



# TOWN COUNCIL STRATEGIC ACTION PLAN WORKSHOP

MARCH 21, 2024



# MEETING OUTLINE



**01** INTRODUCTION

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**02** OVERVIEW OF THE STRATEGIC PLANNING PROCESS

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**03** 2023 ACCOMPLISHMENTS

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**04** 'TOP 15' 2023-2025 STRATEGIC ACTION PLAN INITIATIVES

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**05** ADDITIONAL 2023-2025 STRATEGIC ACTION PLAN INITIATIVES

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**06** 2024 ADDITIONAL PRIORITIES FOR TOWN COUNCIL CONSIDERATION

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**07** PUBLIC COMMENT

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**08** TOWN COUNCIL COMMENTS, CLOSING THOUGHTS

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An aerial photograph of a wetland or marsh area. The landscape is characterized by a complex network of narrow, winding water channels that meander through dense, green vegetation. The water appears calm and reflects the surrounding greenery. In the upper portion of the image, a dense forest of tall, thin trees borders the wetland. The overall scene is a rich, natural environment. The text is overlaid in the center of the image.

**BRIDGEGROUP LLC  
MANAGEMENT CONSULTANTS**





*"Help is on the way"*  
**BridgeGroup LLC**  
Management Consultants



## Bill Stipp

Almost 40 years of operational and executive governmental experience developing and implementing strategic plans as a department head. Bill has experience serving on regional Boards of Directors for Public Transit and Municipal Water providers. He has been a contractor with the U.S. Army since 2009 and is in his third term as a City Council Member in a community of over 110,000 residents.

## Mike Letcher

Over 40 years of experience in local governments developing and implementing successful strategic plans in three states as a City Manager, Deputy City Manager, Finance Director and as a Consultant. Mike is an Associate Professor at the University of Arizona's Masters of Public Administration Program and teaches strategic planning. He is also a Senior Advisor for the ICMA.





