and inconsistencies between applicable ordinances. [short-term]
- Ensure that Horry County's sign ordinance can be upheld to Reed vs Town of Gilbert. [short-term]

Objective: Increase the number of designated historic properties in Horry County.

- Revise the Horry County Historic Preservation Plan. [short-term]
- Maintain a database of properties, structures, and districts that are eligible for the Horry County Historic Register and National Register of Historic Preservation. [continuously]
- Distribute information on the Horry County Historic Register and National Register of Historic Preservation to eligible property owners. [continuously]
- Host community education programs on how to obtain an historic property designation and to restore and protect their historic structures. [mid-term]



Objective: Expand efforts to educate residents and visitors about Horry County's history.

- Coordinate efforts between the Horry County Board of Architectural Review and Historic Preservation, the Horry County Historical Society, the Horry County Museum, and other appropriate partners to identify priority educational signage projects and lead organizations. [continuously]
- Pursue the installation of new historic markers. [continuously]
- Add storyboards conveying Horry County history at appropriate public facilities. [mid to long-term]
- Implement the Horry County Museum's Strategic Plan. [mid to long-term]
- Ensure that communities and public facilities are appropriately named and signed according to their geographic location or historic figures. [continuously]
- Recognize local businesses that have been in operation over 50 years through the Board of Architectural Review and Historic Preservation's "Legacy Business Program." [continuously]

RURAL PRESERVATION

'Preserve rural areas and lifestyles, along with natural resources and assets, through land use decisions and policies.'

While Horry County is rapidly growing, the vast majority of its landscape remains comprised of agricultural and forestlands. Residents in these areas would like to retain their rural lifestyle and community character without impeding their ability to grow their businesses. To preserve these rural areas and minimize the need for further expansion of public facilities and services, the County should avoid sprawling development patterns and leapfrogging of development along major corridors. It should also promote economic growth in agriculture, forestry, and agri-tourism and eco-tourism industries.

Objective: Preserve the historic properties, agrarian and natural landscapes, and way of life in western Horry County.

- Avoid suburban sprawl and leap-frog development patterns from encroaching into rural areas through zoning and land development regulations. [continuously]
- Continue to work with rural communities to develop individualized area plans, as needed.
- Establish a list of priority properties and structures in western Horry to consider for the Horry County Historic Register. [short-term]
- Add at least 10 properties in western Horry County to the Horry County Historic Register by 2025. [mid-term]
- Assist with the establishment of at least 5 new Century Farms by 2025. [mid-term]
- Pursue the designation of Pee Dee Highway as a SC Scenic Byway. [long-term]
- Encourage agricultural landowners to protect their property's agricultural use through conservation easements. [mid-term]
- Define Rural Amusement uses within the Zoning Ordinance

to support existing uses and minimize potential nuisances from intense amusement activities that may impact rural areas. [mid-term]

- Utilize identified priority conservation areas in rural areas for open space mitigation and density bonus derived from more densely developed areas of the County. [long-term]

Objective: Promote, expand, and protect the agricultural heritage of Horry County.

- Distribute information to farmers, Clemson Extension, and the local USDA on Horry County's agritourism permitting application. [short-term]
- Support agricultural, ecotourism, and heritage tourism by developing special provisions within the Zoning Ordinance. [mid-term]
- Partner with area Chambers of Commerce to promote agricultural and heritage tourism. [continuously]
- Develop a farmland preservation plan. [long-term]
- Revise roadside stand language within the Zoning Ordinance to support local agricultural activities and maintain the character of Horry County. [mid-term]
- Provide educational opportunities for youth and the public to learn about current and historical farming practices used in Horry County. [continuously]
- Pursue a formal feasibility study for the development of a multi-use agricultural facility to support local and regional farmers, equestrian activities, and expand tourism niches. [mid-term]
- Provide support infrastructure for local farmers markets at County facilities. [continuously]

REVITALIZATION, REDEVELOPMENT, AND INFILL

‘Encourage and support community revitalization, redevelopment, and infill development that stabilizes and improves property values, promotes additional reinvestment, and enhances quality of life for our residents.’

Established neighborhoods and commercial centers are the backbone of Horry County. To counteract the cycle of disinvestment and decline that can occur in aging communities, the County will promote investment and redevelopment through its land planning and policies. It will also coordinate with municipalities to ensure that unincorporated areas within their boundaries are developed to meet the future growth pattern identified within their comprehensive plans, thus encouraging future annexation of these ‘donut holes.’

Objective: Develop, update, and implement neighborhood plans to encourage stabilization and revitalization.

