
**R2024-12: RESOLUTION OF THE CITY OF MYRTLE BEACH TO APPROVE THE
FY 2024-25 FISCAL YEAR IMPROVEMENT BUDGET FOR THE MYRTLE BEACH
DOWNTOWN MUNICIPAL IMPROVEMENT DISTRICT AND CONTRACT WITH MBDA
TO ADMINISTER AND MANAGE THE IMPROVEMENT BUDGET.**

Applicant/Purpose: MBDA, Business Owners, Staff / to approve the FY2024-25 Fiscal Improvement Budget for the Downtown Municipal Improvement District and to approve the contract with the Myrtle Beach Downtown Alliance (MBDA) to administer and manage the Downtown Improvement Plan for the Municipal Improvement District.

Brief:

- The purpose of the MID is to provide for the provision and funding of various public improvements for the benefit of the current and future users of the real property located within the district as set forth in Resolution 2022-17 adopted on April 12, 2022. Proposed public Improvements consist of:
 - Ambassador Program
 - Events and Marketing
 - Planning and Research
 - District Management
- The Resolution incorporates the FY2024-25 improvement plan budget and the agreement with MBDA for FY2024-25.
- The Resolution, incorporates, by reference, Ordinance 2022-25 authorizing the creation of the Municipal Improvement District and providing for financing of the improvements.
- A Resolution officially confirming the assessment roll for FY2024-25, which details the parcels subject to the assessment within the Municipal Improvement District will be presented to Council once assessment numbers are provided by Horry County.

Issues:

- Absent the Fiscal Year Improvement Plan assessments will not be billed and other funding sources would need to be identified to provide the public improvements proposed within the district.
- The Fiscal Year Improvement Plan reflects the entire budget (\$2,267,144) for the MBDA, however the funding agreement with the City of Myrtle Beach is for \$1,827,044, of which approximately \$700,000 is anticipated to be generated from the Downtown MID.

Public Notification: Normal meeting notification.

Alternatives: Amend or deny Resolution.

Financial Impact: Impact upon participants in the Municipal Improvement District will remain the equivalent of 10 mills.

Manager's Recommendation:

- I recommend adoption of the Resolution

Attachment(s): Proposed Resolution, MBDA Agreement, supporting material

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**CITY OF MYRTLE BEACH
COUNTY OF HORRY
STATE OF SOUTH CAROLINA**

**RESOLUTION OF THE CITY OF MYRTLE
BEACH TO APPROVE THE 2024-25
FISCAL YEAR IMPROVEMENT BUDGET FOR
THE MYRTLE BEACH DOWNTOWN
MUNICIPAL IMPROVEMENT DISTRICT AND
CONTRACT WITH MBDA FOR ADMINISTER
AND MANAGE THE SERVICES SPECIFIED IN
THE 2024-2025 FISCAL YEAR IMPROVEMENT
BUDGET.**

WHEREAS, South Carolina Code 5-37-10, et seq., authorizes the municipal government to create by ordinance a municipal improvement district; and,

WHEREAS, City Ordinance No. 2022-25 authorized the creation of the Downtown Municipal Improvement District ("MID") to implement Improvements within the District, each as defined in the MID,

WHEREAS, the City is required to annually adopt a Fiscal Year Improvement Budget for expenditures within the MID and the City desires to fund \$2,267,144 for the Fiscal Year Improvement Budget for the coming fiscal year; and

WHEREAS, the City desires to contract with the Myrtle Beach Downtown Alliance (the "MBDA") to administer and manage the services specified in the Improvement Plan - Myrtle Beach Downtown Municipal Improvement District approved by City Council Resolution No. 2022-17 (the "Plan"), in accordance with South Carolina Code 5-37-10, et seq.; and

WHEREAS, MBDA is a South Carolina not-for-profit corporation that is vested with the necessary powers and authority to carry out the purposes and intent of the MID; and,

NOW, THEREFORE, BE IT RESOLVED by the City Council for the City of Myrtle Beach, in a meeting duly assembled, that the 2024-25 Fiscal Year Improvement Budget, as attached in Appendix A, and the agreement for the MBDA to administer and manage the services specified in the 2024-2025 Fiscal Year Improvement Budget, as attached in Appendix B, are hereby adopted.

SIGNED, SEALED, AND DATED this 28th day of May, 2024.