# TOWN COUNCIL WORKSHOP EXPECTATIONS





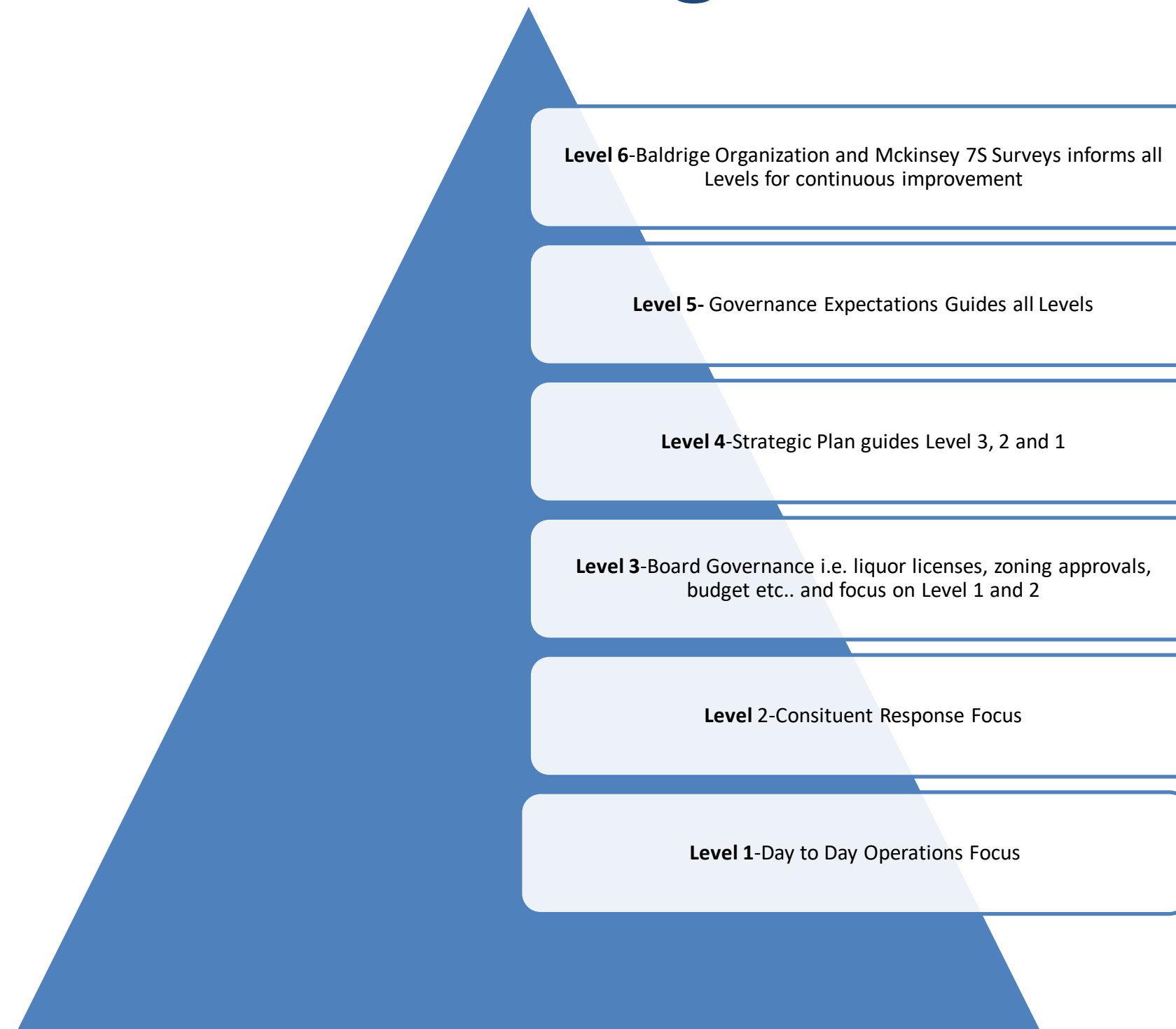


# OVERVIEW OF THE STRATEGIC PLANNING PROCESS





# Better Governance Through Strategic Planning



## Level 6 Governance

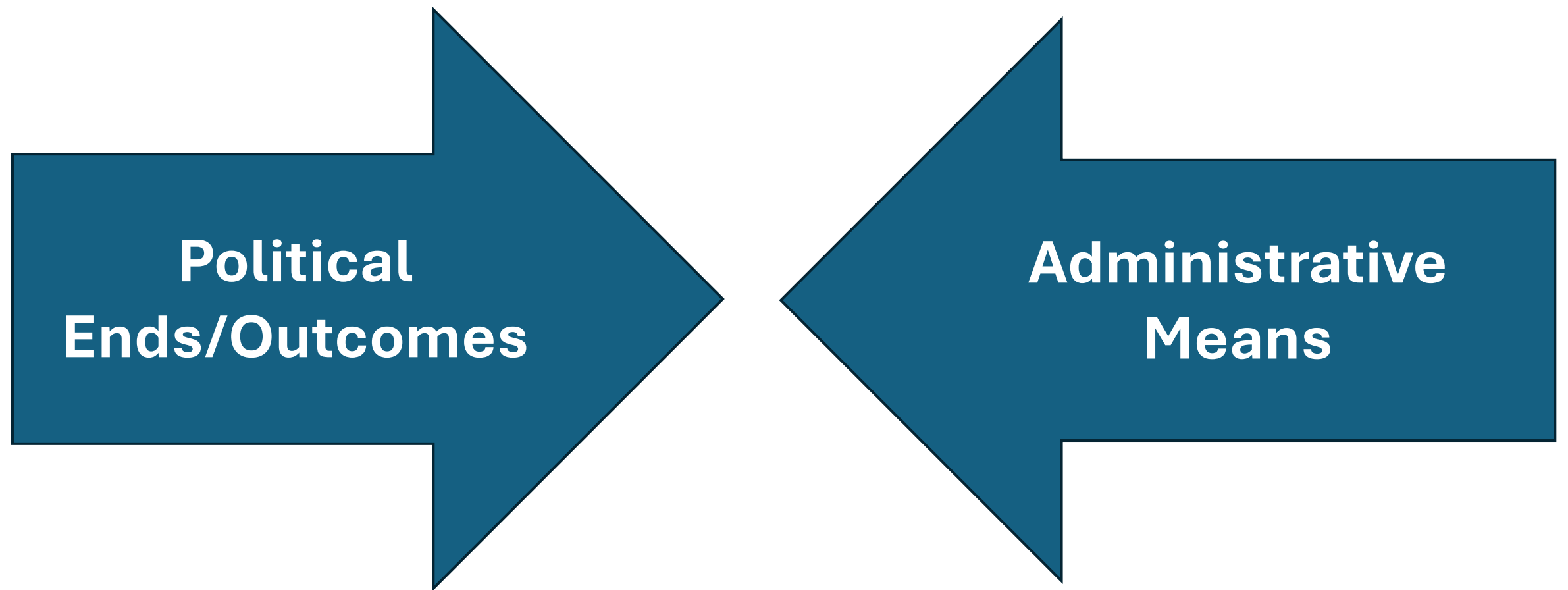


# Why Strategic Planning is Important





# Why Strategic Planning is Important





# What is included in a Strategic Action Plan?

**Strategy is about making deliberate choices on your future**

**Excludes Routine, Operational and Budget**

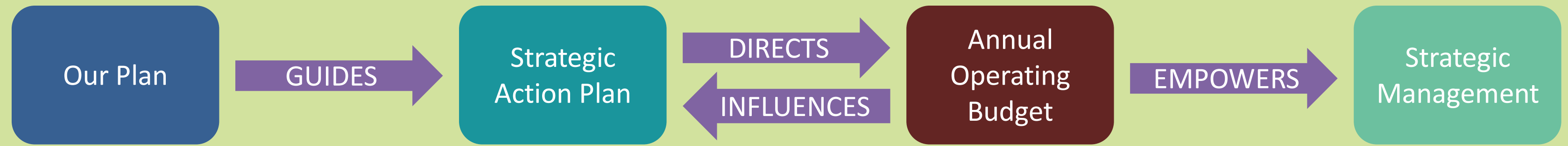
**Excludes Day to Day Core Functions**

**Excludes Short Term Projects**

**Strategic Action Plan**



# STRATEGIC PLANNING PROCESS





# STRATEGIC PLANNING PROCESS





# WHAT KIND OF COMMUNITY DO WE WANT TO BE?



A community that...

...is welcoming, inclusive, safe, values diversity, and is focused on people

...is recognized as an excellent place to live, work, and visit

...reserves, values, and recognizes our history

...attracts businesses and residents who appreciate our ideals and core values

...is recognized as a best-in-class destination that welcomes visitors and values tourism

...protects the natural environment as a unique quality of our identity

...prioritizes the greater good

...attracts a diverse residential population with competitive live-work options

...recognizes the benefit and value of arts, culture, recreation, healthy living, and education

...fosters transparency and inclusion when resolving concerns or planning for the future

...considers sustainability paramount when developing environmental and economic projects and policies

...fosters a spirit of inspiration and leads by example

...uses innovation and learning to continually develop and apply best practices and standards for processes and projects

...continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and future





# KEY COMMUNITY GOALS

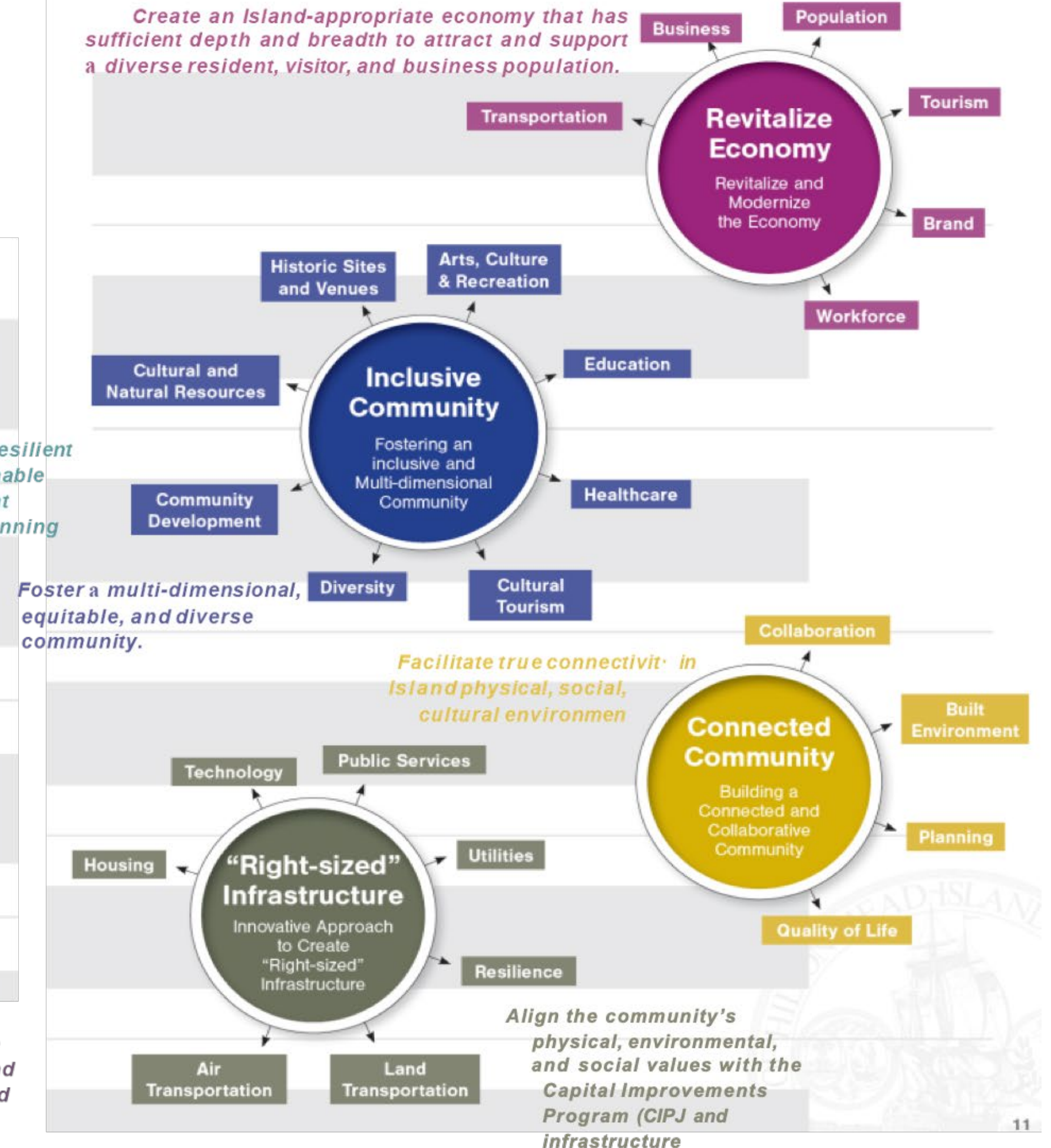
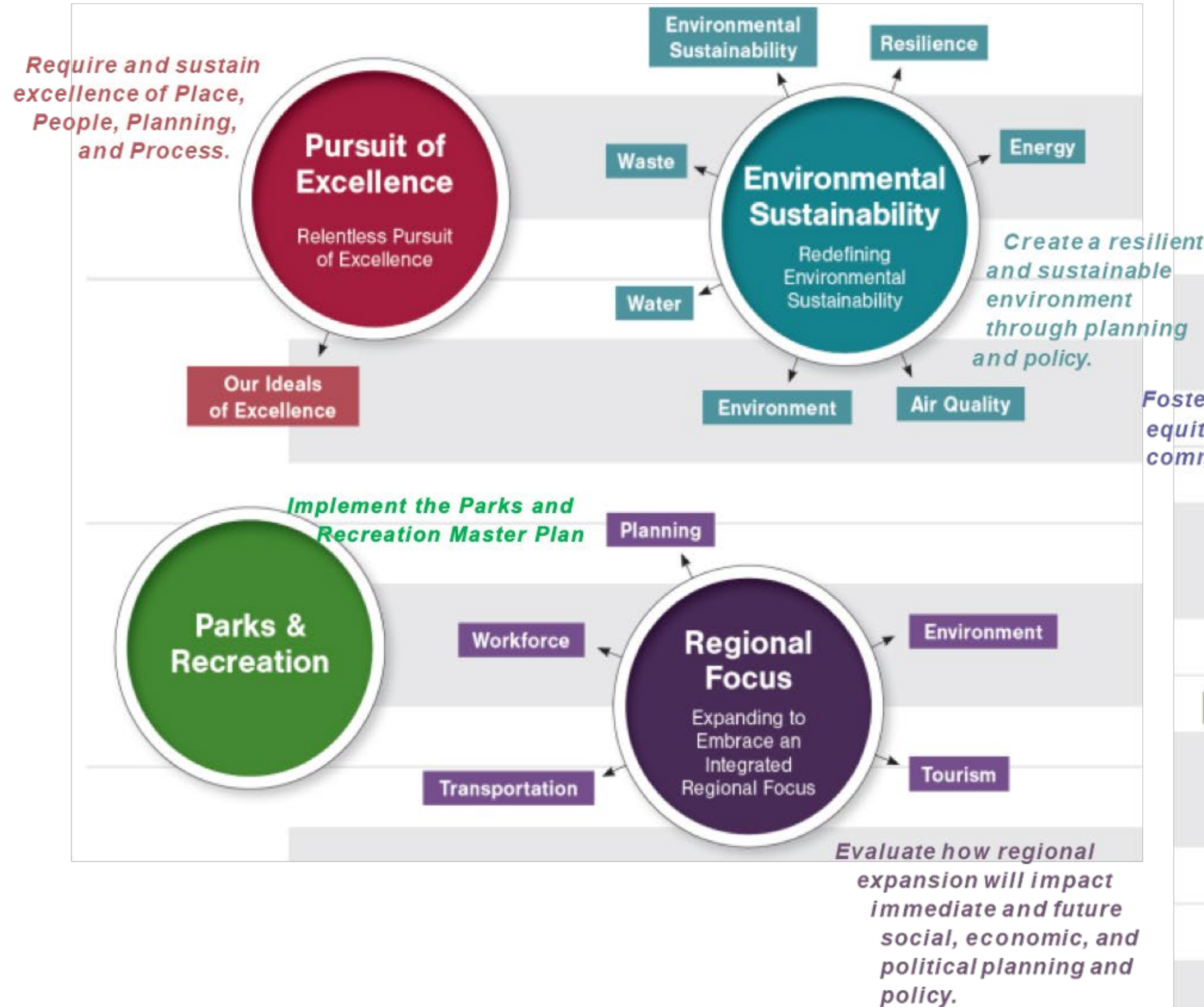


- 1 ▶ Adopt and pursue **Our Ideals of Excellence**.
- 2 ▶ Protect and preserve the **natural environment**.
- 3 ▶ Manage **evolving growth** while maintaining the Island's unique aesthetic.
- 4 ▶ Provide **exceptional quality of life offerings** in arts, culture, and recreation with best-in-class facilities and programming.
- 5 ▶ Develop **creative revenue sources** to fund the delivery of capital services, maintenance,
- 6 ▶ Recognize, respect, and promote **multi-dimensional diversity** on the Island.
- 7 ▶ Promote **efficient and secure public services** to meet current and future needs.
- 8 ▶ Plan for and mitigate the effects of **climate change, environmental or health concerns**, and natural disasters.
- 9 ▶ View the **region as a partner**, not a competitor.
- 10 ▶ Foster a **healthy, self-sustaining community** that encourages economic, cultural, and demographic diversity.