- Implement the Bennett Loop and Racepath Neighborhood Plans. [mid-term]
- Develop and adopt a Bucksport Neighborhood Plan. [short-term]
- Develop and adopt a Socastee Area Plan. [mid-term]
- Develop and implement plans for other highly distressed neighborhoods, such as, but not limited to, Cedar Branch and Freemont. [long-term]

Objective: Decrease the number of blighted residential properties throughout Horry County.

- Establish and maintain an inventory of abandoned and blighted residential structures. [short-term]
- Continue to implement the emergency homeowner repair program. [continuously]
- Pursue abatement orders on uninhabitable residential structures. [continuously]

- Enforce and track property management and illegal dumping citations. [continuously]
- Continue the Horry County Residential Nuisance Abatement Program. [continuously]

Objective: Identify and develop targeted commercial revitalization areas.

- Create an inventory of potential commercial revitalization areas and establish a priority. [short-term]
- Develop and begin implementing revitalization plans for the highest priority areas. [mid-term]
- Support efforts to pass legislation allowing counties to demolish blighted commercial properties to reduce unsafe, nuisance properties. [mid-term]
- Consider the establishment of Priority Investment Zones that will incentivize commercial redevelopment and infill. [long-term]
- Promote the Economic Opportunity Zones for commercial and mixed-use infill development in urban areas. [continuously]

Objective: Promote revitalization and infill efforts.

- Minimize urban densities in unincorporated Horry County beyond those allowable within Mixed-Use and Community Activity Centers in an effort to encourage revitalization in municipalities. [continuously]
- Support TIF Districts or provide other incentives that will spur revitalization of unincorporated blighted commercial areas and municipal downtowns. [continuously]
- Support municipal efforts to provide safe, affordable housing through partnerships and funding assistance provided by Community Development. [continuously]

HEALTHY, LIVABLE COMMUNITIES

‘Foster the development of healthy, livable communities in which residents and visitors alike have access to a variety of housing and transportation options, facilities and services, culture and arts, and recreational and natural assets.’

As Horry County continues grow, there will be an increased need to provide a variety of housing types and affordable housing options especially within suburban and urbanizing communities. Community design and infrastructure play a strong role in supporting and welcoming people of all ages and backgrounds, in addition to attracting economic development. Horry County’s land use policies and regulations, in addition to its capital improvements and services, serve as the foundation for creating healthy, livable communities.

Objective: Revise the Horry County Zoning Ordinance and Land Development Regulations to support a full range of land uses and form.

- Revise the Multi-Residential Zoning Districts to allow for greater variation in residential form and density that will coincide with the Future Land Use Map. [short-term]
- Remove obsolete and unutilized zoning districts from the Zoning Ordinance. [short-term]
- Amend the Zoning Ordinance to encourage traditional neighborhood design components for both major developments and infill development, especially within Suburban, Mixed Use and Community Activity Centers as designated on the Future Land Use Map. [mid-term]
- Discourage residential down-zoning and encourage a vertical mixture of land uses, especially in Mixed Use and Community Activity Centers, to promote more urban form and support the Future Land Use Map. [continuously]
- Revise the zoning ordinance to allow for vertical mixture of residential and commercial uses.



Objective: Continue to monitor changes in population and demographics, in addition to trends in seasonal populations.

- Update the Comprehensive Plan upon the availability of the decennial Census data and the release of new population projections. [mid-term]
- Coordinate with local governments, the Chambers of Commerce, state agencies, Veteran's Affairs, Coastal Carolina University, and other service providers to better understand the numbers, composition, and influences of on the permanent and seasonal population. [continuously]
- Share population and housing trend information with County Council, area utilities, Horry County Solid Waste Authority, Horry County Schools, and others. [continuously]

Objective: Encourage safe, affordable housing throughout Horry County.

- Create developer incentives to incorporate affordable housing into new developments. [mid-term]
- Direct HUD funds towards the purchase of homes in existing and new developments that are in close proximity to public facilities, transportation, and job centers. [mid-term]
- Assist with the establishment of a non-profit organization dedicated to fair housing education and assistance in the region. [mid-term]
- Host a fair housing and first time home buyer education program annually. [mid-term]
- Encourage multi-family infill and redevelopment in urban areas by providing a mechanism to reduce or eliminate parking requirements, especially when public parking, transit options, and bicycle and pedestrian networks are available. [mid-term]

Objective: Increase the number of cultural and performing arts facilities, programs, and displays.