ATTEST:

SIGNED:

Jennifer Adkins, City Clerk

Brenda Bethune, Mayor

1 Appendix A

2 2024-2025 Fiscal Year Improvement Budget

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4 1. Cost Estimates for the Improvements for the 2024-2025 Fiscal Year Improvement Budget

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Improvements/Services	Estimated Costs
Ambassador Program	\$653,683
Events and Marketing	\$477,604
Special Projects	\$454,200
Planning and Research	\$0
Management and overhead costs for the provision of services	\$681,657
Total Cost Estimate of the Improvements	\$2,267,144
Estimated available funds from prior Fiscal Years	(\$5,000)
Net estimated funding requirement	\$2,262,144

Additional Information:	Estimated Funds
<u>Estimated Funding, excluding MID assessment fees</u>	
Estimated revenues from the provision of the Improvements	\$30,900
Estimated Grant - Outside Entity	\$154,200
Estimated Grant - City of Myrtle Beach Accommodations Tax	\$250,000
Estimated Grant - City of Myrtle Beach Improvement Projects	\$1,127,044
Total Estimated Funding, excluding MID assessment fees	\$1,562,144
<u>Current estimate of funding required from MID assessment fees</u>	\$700,000
Total Estimated Funding	\$2,262,144

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9 2. Description of the Improvements/Services

- 10 1. Ambassador program - The ambassador program shall provide public realm
11 maintenance services in the District, including services such as litter and graffiti
12 removal, as well as landscape and streetscape maintenance.
- 13 2. Events and marketing - Events and marketing services shall include holding
14 recurring and non-recurring events which seek to activate streets and public spaces
15 within the District to create continuous opportunities for residents and visitors to

engage with others in the District; promoting locations and business opportunities across the District; and preparing and distributing communications that seek to generate a compelling narrative to (1) help channel more activity in the District, (2) broaden the base of public support for the areas within the District and (3) encourage businesses and investors to consider the areas within the District as a destination and a desirable location for additional investment.

3. Special projects - Special projects shall include efforts to advance the goals of development and revitalization within the District, such as creating and executing real estate development and economic development strategies; supporting the evaluation and prioritization of City capital projects; analyzing and proposing new and updated policy priorities; and facilitating the structuring of partnerships between public, private, and non-governmental stakeholders.

4. Planning and research - Planning and research shall include efforts to establish strategic and detailed urban planning, procedures, communications, all intended to improve the community areas within the District, along with evaluation of the other Improvements noted. Examples include compiling real estate market, employment, and residential data; collecting input from current and prospective District stakeholders; and serving as a resource to public and private stakeholders looking to make informed decisions regarding District investments.

5. Management and overhead costs of the provision of services.

3. Reporting of Prior Fiscal Year

Reporting of Prior Fiscal Year	
Estimated total collection of funds in prior Fiscal Year	\$1,563,900
Estimated total use of funds in prior Fiscal Year	(\$1,558,900)
Estimated available funds for the 2024-2025 Fiscal Year	<hr/> \$5,000

Appendix B

Fiscal Year 2024-2025 Agreement

**AGREEMENT BETWEEN
CITY OF MYRTLE BEACH, SOUTH CAROLINA
AND MYRTLE BEACH DOWNTOWN ALLIANCE, INC.
FOR THE ADMINISTRATION OF THE
DOWNTOWN MUNICIPAL IMPROVEMENT DISTRICT**

This Agreement is entered into this 28th day of May 2024, by and between the City of Myrtle Beach, a body politic of the State of South Carolina (the "City") and Myrtle Beach Downtown Alliance, Inc. (the "MBDA"), a South Carolina not for profit corporation approved by the Internal Revenue Service as a 501(c)(3) organization. The City and the One Grand Strand have entered into that certain Memorandum of Understanding dated March 25, 2021 (the "MOU"). In consideration of the MBDA's promise to deliver or perform the goods and/or services that are the subject of the MOU and the City's promise to disburse the funds identified in Section 1 below, and subject to any Special Conditions as may be expressed in Section 2, the MBDA hereby expressly agrees to the terms and conditions outlined in this Agreement.