# CORE VALUES & FOCUS AREAS

## ALIGNING THE COMPREHENSIVE PLAN WITH THE STRATEGIC ACTION PLAN







# ORGANIZATIONAL STRUCTURE



# CITIZENS OF HILTON HEAD ISLAND



## TOWN OF HILTON HEAD ISLAND ORGANIZATIONAL CHART EFFECTIVE MARCH 2024



### TOWN COUNCIL



**Marc Orlando**  
Town Manager



**Ben Brown**  
Senior Advisor to the Town Manager



**Angie Stone**  
Assistant Town Manager



**Shawn Colin**  
Assistant Town Manager  
Community Development



**Thomas Boxley**  
Executive Director  
Gullah Geechee  
Historic  
Neighborhoods  
Community  
Development Corp



**Josh Gruber**  
Deputy Town Manager



**Kimberly Gammon**  
Town Council Clerk



**Vacant**  
Finance Director



**Chris Blankenship**  
Fire Chief



**Lisa Stauffer**  
Human Resources Director



**Bob Bromage**  
Public Safety Director



**Andrew Davis**  
Marketing & Communications  
Director



**Missy Luick**  
Planning Director



**Contracted**  
General Counsel



**Cindaia Ervin**  
Assistant Town Clerk



**John McGowan**  
Assistant Finance Director (4/1)



**Justin Cunningham**  
Deputy Chief - Operations



**Niki Oxendine**  
HR Manager



**Natalie Harvey**  
Cultural Affairs Director



**Bryan McIlwee**  
Public Projects &  
Facilities Director



**Faidra Smith**  
Administration Manager



**Melinda Penny**  
Sr. Administrative Assistant



**Jeff Herriman**  
Treasurer



**Joheida Fister**  
Deputy Chief - Administration



**Marcie Patton**  
HR Manager



**Tommy Sunday**  
Technology & Innovation Director



**Zenos Morris**  
Built Environment  
Director



**Faidra Smith**  
Administration Manager



**Melinda Penny**  
Sr. Administrative Assistant



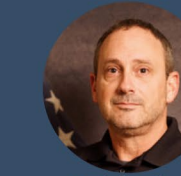
**April Akins**  
Revenue Services Manager