- Work with schools, galleries, and artisans to display artwork and other exhibits in Horry County government buildings. [continuously]
- Expand the use of the Horry County Museum, Parks and Recreation facilities, and Libraries to host additional cultural events, performances, public art, and exhibits throughout the year. [continuously]
- Incorporate art and exhibit display space into new County buildings that are open to the public. [continuously]
- Support the development of a regional public-private performing arts facility. [long-term]
- Consider the creation of an Arts Commission to assure that arts and culture are addressed in County decision making. [long-term]

Objective: Identify active and passive recreation needs throughout unincorporated Horry County.

- Adopt the Parks and Open Space Plan. [short-term]
- Maintain a Recreation Inventory, cataloging and mapping all recreational facilities, trails, and properties in Horry County. [continuously]
- Develop a Recreational Facility Maintenance and Expansion Plan. [mid-term]
- Develop and adopt a comprehensive countywide Greenways and Blueways Master Plan which will replace the Bicycle and Pedestrian Plan. [mid-term]
- Develop a standardized park and directional signage plan for all County recreation facilities. [mid-term]
- Develop one conceptual recreation facility master plan annually to inform cost estimates, phasing options, and to leverage grant funding and donations. [continuously]

Objective: Ensure recreational amenities and programs are accessible for all residents.

- Revise the open space criteria within the Land Development Regulations to ensure that open space is more integral to neighborhood design. [short-term]
- Acquire 100 acres for new parks, park expansions and open space by 2025 through land donations, coordination with developers, and the use of existing County-owned property. [long-term]
- Add 10 miles of trails and greenways by 2025. [long-term]
- Coordinate with federal and state agencies and conservation organizations to identify passive recreation opportunities on existing conservation land. [mid-term]
- Coordinate with area developers and businesses on the donation of land and equipment to support future recreational facilities. [mid-term]
- Maintain and enhance existing boat landing and beach access sites. [continuously]
- Consider the development of waterfront parks, walking trails, scenic overlooks, picnic sites, fishing docks, boardwalks, and eco-learning experiences where space allows. [continuously]
- Actively seek grants to help fund the development of new recreational facilities and programs. [continuously]
- Ensure that playgrounds, parks, and other recreational spaces meet the latest National Safety Guidelines and ADA accessibility regulations. [mid-term]
- Conduct recreational programming assessment and fee evaluation to ensure effective use of available public space and staffing for recreation. [mid-term]
- Create a County Parks and Recreation class and program membership that will allow for reduced costs for unlimited participation in programs; thus allowing for other fee increases for one-time participation. [mid-term]
- Develop an advertising plan to increase public awareness of facilities, programs and leagues. [short-term]

SAFE COMMUNITIES

'Protect the health, safety, and welfare of residents and visitors by providing adequate public safety facilities and services, enforcing and improving regulations, and minimizing incompatible land uses.'

As the County continues to grow, it will need to ensure that the public safety needs of our residents and visitors are taken into consideration. Traditional public safety needs should be accounted for to ensure that the County can prevent, minimize, and respond to emergencies of all scales. In addition, future losses should be avoided through regulations and design standards, in addition to enforcement of existing construction and zoning standards.

Objective: Improve Public Safety response times.

- Ensure that public safety departments are adequately staffed and properly equipped to meet the needs of the existing and growing population.
- Develop and implement a Text to 9-1-1 system. [short-term]
- Educate the public about when to call 9-1-1 and availability of non-emergency phone numbers. [short-term and ongoing]
- Ensure that the 9-1-1 Center is informed of large special events occurring throughout the County. [continuously]
- Establish an adequate level of service for all public safety departments to inform funding needs and inform staff rezoning recommendations. [short-term]
- Add and staff a 5th Police Precinct to accommodate future growth. [mid-to-long term]
- Add a 5th Fire Rescue Battalion to accommodate future growth. [mid-to-long term]

- Develop a public safety facilities and staffing assessment to inform existing and projected capital improvement and funding needs. [short-term]
- Strategically add EMS service throughout the County to improve coverage. [continuously]
- Transition Volunteer Fire Rescue Stations into Career Stations as merited and funding is available. [continuously]
- Limit new major residential subdivisions in areas of the County that do not have Career Fire Rescue Stations. [continuously]
- Ensure that new development has an interconnected road network, both internal and external, to allow for faster public safety response. [continuously]

Objective: Improve the overall feeling of safety throughout Horry County.

- Train officers, building inspectors, and planners in Crime Prevention through Environmental Design. [short-term]
- Develop and implement a comprehensive environmental design crime prevention assessment and plan for Horry County facilities and public spaces. [mid-to-long term]
- Conduct environmental design community assessments in high crime areas and undertake activities to mitigate identified challenges. [continuously]
- Horry County Public Safety departments will attend at least 20 HOA and Community meetings each year. [continuously]
- Horry County Public Safety will conduct at least four active shooter trainings for the community each year. This includes tactical training, table tops, community meetings and school tours. [continuously]
- Horry County Police Department will increase traffic enforcement contacts by 5% more than previous year. [continuously]

- Each Horry County Police precinct will implement and update their community problem solving plans annually. [continuously]
- Increase the social media presence and communications from departments in the Public Safety Division. [mid-term]

Objective: Reduce the degree of risk to life and property from disasters through adequately trained staff, educated public, and adequate facilities.