1. **Designation of funds.** By Resolution 2024-012, dated May 28, 2024, the City Council of the City has affirmed the estimated appropriation and directed the estimated expenditure of the sum of One Million Eight Hundred and Twenty Seven Thousand and Forty -Four Dollars (\$1,827,044) to be paid to the MBDA for such public purposes as are expressly identified in the 2024-2025 Fiscal Year Improvement Budget, attached as Exhibit A to this Agreement, and in accordance with the MOU. Funds will be disbursed on a quarterly basis, or on an as needed basis.
2. **Principles of the Agreement.**
 - a. The parties agree that the primary purposes of this Agreement are to (i) ensure that the Downtown Municipal Improvement District ("MID"), as defined in the Improvement Plan set forth in Resolution 2022-17, continues to receive the type, level, quality, and frequency of City services subsequent to the establishment of the MID as it would otherwise receive if the MID were not established ("Basic City Services"), and (ii) describe the relationship and mutual responsibilities of the City and MBDA. The City understands that providing the work described in this Agreement is critical to the success of the MID. MBDA understands that the City is relying on MBDA to perform the functions called for under this Agreement in fulfillment of the plan, in furtherance of an important public purpose, and in the public interest.
 - b. The parties agree that the success of the MID depends on the strength of the partnership between the City and MBDA. The City and MBDA agree to cooperate in the implementation and management of the MID, and to take all actions reasonably necessary to facilitate the operation of the MID.
 - c. The parties recognize that this Agreement cannot resolve all issues arising out of the establishment of the MID and the implementation of the Improvement Plan. Accordingly, the City and MBDA agree to take such other actions as may be necessary or desirable to accomplish the purposes and intent of the MID.
 - d. The City and MBDA shall strive to cultivate a partnership that:

- i. Features transparency with regard to roles and expectations;
 - ii. Is built on foundations of trust, respect, and an understanding of one another's unique strengths;
 - iii. Identifies mutual goals and opportunities for collaborative problem solving; and
 - iv. Enables each party to remain proactively involved in projects and initiatives that impact downtown.
- e. The parties shall responsively communicate and coordinate on an as needed basis to enable the parties to speak with one voice and remain in lockstep on key issues related to the MID and shall consult one another during the ideation and decision making processes on major projects related to the District.

3. Duties, Obligations, and Responsibilities of MBDA. During the term of the agreement, the MBDA shall have the following duties and responsibilities:

a. Organization

- i. MBDA shall maintain its status as a duly formed South Carolina Nonprofit Corporation in good standing;
- ii. MBDA has the legal powers of a South Carolina Nonprofit Corporation, including but not limited to those outlined in S.C. Code 33-31-302(1) through (18);
- iii. MBDA's Board of Directors. MBDA shall be governed by a Board of Directors in accordance with the South Carolina Nonprofit Corporation Act, S.C. Code § 33-31-801, et seq., excepting §33-31-812, and such officers as are appointed by the Board of Directors of MBDA in its discretion;
 - 1. Directors should have a demonstrated commitment to the revitalization of the Downtown area of the City and its adjacent communities. Directors should bring a diversity of perspectives and experience (including based on race, gender, age, class or geography) that would enrich the planning and implementation of the future of the Downtown, and should be drawn from the public, civic, and private sectors in accordance with the following:
 - a. Public City Directors. There shall be appointed three (3) Directors nominated by the City, which shall be: (1) a Councilmember or designee of the City Council; (2) the Mayor or the Mayor's designee; and (3) The City Manager or the City Manager's designee.
 - b. Public County Director. There shall be one (1) Director nominated by Horry County.

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- c. Civic Directors. There shall be at least three (3) Directors that are representatives of nonprofit organizations.
 - d. Private Community Directors. There shall be up to fourteen (14) Directors qualified to bring a diversity of perspectives and insight of various community and business leaders and other segments of the private sector including property owners, businesses, and residents of the Downtown, the City, and adjacent communities.
 - 2. The Board is in charge of hiring MBDA's Chief Executive Officer or similar position.
 - 3. Neither MBDA's articles nor bylaws may allow for compensation of the directors.
- b. MBDA shall be governed in accordance with MBDA's written Bylaws, as they may be amended from time to time. MBDA shall update its bylaws prior to commencing work to reflect the duties and obligations under this Agreement and shall provide a copy to file with the City Clerk.
- c. MBDA shall implement, administer, and manage the expected work specified in the 2024-2025 Fiscal Year Improvement Budget as set forth in this Agreement ("Duties"), which shall include:
 - i. Managing and providing the Services as set forth in the 2024-2025 Fiscal Year Improvement Budget, approved by Resolution 2024- 012 and included as Exhibit A to the this Agreement, in coordination with the City, and which are services provided to the City in addition to the Basic City Services;
 - ii. Diligently seeking additional funds for the Services other than the funds described in the 2024-2025 Fiscal Year Improvement Budget;
 - iii. Reporting to City Council on a quarterly basis.
- d. The MBDA may accomplish the Duties by:
 - i. Entering into contracts and agreements with other persons or entities, but any such contract shall not bind the City in any manner; and
 - ii. Hiring employees or retaining agents, engineers, architects, planners, consultants, attorneys, and accountants.
- e. Record-keeping and Audit.
 - i. Due to the interrelationships of the City and MBDA, the annual budget of MBDA shall be on the same fiscal year as the City.