**Tom Dunn**  
Emergency Manager



**Marcie Patton**  
HR Manager

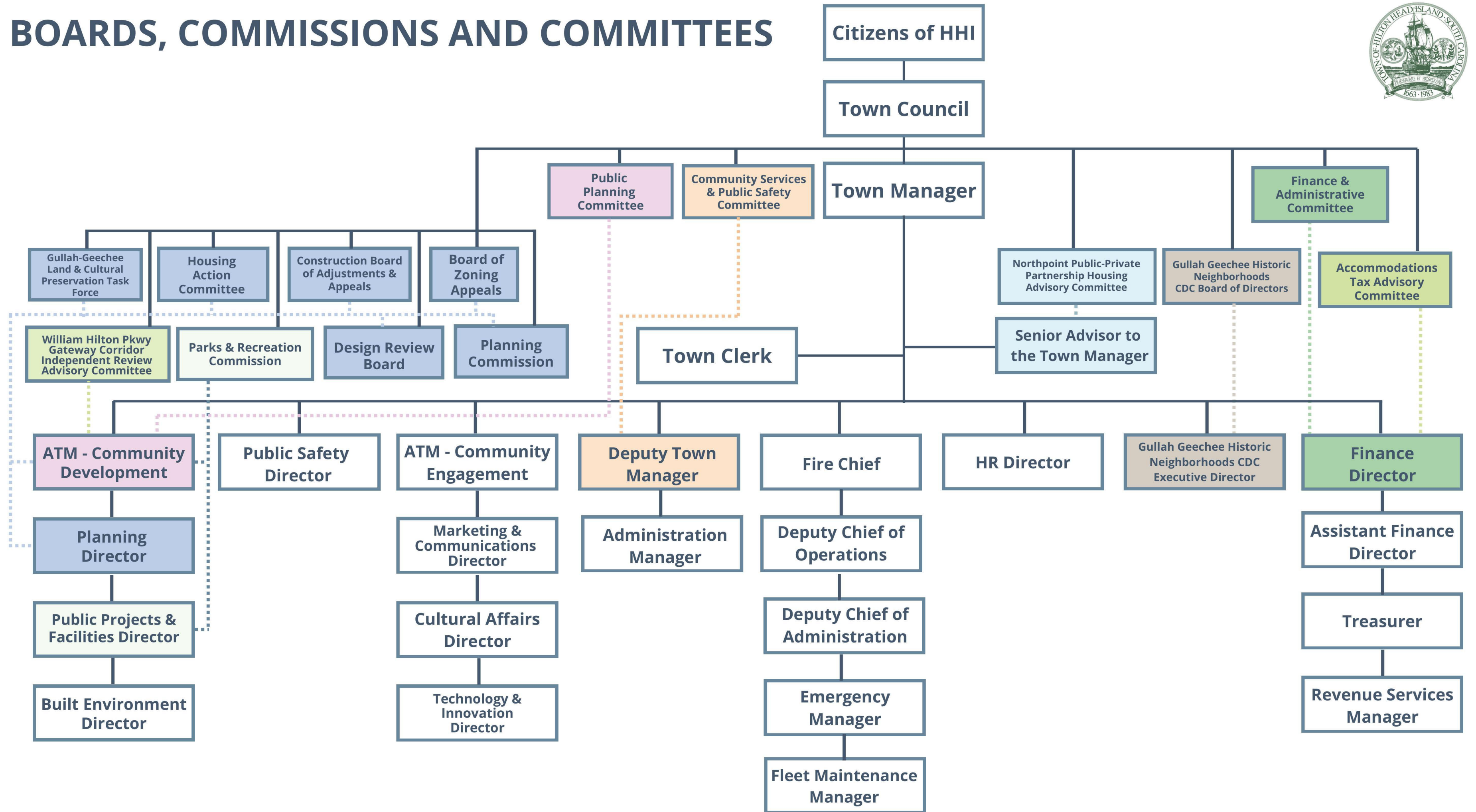


**Keith Tison**  
Fleet Maintenance Manager





# BOARDS, COMMISSIONS AND COMMITTEES







# 2023 ACCOMPLISHMENTS





# 2023 ACCOMPLISHMENTS:

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- Established a Draft Growth Framework Map - Public Planning Committee endorsement in July 2023.
- Identified District Plan Boundaries and Prioritization - Public Planning Committee endorsement in July 2023.
- Amended the Land Management Ordinance.
  - Conducted a SWOT Analysis of the Land Management Ordinance (LMO) and created an LMO Amendments Plan.
  - Adopted 3 sets of LMO amendments in 2023.
    - Phase 1 adopted March 7, 2023.
    - Phase 2 adopted March 7, 2023.
    - Phase 3 adopted May 2, 2023.
- Land Management Ordinance Code Writing Services:
  - Contract executed with Code Studio in January 2024. Major LMO overhaul project kick-off occurred in February 2024.





# 2023 ACCOMPLISHMENTS:

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- Northpoint P3:
  - OneStreet Residential was named as the preferred development partner for the Northpoint P3.
  - Draft development agreement, term sheet, license agreement, and terms and conditions prepared for Town Council consideration in Q2.
- Established Housing Action Committee and appointed nine Committee members.
- Town Council approved Coastal Community Development Corporation Memorandum of Understanding (MOU)
- Town Council approved Hilton Head Regional Habitat for Humanity Memorandum of Understanding (MOU)
- The Home Safe and Repair Program funded 48 projects with an estimated value of \$ 569,741, with 22 projects complete.
- The Sewer Connection Program funded 27 projects with an estimated value of \$ 288,417, with 24 projects complete.





# 2023 ACCOMPLISHMENTS:

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- Multi-Year Housing Action Plan - Supported by Housing Action Committee, February 15, 2024.
- Housing Impact Analysis drafted to enable the Town to utilize up to 15% of its Accommodations Tax revenue for qualified workforce housing.
- \$3.3 million was committed by the Town Council as part of the FY2024 Budget in a new housing fund to support workforce housing initiatives within the town.
- The Town joined as a partner in the Beaufort Jasper Housing Trust, with a 10-year commitment of \$1,036,623. To date \$243,374 has been contributed.
- Corridor safety and beautification enhancement projects are underway on Palmetto Bay Road, Pope Avenue, Sea Pines Circle, and William Hilton Parkway between Beach City Road and Mathews Drive.
- SCDOT Toll Booth infrastructure has been removed and the Cross Island Parkway and pathway have been reconfigured by SCDOT. The Town acquired the parcel where the Toll Administration Building stands.





# 2023 ACCOMPLISHMENTS:

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- Improved Palmetto Bay Road/Arrow Road intersection to include lighting, pedestrian refuge, crosswalk enhancements, kiosk, benches, trash can, improved site lines, and landscaping enhancements.
- Installed Adaptive Traffic Signal Management System at all 25 signalized intersections.
- Applied for encroachment permit (Northridge) for immediate improvements of intersections between Beach City Road and Dillon Road, to include median plantings, lighting, pave markings, and signage.
- Acquired Main Street right-of-way from Whooping Crane Way to Wilborn Road and completed comprehensive repairs including Central Avenue, Museum Street, Meeting Street and Merchant Street.
- Coordinated quality control on SCDOT resurfacing of William Hilton Parkway.
- Coordinated installation of crosswalk pattern with SCDOT for restriping of William Hilton Parkway resurfaced areas.





# 2023 ACCOMPLISHMENTS:

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- The Gullah Geechee Historic Neighborhoods Community Development Corporation was formally incorporated in October 2022 as a South Carolina not-for-profit corporation – Adopted by Town Council by Resolution (2022-26).
  - Board of Directors officially seated in Spring 2023.
  - Thomas Boxley hired as Executive Director in November 2023.
  - Strategic Plan adopted by Board of Directors in February 2024.
- Tide gauges have been installed at Wexford Marina, South Beach Marina, and Safe Harbor Skull Creek Marina.
- Resilience Plan:
  - Contract executed with Dewberry on February 11, 2024.
  - Project kickoff meeting held with Dewberry and staff on February 27, 2024.
- Successfully Implemented the Town's Short-Term Rental Program.
- Focused on Continuous Improvements to the STR Program.
- Collected and Evaluated Short-Term Rental Permit Inventory Data.
- Collected STR Complaint Data with Code Enforcement Response.





# 2023 ACCOMPLISHMENTS:

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- Beach Program Implementation
  - Beach Renourishment Permit Application submitted.
  - Folly Field Beach Park boardwalk.
  - Driessen Beach Park boardwalk.
- Pathway Program Implementation
  - Woodhaven Lane pathway.
- Roadway Program Implementation
  - Adaptive Traffic Signal Management System installed and implemented.
  - Comprehensive repairs to Main Street from Wilborn Road to Whooping Crane Way, as well as four side streets: Meeting Street, Museum Street, Central Avenue, and Merchant Street.
- Park Program Implementation
  - Old Schoolhouse Park pickleball court resurfacing completed, and courts opened.
  - Islanders Beach Park Master Plan approved.
  - Shelter Cove Community Park Expansion Master Plan approved.
  - Taylor Family Park Master Plan approved.
  - Patterson Family Park Master Plan approved.