- Construct a new emergency operations center to meet the existing and growing needs of the County. [mid-term]
- Conduct staff training for Horry County's disaster response and recovery operations. [continuously]
- Ensure that staff are trained and equipped to rapidly assess damages after a flood, fire, or other disaster. [continuously]
- Conduct public education events on natural disaster preparedness and recovery annually. [continuously]
- Establish a Disaster Fund Reserve so the County does not need to wait on state and federal assistance to begin recovery efforts. [mid-term]
- Establish a Waste Management Fund Reserve of a minimum of \$10 million for debris clean up in the event of a disaster. [mid-term]

Objective: Minimize future flood losses through regulations, policies, education, and training.

- Adopt a revised flood hazard ordinance that includes State model language and coastal A-zone regulations. [short-term]
- Adopt policy or regulation to prohibit new critical facilities from being constructed in the 100 and 500 year flood-zone. [short-term]
- Adopt revised flood maps as part of the flood ordinance. [short-term]



- Develop a Floodplain Management Plan and Repetitive Loss Area Analysis that meets the National Flood Insurance Program's Community Rating System scoring criteria. [mid-term]
- Develop and implement a Flood Resiliency Plan. [short-to-long term]
- Improve the County's Community Rating System Score to 6 or lower. [mid-term]
- Evaluate the feasibility of prohibiting fill within the flood-zone. [mid-term]
- Maintain at least six Certified Floodplain Managers on staff. [continuously]
- Host at least one internal and one external floodplain management training annually for staff and the public to be aware of available flood mitigation resources, construction alternatives, changes in regulations, and best practices. [continuously]
- Update the Land Development Regulations to require the installation of "Know Your Zone" evacuation areas signs at the entrance of all new neighborhoods within evacuation zones. [short-term]
- Decrease grade changes between existing and planned development as an amendment to the Land Development Regulations and Stormwater Ordinance. [mid-term]
- Update the Stormwater Ordinance and Design Manual. [mid-to-long term]
- Adopt a riparian and wetland buffer ordinance between development and water resources to allow for flood retention and the natural filtration of pollutants. [mid-term]
- Provide incentives for developers to preserve contiguous areas of natural vegetation and wetlands in residential communities for flood retention. [mid-term]

Objective: Become a Fire Adapted Community through wildfire education, mitigation, development regulations, and improved interagency coordination.

- Coordinate with SC Forestry Commission to host a bi-annual Community Wildfire Education Day. [continuously]
- Assist SC Forestry Commission on the establishment of additional Firewise Communities. [continuously]
- Coordinate with SC Forestry and residential communities to identify wildfire fuel reduction opportunities and assist with grant funding applications that support mitigation and community education efforts. [continuously]
- Work with SC Forestry, existing Firewise communities, and relevant agencies to develop a Countywide Wildfire Prevention Plan. [mid-term]
- Support community led initiatives to establish burn ban and firework free zones in wildfire risk areas of the County and where public safety concerns are objectively identified [continuously]
- Develop a floating overlay zone with construction and development criteria that result in communities that are safer from the start. [short-term]
- Amend the Land Development Regulations to address defensible space as a wildfire mitigation technique when new development is proposed in close proximity to large areas of forestland. [short-term]
- Discourage the approval of design modifications that reduce the required number of improved points of ingress and egress, result in longer block lengths, or smaller cul-de-sacs than required by the Land Development Regulations, especially in areas of the County that include or are in close proximity to Carolina Bays and other wildfire prone forestlands. [continuously]
- Support SC Forestry and SC Department of Natural Resources efforts to conduct controlled burns of Lewis Ocean Bay Heritage Preserve. [continuously]

COMMUNITY FACILITIES AND SERVICES

'Coordinate growth and infrastructure improvements to efficiently and equitably meet the public facility and service needs of our existing and future populations.'

To achieve our Future Land Use vision and to maximize use of existing resources and infrastructure, Horry County will ensure that our public safety, transportation, education, recreation, and utility infrastructure and services are adequately planned for and funded to meet and support a high quality of life for our residents and business community.

Objective: Regularly assess Horry County Government's facility and staffing needs.