1 ii. MBDA shall establish and maintain books, records, and systems of account,
2 in accordance with generally accepted accounting principles, reflecting all
3 business operations of MBDA transacted under this Agreement. MBDA shall
4 retain these books, records, and systems of account during the Term of this
5 Agreement and for five (5) years thereafter. MBDA shall permit the City, its
6 agent, other representatives, or an independent auditor to audit, examine,
7 and make excerpts, copies, and transcripts from all books and records, and
8 to make audit(s) of all billing statements, invoices, records, and other data
9 related to the Work covered by this Agreement.

10
11 iii. Information of spending MID Funds, including specifically identifying public
12 funds, shall be readily available to the public on the MBDA's website.

13
14 iv. MBDA shall retain an independent certified public accountant responsible
15 for the Annual Audit. The Annual Audit must be submitted to the City as
16 part of the Annual Report. The Annual Audit will include true, correct, and
17 complete annual financial statements setting forth the amount of public
18 and private revenues received by the MBDA and the amount of expenses
19 paid for the immediately preceding fiscal year.

20
21 f. If it is determined that the Funds disbursed hereunder were not spent for a valid
22 public purpose and according to the terms of this Agreement, then the MBDA shall,
23 upon the City's demand, repay all or such portion of the funds disbursed hereunder
24 as the City may determine not to have been spent in such a manner.

25
26 g. MBDA shall at all times during the Term and any Renewals be a South Carolina
27 non-profit corporation.

28
29 h. To the extent required by law, MBDA will comply with South Carolina's
30 Freedom of Information Act, S.C. Code Ann. 30-4-10, et. seq.

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33 **4. Duties and Responsibilities of the City.** During the Term of this Agreement, the City
34 shall have the following duties and responsibilities:

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36 a. **Basic City Services.** The City agrees to provide, at a minimum, the same level
37 of City services to the properties located within the MID that existed prior to
38 the establishment and subsequent renewals of the MID. The City also agrees
39 that the services previously provided to the properties within the MID will not
40 be decreased as a result of the enhanced level of services provided through
41 the MID; provided, however, the level of urban services may be decreased for
42 other reasons that include, without limitation, budgeting and decreases in
43 funding which are applied equitably to all property within the City. The City
44 agrees that each department shall use reasonable efforts to notify MBDA in
45 advance concerning any proposed decrease, increase, extension, or
46 augmentation in City services. The City and MBDA further agree to work
47 cooperatively to maximize the efficacy of all City services and general MID
48 operations.

- 1 b. Adherence with the requirements of all non-delegable duties and responsibilities
2 under the Municipal Improvements Act of 1999, S.C. Code 5-37-10, et seq.
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5 **5. Term and Termination.**
6

- 7 a. Term. The Term of this Agreement shall commence on July 1, 2024 (hereinafter
8 "Commencement Date") and expire on June 30, 2025, which aligns with the City's
9 fiscal year, or unless earlier terminated as provided in this Agreement ("Expiration
10 Date").
11

- 12 b. Terminations. This Agreement shall continue in full force and effect during the
13 Term unless (i) the Agreement expires or is sooner terminated by its terms, (ii) the
14 City and MBDA mutually agree to modify or terminate the Agreement, (iii) the MID
15 is dissolved or terminated, (iv) the City is unable to collect the Assessment or fund
16 the MID; (v) MBDA misappropriates MID Funds; (vi) if the City determines it is in the
17 City's best interest to terminate this Agreement; or (vii) MBDA determines it is in its
18 best interest to terminate this Agreement, but only with six months advance notice
19 to the City.
20