# 2023 ACCOMPLISHMENTS:

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- Facility and Equipment Management Implementation
  - Security Enhancements
  - Security Cameras installed at various parks
  - Former Modern Classic Motors Site restoration completed
  - Town Hall Enhancements
- Fleet Management Implementation
  - Town Vehicle Replacement
  - F&R Apparatus Ordered
- Land Acquisition Program Management Implementation
  - Former Cracker Barrel Site
  - Former Wild Wing Café Site
  - Jonesville Equestrian Stables and Paddocks
  - Bryant Road
  - Barker Field
  - Old Schoolhouse Park
  - SCDOT Cross Island Toll Plaza Administration Building and Property







# TOWN COUNCIL SURVEY RESULTS







# TOWN COUNCIL'S “TOP” 15 STRATEGIES FOR 2023 - 2025



# 2023 -2025 STRATEGIC ACTION PLAN

## TOP PRIORITIES



**ESTABLISH A GROWTH MANAGEMENT STRATEGY**



**IMPLEMENT THE WORKFORCE HOUSING FRAMEWORK**



**ADOPT MAJOR CORRIDORS/STREET ENHANCEMENT POLICIES**



**DEVELOP A WILLIAM HILTON PARKWAY GATEWAY CORRIDOR PLAN**



**COMMENCE OPERATIONS OF THE GULLAH GEECHEE HISTORIC  
NEIGHBORHOODS COMMUNITY DEVELOPMENT CORPORATION**



**IDENTIFY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS  
(SWOT) OF ISLAND RESILIENCY**



**IMPLEMENT THE CAPITAL IMPROVEMENT PROGRAM (CIP)**



# 2023 -2025 STRATEGIC ACTION PLAN

## TOP PRIORITIES



**LAND ACQUISITION MANUAL UPDATE**



**CONDUCT A STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) OF SOLID WASTE AND RECYCLING PROGRAM**



**DESTINATION MARKETING ORGANIZATION MANAGEMENT**



**ASSESS ALTERNATIVE REVENUE SOURCES AND FUNDING OPPORTUNITIES**



**SHORT-TERM RENTALS ASSESSMENT AND PROGRAM IMPLEMENTATION**



**COMPLETE IMPLEMENTATION OF THE GULLAH GEECHEE TASK FORCE PLAN**



**ASSIST WITH ST. JAMES BAPTIST CHURCH RELOCATION**



**IMPLEMENT BEACH PARK ENHANCEMENTS**





## STRATEGY #1

# Establish A Growth Management Strategy

**FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE**





## Establish a Growth Management Strategy

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Successfully manage increasing and evolving future growth patterns in a manner that will ensure sustainability of Hilton Head Island's unique character. Additionally, the Town must monitor economic and demographic trends, undertaking a comprehensive list of future planning activities, and proactively protecting the Island's rich natural resources through appropriate design, regulation, and capital investment practices.





# Establish a Growth Management Strategy

## Town Council Approved Action

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- Conduct a Hilton Head Island Conditions and Trends Assessment.
- Establish a Growth Framework Map.
- Identify District Plan Boundaries and Prioritization.
- Create and Adopt District Plans.
- Create a Future Land Use Map.
- Create an Island Master Plan.
- Amend the Land Use Element of Our Plan.
- Implement the Mid-Island District Plan.
- Adopt Zoning Map Amendments.
- Amend the Land Management Ordinance.
- Establish a Development Review Improvement Program.
- Align Capital Improvement Plan with Growth Framework.







# Establish a Growth Management Strategy

## 2024 Work Planned

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- Establish a Growth Framework Map.
- Create and Adopt District Plans.
- Prepare a Future Land Use Map.
- Prepare an Island Master Plan.
- Amend the Land Use Element of Our Plan.
- Adopt Zoning Map Amendments.



Q1 ..... March 21

Q2

Q3

Q4



# Establish a Growth Management Strategy

## 2024 Work Planned

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- Amend the Land Management Ordinance.
  - Presentation of project schedule, public engagement and full project overview planned at Public Planning Committee - May 2024.
  - Priority LMO Amendments under review - February-June 2024.
  - Priority LMO Amendments public engagement anticipated Summer 2024 with the public review process to follow.
  - Consultant Code Audit of existing LMO deliverable expected Q3 2024.
  - Commence full code overhaul to begin after the priority amendments is complete, with anticipated completion in 2025.



Q1 ..... March 21

Q2

Q3

Q4



## Establish a Growth Management Strategy



- \$150,000 Growth Management/Island Master Plan/Future Land Use Map/Comprehensive Plan Amendments.
- \$350,000 Land Management Ordinance Code Amendments Project.







# QUESTIONS?







## STRATEGY #2

# Implement the Workforce Housing Framework:

## *Finding Home*

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE





 STRATEGY #2

# Implement the Workforce Housing Framework: *Finding Home*

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Workforce housing affordability has been a growing challenge on Hilton Head Island and this negative trend has been accelerating over the last five years. Without deliberate action to counteract these trends, the Town will continue to lose its valuable share of workforce housing, home-by-home, or family-by-family. The Workforce Housing Framework is a commitment to preserve and expand workforce housing options on Hilton Head Island through the adoption of four (4) foundational pillars: Community, Planning, Management, and Revenue. Collectively, these pillars establish the enabling structure to assign future policy, programs, organizational capacity, resources, and management.







# Implement the Workforce Housing Framework: *Finding Home*

## COMMUNITY

- Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.
- Engage with a Housing Action Committee to coordinate with community groups in the housing space, while cultivating an ongoing housing dialogue, engagement with the community in housing education, planning, innovation and provide advice and recommendations.

## PLANNING

- Commit to create a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools.

## MANAGEMENT

- Commit to adding dedicated staff to provide coordination and planning.
- Commit to explore the creation of a professionally managed housing organization.
- Commit to and maintain a dashboard of core metrics.

## REVENUE

- Commit to a funding plan that meets the needs of the multi-year workforce housing action plan.

## NORTHPOINT P3

- Successfully complete the execution of a Development Agreement for the Northpoint Workforce Housing Program.





## Implement the Workforce Housing Framework: *Finding Home*

- Execute the Northpoint Public-Private Partnership Agreement.
- Support the Housing Action Committee endorsed 2024 work plan.
- Implement Lowcountry Habitat for Humanity Memorandum of Understanding.
- Implement Coastal Community Development Corporation Memorandum of Understanding.
- Implement Home Safe and Repair and Lateral Sewer Connections Programs.
- Implement Finding Home Plan.
  - Develop and adopt Displacement Mitigation and Support Plan.
  - Create workforce housing metrics dashboard.
  - Develop and implement a comprehensive Workforce Housing Communications Plan.
- Evaluate existing Workforce Housing Policies and recommend Workforce Housing Incentives as part of the LMO Amendments Plan.