- Evaluate the five-year Capital Improvements Plan annually to ensure that it is consistent with the facility recommendations of the Comprehensive Plan and the changing needs of the community. [continuously]
- Develop a Facilities Master Plan to better inform existing and projected facility needs, including lifecycle upgrades, in an effort to inform priorities and cost estimates of existing and projected needs. [mid-term]
- Analyze and establish base service levels for all county-wide services and associated costs. [mid-term]
- Consider the development of an Adequate Public Facilities ordinance. [mid-term]
- Consider coinciding the establishment of tax districts and development agreements with the approval of major developments to ensure that public facilities and services can be met. [continuously]

Objective: Identify funding opportunities or efficiencies to support capital improvements and services.

- Utilize Development Agreements when appropriate. [continuously]
- Evaluate the feasibility of special tax districts within suburban and urban areas to fund higher service levels for public safety, recreation, drainage, and other services. [mid-term]
- Evaluate the feasibility of impact fees. [short-term]
- Evaluate franchise feasibility for curbside waste and recycling pick up in suburban and urban areas. [long-term]
- Decrease the need for foot traffic in government buildings by improving the availability of information and services on our website. [continuously]
- Consolidate County buildings to provide better customer service and reduce maintenance costs. [continuously]

MOBILITY AND TRANSPORTATION

'Promote development patterns and fund infrastructure projects that result in a well-integrated and maintained transportation system.'

Horry County's quality of life, safety, and opportunities for economic diversification are strongly tied to having a transportation network that can easily provide access in and out of the County while also ensuring that residents and businesses have multiple modes of transportation available to their needs. As new development occurs, it should take into account both the local and regional impacts to the transportation network and adequately provide infrastructure to meet those needs. All means of transportation should be taken into consideration with future development, including the road network, bicycle and pedestrian facilities, and mass transportation. In addition, the long term maintenance needs should be accounted for when developing new projects or adding to the transportation network.

Objective: Provide long term transportation safety and capacity solutions.

- Develop a list of transportation projects and cost estimates encompassing GSATS, Rural Transportation Study, Road Plan, Safety/Capacity Program, as well as other mobility needs. [short-term]
- Modify the local road plan to include vehicular and pedestrian related safety/capacity enhancements. [mid-term]
- Allocate local funds for the construction of I-73 and SELL. [continuously]
- Establish a permanent source of funding to support the construction of planned bicycle and pedestrian facilities in unincorporated Horry County. [mid-term]

- Conduct traffic counts annually for Horry County maintained collector and arterial roadways. [mid-term and continuously]
- Ensure that all planned road projects are integrated into the Official County Map as soon as designs are completed to minimize development from occurring in these future Right of Ways. [continuously]
- Revisit the Future Land Use Map after the completion of major road projects. [continuously]
- Host public meetings to ensure the community is informed of the progress of planned transportation projects. [continuously]

Objective: Complete the RIDE 3 Program on schedule.

- Keep the public informed of the progress of the design and construction of all RIDE 3 projects. [continuously]
- Post highly visible RIDE 3 signage along all major roadways that will experience improvements. [short-term]
- Create a wetland mitigation bank to support RIDE 3 and other transportation projections. [short-to-long term]

Objective: Maintain County road and transportation infrastructure.

- Update local road plan regularly. [continuously]
- Review local road plan to ensure equitable distribution of road user fee revenues. [short-term]
- Repair signage deficiencies as identified by inspections. [continuously]
- Repair potholes within three-days of identification [continuously]
- Mow road Right-of-Ways at least two-times per year. [continuously]
- Repair and replace major drainage crossings as needed. [continuously]
- Scrape unpaved roads as needed. [continuously]



- Perform formal evaluations of every County roadway every three-years (rotating basis). [continuously]
- Utilize pavement management system to develop annual resurfacing program. [continuously]
- Repair local pavement failures to prevent expansion of damages. [continuously]
- Clip paved road shoulders every three-years. [continuously]
- Resurface roads as programmed each year. [continuously]

Objective: Pursue Complete Streets policies and regulations to support an integrated road network and transportation options.

- Update Horry County's Land Development Regulations to support shorter block lengths in Suburban Communities, Mixed-Use, and Community Activity Centers. [mid-term]
- Update Horry County's Land Development Regulations to establish provisions for the development of public transportation pull-offs or official bus stops on major and minor arterial roadways that coincide with COAST RTA routes. [mid-term]
- Allocate funds towards COAST RTA annually. [continuously]
- Update Horry County's Land Development regulations to clarify where sidewalks are required external to new commercial and residential developments. [short-term]
- Update the Horry County Land Development Regulations to require pedestrian connectivity both internal and external to public and private school properties, in addition to requiring flashing school zone signs to improve safety. [short-term]
- Revise the Land Development Regulations to require that developers make traffic improvements based on future planning horizon of area and corridor capacity. [short-term]

- Require complete streets within unincorporated donut holes within municipalities when development and redevelopment is pursued. [continuously]

ENVIRONMENTAL SUSTAINABILITY

'Encourage and incentivize sustainable development activities that minimize and mitigate the impact on the natural environment and avoid adverse impacts on existing development.'