- 21 c. Remedies for Default. Should either party fail to fulfill in a timely and proper manner
22 its obligations or if either party should default or breach any of the terms of this
23 Agreement and such shall not be cured within thirty (30) days after written notice
24 by the non-defaulting party, the non-defaulting party shall have the right to
25 terminate this Agreement immediately.
26

- 27 d. Effective Date of Termination. This Agreement shall terminate effective upon either
28 the Expiration Date or the non-terminating party's actual receipt of written notice
29 from the terminating party, if the same is hand- delivered or if sent via first class
30 U.S. Mail or via a nationally recognized commercial delivery service, the date when
31 notice was actually sent.
32

- 33 e. If the City terminates this Agreement, no additional payment of Funds shall be due
34 to MBDA. If MBDA terminates this Agreement, no additional payment of Funds
35 shall be due to MBDA as of the effective date of such termination. If the
36 Agreement is terminated by either party, MBDA shall provide an accounting of
37 expenditures through the date of termination. Any Funds in possession of MBDA
38 as of Effective Date of Termination shall be returned to the City within thirty (30)
39 days. If at any time it is determined that the Funds disbursed hereunder were not
40 spent to for valid public purposes and according to the terms of this Agreement,
41 the MBDA shall, upon the City's demand repay all or such portion of the Funds
42 disbursed hereunder as the City may determine not to have spent in such manner.
43

- 44 **6. City Property. Compliance with S.C. Code § 5-37-90, Any property loaned, provided or leased**
45 **to MBDA, and any improvements or equipment purchased with public funds shall be the property**
46 **of the City in compliance with S.C. Code § 5-37-90, which improvements or property shall be**

1 deemed under lease and right of use by MBDA for the duration of this Agreement. Such
2 improvements, equipment, or property in possession of MBDA shall be maintained by MBDA in good
3 condition and repair, and shall be returned to the City by MBDA upon termination of this
4 Agreement or upon the expiration of the MID, and in the event of termination of this Agreement
5 prior to the end of the MID, assumption of all contracts, obligations and leases as are in place at
6 the time of termination. For purposes of clarification, this Section shall not apply to any
7 improvements, equipment, property, or services that MBDA purchases with funds other than those
8 covered under this agreement, which improvements, equipment, property, or services shall be
9 the property of MBDA.

10
11 **7. Modification of Agreement.** This Agreement may be modified only by written
12 amendment executed by all parties and their signatories hereto.

13
14 **8. No Partnership/Joint Venture.** Nothing herein shall in any way be construed or intended to
15 create a partnership or joint venture between the parties or to create the relationship of principal
16 and agent between or among any of the parties. None of the parties hereto shall hold itself out in
17 a manner contrary to the terms of this paragraph. The status of the parties is not that of agent
18 and servant, but rather, an independent contractor relationship. MBDA shall not, at any time or
19 times, use the name or credit of the City in entering into contracts, applying for credit or
20 purchasing or attempting to purchase any equipment, supplies or property of any type whatsoever.

21
22 **9. No Sponsorship.** The provision of the Funds shall not be construed as sponsorship of any
23 event or project of the MBDA. The MBDA may not publish the City's logo or list the City as
24 a sponsor or endorser without the City's prior written consent. If the MBDA desires to
25 acknowledge the use of the Funds in published materials, it may use the following text:
26 "Myrtle Beach Downtown Alliance wishes to acknowledge funding from the City of Myrtle
27 Beach that helped to defray the costs of [name of event or project]."

28
29 **10. Employment.** MBDA shall not subscribe to any personnel policy that permits or allows for
30 the promotion, demotion, employment, dismissal or laying off of any individual due to race,
31 creed, color, national origin, age, sex, or that is in violation of applicable laws concerning
32 the employment of individuals with disabilities.