Horry County is rapidly growing, in large part to the attractiveness of its beaches and waterways, outdoor recreation, and warm climate. These same natural assets that attract people to move to our County should be protected as development occurs. Future development should avoid flood and wildfire hazards and minimize adverse impacts to water quality, flooding, habitat and wildlife. In addition, new development should minimize their impacts on adjacent developments and surrounding communities. In order to do so, the County should encourage and incentivize better site design through its policies and regulations.

Objective: Improve the aesthetics and environmental quality of development through the preservation of trees and installation of native landscaping.

- Simplify the Landscape Buffer and Tree Preservation Ordinance and landscape requirements within Overlays. [short-term]
- Remove all invasive plant species from the Landscape Buffer and Tree Preservation Ordinance and Overlays. [mid-term]
- Expand the list of protected tree species within the Landscape Buffer and Tree Preservation Ordinance beyond live oaks. [mid-term]

- Promote the use of native plants by distributing the County's landscaping guide to developers and property owners. [short-term]
- Amend the Landscape Buffer and Tree Preservation Ordinance to require the planting of tree on every residential lot within a major subdivision prior to the CO of a new home. [mid-term]
- Revise the Landscape Buffer and Tree Preservation Ordinance to increase the width of vegetated buffers for major residential subdivisions along major roadways. [mid-term]

Objective: Minimize habitat fragmentation in environmentally sensitive areas.

- Consolidate the conservation preservation zoning districts. [short-term]
- Rezone all state and federal conservation lands to a conservation preservation zoning to better reflect their use. [short-term]
- Update Horry County regulations to encourage contiguous open space within new major developments. [short-term]
- Update the Horry County Parks and Open Space Plan to identify priority conservation areas and future recreation sites. [short-term]
- Utilize density bonuses and the use of the Open Space fee-in-lieu program in Community Activity Centers, Mixed Use, and Suburban Communities to encourage increased development in exchange for targeted offsite open space preservation, as identified within the Parks and Open Space Plan. [continuously]
- Identify and maintain a list of priority properties to preserve the County's green infrastructure network. [mid-term]
- Distribute conservation easement information to priority conservation properties. [mid-term]

- Mitigate the impacts of existing and future transportation corridors to ensure that wildlife habitat fragmentation is minimized. [continuously]

Objective: Improve the County's understanding of water quality and drainage problems.

- Continue to implement a countywide water quality monitoring program through the Waccamaw Watershed Academy and the Waccamaw Riverkeeper's Volunteer Monitoring Program. [continuously]
- Continue to cooperate with local universities in understanding the effects of our land use decisions on watersheds. [continuously]
- Prepare comprehensive drainage maps for the County using up-to-date stormwater infrastructure, landcover and elevation data. [mid-term]
- Coordinate with SCDHEC, Grand Strand Water and Sewer, and local governments to identify and map the location of septic systems throughout the County and require connection to sewer systems when septic systems fail to perform properly. [long-term]
- Develop a Stormwater Capital Improvements Plan. [mid-term]

Objective: Maintain and improve water quality in Horry County.

- Continue to implement an illicit discharge detection and elimination (IDDE) program based on the County National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater Management Plan. [continuously]
- Continue to implement a Construction and Post-Construction Site Runoff Program based on the County NPDES Phase II Stormwater Management Plan. [continuously]
- Work with known sources of point source water pollution to maintain and reduce pollutant discharges. [continuously]

- Coordinate with SCDHEC and local governments to develop and implement TMDL and 319 watershed plans to provide a course of action to improve impaired water bodies. [continuously]
- Continue to work with the Natural Resource Conservation Service, the Farm Bureau and local agricultural landowners to address issues that affect water quality, including confined animal feeding operations, buffering, and irrigation. [continuously]
- Seek grant funding from SCDHEC and federal agencies to remediate known water quality and flooding problems, such as failing septic systems, leaking underground storage tanks, and brownfield sites. [continuously]

Objective: Encourage development techniques which maintain and improve water quality and drainage maintenance.