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35 **11. Insurance, Indemnification and Hold Harmless.**

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37 a. MBDA shall procure and maintain the following insurance acceptable to the
38 City for protection from claims (i) general liability insurance coverage
39 providing minimum limits of liability of not less than \$1,000,000 per
40 occurrence, Combined Single Limit for bodily injury and property damage
41 including, but not limited to coverage for spectator and participant legal
42 liability, premises/operations, products/completed operations, contractual
43 liability, independent contractor and vehicles used in premises/operations;
44 (ii) If MBDA serves, distributes or sells alcohol at any event, liquor liability
45 coverage must also be obtained with minimum limits of \$1,000,000 per
46 occurrence and \$2,000,000 aggregate limit; (iii) workers compensation

1 insurance as required by law. As evidence of compliance with the City's
2 insurance requirements, MBDA shall provide City a Certificate of Insurance
3 reflecting the coverages stipulated above as well as other coverages the City
4 finds reasonable and customary under the circumstances to protect the City.
5 With the exception of the workers compensation policy, each policy shall
6 designate the City, its officers, employees, agents, and volunteers as a
7 certificate holder, list the City as an additional named insured, and be
8 endorsed to require that such policies shall not be canceled or modified
9 without thirty (30) days written notice to the City. In addition, waivers of
10 subrogation in favor of the City shall be provided.

- 11
- 12 b. By accepting the funds which are the subject of this Agreement, the MBDA agrees
13 to the fullest extent permitted by State law to defend and indemnify the City, its
14 officers, employees, agents, and volunteers and to hold harmless from and against
15 any and all claims, causes of action, and demands which arise or may arise out of
16 the course of the disbursement and use of funds which are the subject of this
17 Agreement and/or in connection with MBDA's operations, to include reasonable
18 attorney's fee and costs.
- 19
- 20 c. MBDA shall require each vendor and contractor engaged by MBDA to provide
21 services or improvements in the public areas of the MID to indemnify the City and
22 provide commercial general liability insurance covering liability and casualty,
23 property damage, and injury to persons (including wrongful death) in forms and
24 amounts customarily required by the City of vendors and contractors engaged by
25 the City under similar circumstances.
- 26
- 27 d. The City will not indemnify, defend or hold harmless in any fashion MBDA from any
28 claims, whether arising from this Agreement or any understanding between the
29 parties, regardless of any language in any attachment or other document that MBDA
30 may provide. The City shall be responsible only for the acts/omissions of its officers,
31 employees, and/or agents.
- 32
- 33 e. MBDA shall pay the City its expenses incurred as a result of MBDA's failure to fulfill
34 its obligations in a professional and timely manner under this Agreement.
- 35

36 **12. Severability.** Should any provision of this Agreement be declared to be invalid by
37 any court of competent jurisdiction, such provision shall be severed and shall not
38 affect the validity of the remaining provisions of this Agreement.

39

40 **13. Jointly Drafted.** The City and MBDA agree that all parties participated in negotiating
41 and drafting this Agreement and that no rule of construction shall apply to this
42 Agreement, which construes any language, whether ambiguous, unclear or otherwise
43 in favor of or against any party by reason of that party's role in drafting this
44 Agreement.

45

1 14. **Applicable law and venue.** This Agreement shall interpreted, governed, and
2 enforced in accordance with the laws of the State of South Carolina and/or any
3 applicable federal laws and that any actions between the parties relating to this
4 Agreement shall be brought in the Horry County Court of Common Pleas or, if
5 jurisdiction exists, in the United States District Court for the District of South
6 Carolina, Florence Division.
7

8 15. **Captions.** The section captions and/or headings in this Agreement are for
9 convenience and reference purposes only and shall not affect in any way the meaning
10 or interpretation of this Agreement.
11

12 16. **Notices.** Notices given pursuant to this Agreement shall be in writing and addressed
13 as follows:
14

15 To the City:
16 City of Myrtle Beach
17 Attn: City Manager
18 P.O. Box 2468
19 Myrtle Beach, SC 29578
20

21 To MBDA:
22 Myrtle Beach Downtown Alliance
23 Attn: President and CEO
24 522 Broadway St.,
25 Myrtle Beach, SC 29577
26

27 IN WITNESS WHEREOF, the City of Myrtle Beach, South Carolina, and Myrtle Beach Downtown Alliance have
28 executed their signatures as of the date first above-written.

29
30 WITNESS FOR THE CITY:
31

CITY OF MYRTLE BEACH

32 _____

Jonathan (Fox) Simons, City Manager

34 WITNESS FOR THE GRANTEE:
35

36 _____

Jason Greene, President and CEO, Grantee

Exhibit A

2024-2025 Fiscal Year Improvement Budget

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