- Cooperate with public education providers through the Coastal Waccamaw Stormwater Education Consortium to provide water quality education, workshops, technical trainings, and publications to a variety of audiences. [continuously]
- Incorporate low impact design techniques into future County facilities to serve as a model for private developers. [continuously]
- Provide for the inclusion of low impact development techniques in the Zoning Ordinance, Overlays, and Stormwater Design Manual. [continuously]
- Provide incentives for developers to incorporate low impact development techniques into their developments. [mid-term]
- Reduce the use of impervious surfaces and encourage the use of pervious surfaces through amendments to the Zoning Ordinance. [long-term]

- Update major subdivision regulations to ensure that drainage on the periphery of a subdivision is platted as common area and prohibited from being located within residential parcels. [short-term]

Objective: Conserve the essential pollution filtering, groundwater recharge, and habitat functions of wetlands and floodplains.

- Work with conservation partners to strategically conserve land along the Waccamaw and Little Pee Dee Rivers for the dual purpose of protecting ecologically significant habitats and minimizing future flood losses. [continuously]
- Encourage the establishment of local wetland mitigation banks for local developers and road construction projects to mitigate their wetland impacts within the County. [continuously]
- Continue to apply the Horry County Open Space Inventory to earn credits with the National Flood Insurance Program's Community Rating System; thereby, reducing flood insurance rates. [continuously]
- Encourage the creation of interstate and intergovernmental compacts which address watershed issues for the Pee Dee, Little Pee Dee, Lumber, and Waccamaw Rivers. [long-term]

Objective: Preserve and enhance existing dune systems, beaches, and marshes to provide habitat for wildlife and protect coastal property.

- Update the Horry County Beach Management Plan. [short-term]
- Work closely with property owners and Government Agencies to maintain the protective, ecological and recreational functions of the beach/dune system. [continuously]



- Develop strategies for erosion control and beach/dune restoration that will protect, preserve, restore and enhance the natural character of Horry County's beach/dune system. [mid-term]
- Pursue available state and federal funding for beach and dune restoration. [continuously]
- Coordinate with natural resource agencies and trained volunteer organizations to protect and restore critical habitats for threatened or endangered species. [long-term]
- Partner with local rental agencies and hotels to develop an outreach program to educate tourists on Horry County's unique and fragile coastal ecosystem. [long-term]

Objective: Reduce litter to protect the County's habitats, wildlife, and recreation spaces.

- Track County and volunteer litter reduction efforts annually to assess changes litter patterns and the need for targeted community education and enforcement. [continuously]
- Maintain year-round litter reduction crews and enforcement efforts. [continuously]
- Support volunteer-led litter cleanups by providing clean up supplies and safety training. [continuously]
- Educate residents and visitors about the impacts of litter on the environment and property values. [continuously]
- Actively engage businesses, churches, and community groups to lead and support litter reduction and beautification initiatives of roadways, parks and other open spaces. [continuously]
- Establish minimum dumpster sizes and the inclusion of recycling dumpsters within the general provisions of the Zoning Ordinance for commercially reviewed developments, including multi-family developments. [mid-term]

Objective: Identify renewable energy opportunities that may be harnessed by local businesses, industries, and residents.

- Identify incentives, credits and opportunities related to the installation and use of solar panels, wind turbines, or other types of renewable energy sources. [mid-term]
- Explore off-shore wind industries as an economic opportunity for the Grand Strand. [continuously]
- Adopt language in the Zoning Ordinance to clarify the regulations for the installation of solar panels, solar farms, and small wind energy systems. [mid-term]
- Participate in the regional Air Quality Coalition led by the Waccamaw Regional Council of Governments. [continuously]

ECONOMIC GROWTH

'Develop a more diversified and resilient economy that supports the recruitment and retention of businesses, encourages new investments, capitalizes and expands upon our existing niches, and ultimately results in greater economic stability of our residents and local businesses.'

Horry County is highly dependent upon the tourism industry and should continue to foster its growth. In addition, the County and its partners should work to diversify its employment base and provide the infrastructure to support such growth. By expanding employment sectors, Horry County will offer livable wages, support retention of a skilled labor force, and ensure that the local economy can bounce back more readily in the wake of a national economic downturn or natural disaster.

Objective: Develop a comprehensive economic development framework for Horry County with a consortium of key stakeholders and County staff.

- Formalize a group of key economic development stakeholders to analyze and inform the County of economic opportunities. [short-term]
- Develop a comprehensive Economic Development Plan. [mid-term]

Objective: Improve the business climate by enhancing government services and communicating processes to the business community.

- Improve County website by adding/maintaining businesses and economic development pages. [mid-term]
- Training and resources for new business, such as 'How to Open a Business' flow chart. [mid-term]
- Map out and review business services, zoning, plan and construction approval processes and identify potential impediments to business growth. [mid-term]

Objective: Improve awareness of the local impacts of economic development activities.

- Develop an economic indicator report and present annually to County Council. [continuously]
- Present economic trend analysis every quarter. [continuously]
- Share economic trend reports and analysis to interested parties. [continuously]
- Make information available and easily accessible on County website. [continuously]

Objective: Develop a variety of high quality industrial land and building 'products' that can attract new and/or expanding business.

- Continue to work with GSWA and Santee Cooper on the development of the Bucksport Marine Park. [continuously]
- Continue to work with Santee Cooper on the development of Ascott Valley. [continuously]
- Seek additional strategically located properties and construct spec buildings to attract new industries. [short-term]
- Attract new industry, expansions, and reinvestment to locate in Economic Opportunity Zones. [continuously]
- Preserve areas of the County, as identified on the Future Land Use Map, for development of new and expansion of existing industrial, manufacturing, and distribution centers and uses. [continuously]

Objective: Assist in infrastructure investment and development efforts that spur economic development.

- Work to establish interstate highway connectivity. [long-term]
- Complete and implement the Horry County Department of Airports Master Plan. [short-to-long-term]
- Complete the TIGER Grant to upgrade the R.J. Corman rail line improvements. [mid-term]

Objective: Continue to foster the development of tourism throughout the County.

- Increase air service to Myrtle Beach International Airport. [continuously]
- Continue to aggressively market MYR to prospective airlines. [continuously]
- Keep costs and fees as competitive as possible. [continuously]
- Complete the Arcadian Shores and Reach III renourishment projects. [short-term]
- Continue working to secure funding for future beach renourishment. [continuously]
- Support resort and tourism uses that are appropriately sited according to the Future Land Use Map. [continuously]

Objective: Diversify tourism niches throughout Horry County.

- Tap into the sports tourism market by adding lighting to County athletic fields that could host tournaments. [mid-term]
- Expand the number of agritourism permits to foster our agricultural industry and heritage. [continuously]
- Establish conditional uses within the zoning ordinance to allow for seasonal, temporary uses, such as guided hunting expeditions, agritourism, and paddling tours, within rural areas of the County without requiring typical commercial development standards that are inconsistent with the uses and character of the area. [mid-term]
- Coordinate with area Chambers of Commerce to promote area agritourism, ecotourism, and heritage tourism businesses, attractions, and events. [continuously]
- Explore the development of franchise agreements at boat landings and beaches for the rental of non-motorized boats, fishing equipment, and guided tours. [mid-term]

- Consider the development of a Multi-Purpose Agricultural/Equestrian Center to host large scale equine events. [long-term]
- Serve as a partner and host of major events to attract tourism to areas beyond the beach. [continuously]

COMMUNITY ENGAGEMENT

'Create an environment in which residents, businesses, and other stakeholders are engaging and informed of planning efforts, regulatory changes, infrastructure projects, and volunteer and partnership opportunities.'

Because Horry County is a changing and dynamic community, there is a constant need to engage the public in planning efforts, regulatory changes, and infrastructure projects and inform the community of ongoing County efforts in which they may be interested in being involved in. By engaging the public through meetings, public forums, and online resources, Horry County will create a more inviting and transparent atmosphere in which the community feels more engaged in the process, is educated about important topics, and likely to be involved in volunteer and partnership opportunities.

Objective: Increase community engagement and communications.

- Maintain and coordinate Horry County's social media pages. [continuously]
- Develop and maintain a listserv of community groups and businesses that can be shared with all departments for communication and public engagement. [short-term]
- Conduct or participate in four community meetings annually to ensure that concerns can be addressed and that the County can provide updates on important capital projects. [continuously]



- Maintain the Capital Improvements Dashboards on the Horry County website so the public can follow the progress of major projects. [continuously]
- Install signage in areas where major capital improvements are being conducted so the public is aware of how their tax dollars are working to make improvements. [continuously]
- Conduct community surveys to gauge public opinions and obtain input on important planning efforts. [continuously]
- Begin advertising volunteer opportunities on the County's employment website. [short-term]

Objective: Make information readily available to the public in regards to future development and development proposals.

- Create an online map showing all active rezoning, variance, and telecommunications proposals. [short-term]
- Develop and track all major subdivisions and remaining units to be constructed in tabular and GIS format and make publicly available. [short-term]
- Upgrade Municode Contract by FY20 to allow for immediate upload of regulatory changes to minimize the lag time between Council approval and reflection in online code. [mid-term]
- Revise the public noticing mailing process to include noticing of all addresses, in addition to the current process of noticing property owners within a specified distance of rezonings, variances, telecommunications, and agritourism applications. [mid-term]