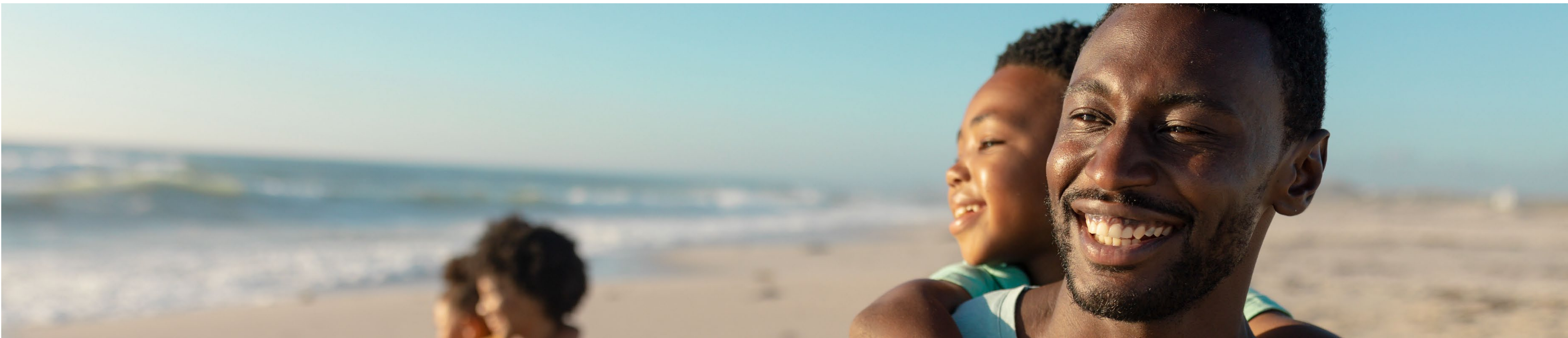




Implement the Workforce  
Housing Framework: *Finding Home*

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- FY2025 Beaufort Jasper Housing Trust - \$89,206.
- Northpoint P3 - \$1,000,000.
- Additional work as agreed to by Town Council – TBD.







# QUESTIONS?







## STRATEGY #3

# Adopt Major Corridor/Street Enhancement Policies

**FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE**





## Adopt Major Corridor/Street Enhancement Policies

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The Town has prepared a Major Thoroughfare Corridors Plan which when implemented, will address improvements to the Island's major thoroughfares including William Hilton Parkway, Main Street, Pope Avenue, New Orleans Road, Arrow Road, and Palmetto Bay Road. These improvements will be aimed at improving safety, beautification, and consistency to include landscaping and aesthetics, pathways, intersections, roadways, transit, and wayfinding.





## Adopt Major Corridor/Street Enhancement Policies

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- Adopt Major Corridors Improvement Plan.
  - William Hilton Parkway
  - Palmetto Bay Road
  - Pope Avenue
  - New Orleans Road
  - Main Street
  - Sea Pines Circle/Greenwood Drive
  - Arrow Road
  - Others/TBD
- Implement Corridor Safety and Beautification Enhancement Projects.
- Adopt a Complete Streets Policy.
- Adopt a Traffic Calming Policy.
- Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration.





# Adopt Major Corridor/Street Enhancement Policies

- Adopt Major Thoroughfare Corridors Plan.
- Adopt a Complete Street Policy as part of the Major Thoroughfare Corridors Plan.
- Adopt a Traffic Calming Policy as part of the Major Thoroughfare Corridors Plan.
- Demolish SCDOT Toll Administration building following the RBC Heritage Golf Tournament.
- William Hilton Parkway (Corridor Segment 3) Phase 1 safety enhancements.
- William Hilton Parkway (Corridor Segment 5) conceptual design.
- Main Street conceptual design.
- Palmetto Bay Road beautification enhancement projects.
- Sea Pines Circle (Corridor Segment 8) beautification enhancement projects.
- Pope Avenue beautification enhancement projects.
- Squire Pope Road cross walk replacement and safety enhancements.
- Island-wide intersection and cross walk striping plan, permitting, and grant application.





## Adopt Major Corridor/Street Enhancement Policies

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## Fiscal Year 2025 Budget Impacts



- Implementation of Major Thoroughfare Corridors Plan will be included in the FY25 CIP budget and 5-year CIP budget.
- Main Street design, permitting and construction will be included in the FY25 CIP budget and 5-year CIP budget.
- William Hilton Parkway (Corridor Segment 3) design, permitting and construction will be included in the FY25 CIP budget and 5-year CIP budget.
- William Hilton Parkway (Corridor Segment 5) design, permitting and construction will be included in the FY25 CIP budget and 5-year CIP budget.
- Pope Avenue Streetscape Enhancements design and permitting will be included in the FY25 CIP budget and 5-year CIP budget.
- Island wide intersection improvements, striping, signage, pedestrian and vehicular enhancements design, permitting and construction will be included in the FY25 CIP budget and 5-year CIP budget.
- Landscaping, Lighting, and Safety enhancements design, permitting and construction will be included in the FY25 CIP budget and 5-year CIP budget.





# QUESTIONS?







## STRATEGY #4

# Develop William Hilton Parkway Gateway Corridor Plan

FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE





 STRATEGY #4

## Develop William Hilton Parkway Gateway Corridor Plan

Execute the goals and objectives outlined in the Guiding Principles for the US278 Gateway Corridor Project” as a comprehensive corridor improvement plan stretching from the mainland to the Cross Island parkway and any/all ancillary or affected areas therein.

### Guiding Principles

Fix the transportation issues in the corridor in a way that improves the safety and quality of life for all residents, workers, and visitors to Hilton Head Island:

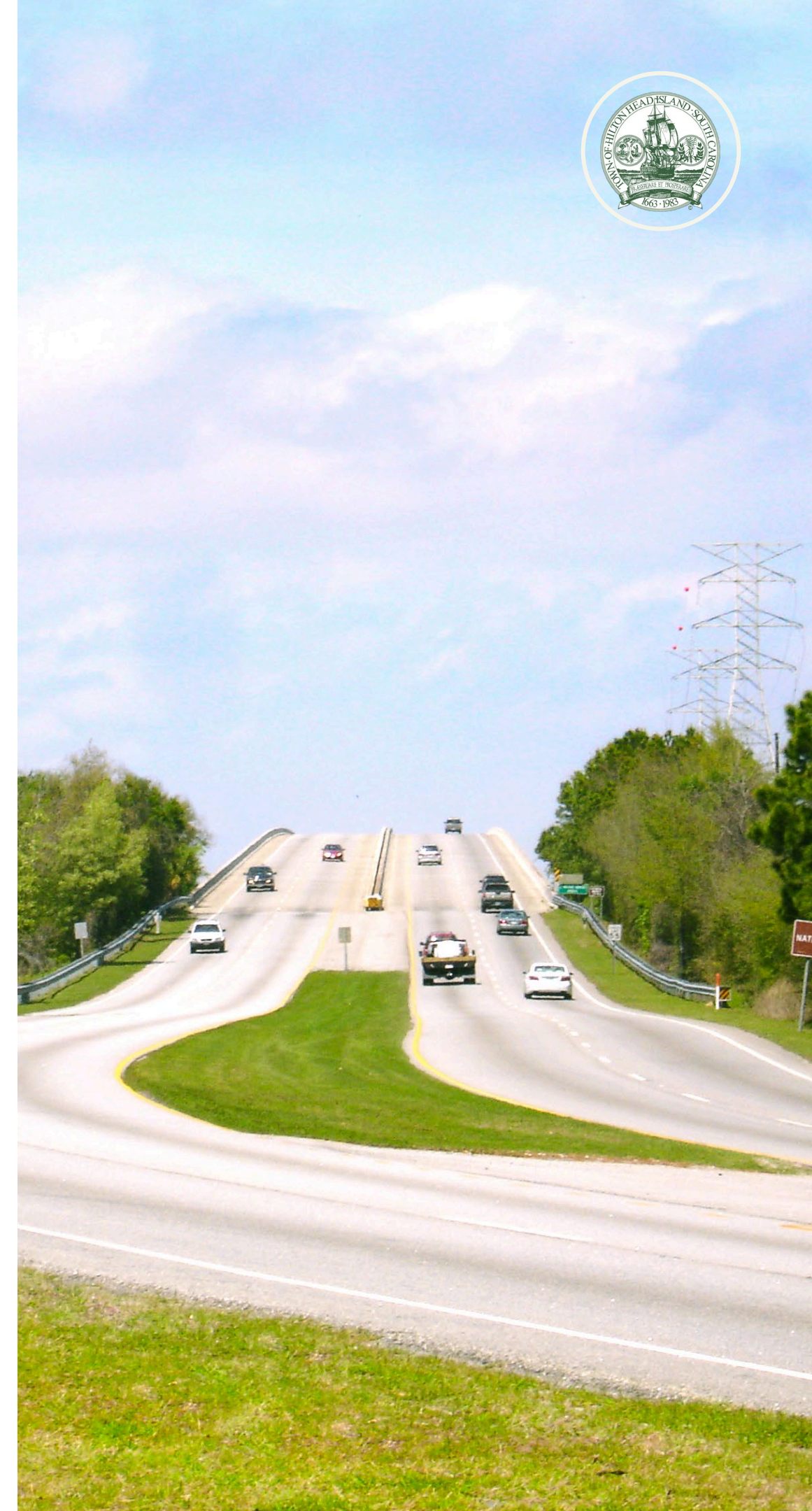
- Address transportation needs for natural disasters and resiliency of island access.
- Consider future transportation alternatives.

Improve the safety and quality of life for the residents of the neighborhoods and businesses directly impacted by the US 278 corridor:

- Stoney Community.
- Neighborhoods on Jenkins and Hog Islands (including but not limited to Windmill Harbor).

Have a gateway to and from Hilton Head Island that the region will be proud of:

- Aesthetically pleasing and reflecting the Hilton Head Island/Low Country values
- Safe and functional pathways for pedestrians and cyclists
- Minimizes environmental impacts and enhances the national asset of Pinckney Island.





## Develop William Hilton Parkway Gateway Corridor Plan



### Town Council Approved Action

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- Coordinate with project partners and various community stakeholders to deliver design element recommendations to enhance the overall project consistent with the guiding principles and community values.
- Identify land use strategies and solutions that can be incorporated into multimodal transportation corridor plan.
- Influence the conversion of William Hilton Parkway Gateway from a highway corridor to a well-articulated boulevard through application of context sensitive design solutions consistent with local values and expectations.
- Work with project partners and property and business owners to identify mitigation opportunities to potential project impacts.
- Support Town Council in their discussion and overall deliberation of these elements once identified so as to formulate a formal Town Council position on the municipal consent of the gateway corridor project as required by current South Carolina law.
- Implement Town of Hilton Head Island/Beaufort County adopted MOU.
- Establish a Citizen Review Committee for End-to-End Analysis.



# Develop William Hilton Parkway Gateway Corridor Plan



## 2024 Work Planned

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- Complete the Independent Review and Scope of Work with Lochmueller and the Advisory Committee- June 2024.
  - Preliminary findings are expected in the first quarter of 2024 with a focus on the segment from the Moss Creek intersection to Gumtree Road. The final report and recommendations are due in the second quarter of 2024.
- Coordinate meetings with Beaufort County and impacted property owners to identify mitigation opportunities.
- Develop recommendations for design revisions to achieve guiding principles.
- Coordinate with Beaufort County on potential revisions to the Memorandum of Understanding adopted October 4, 2022.
- Consideration of Municipal consent.







## STRATEGY #4

# Develop William Hilton Parkway Gateway Corridor Plan

# Fiscal Year 2025 Budget Impacts



- Stoney Area Plan: \$50,000.







**QUESTIONS?**







## STRATEGY #5

# Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

**FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY**







## STRATEGY #5

### **Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation**

The Gullah Geechee Historic Neighborhoods Community Development Corporation has been formed with a goal of stabilizing, protecting, and promoting historic and culturally sensitive communities on Hilton Head Island. It will create strategic programs related to, but not necessarily limited to, economic development initiatives, affordable housing, streetscaping, neighborhood planning, targeted capital investment, resident education, and other community support service opportunities.







## Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

### Town Council Approved Action

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- Facilitate community redevelopment within historic Gullah neighborhoods for the benefit of residents.
- Foster and promote redevelopment within the historic Gullah neighborhoods by focusing on promoting cultural resources, protecting cultural assets, and enhancing quality of life.
- Prevent gentrification through the preservation of housing opportunities that allow for existing community residents to remain within their neighborhoods.
- Facilitate business attraction, expansion, and retention as well as providing land planning and development assistance.
- Pursue affordable housing opportunities.
- Facilitate economic prosperity and advancement opportunities for local businesses and residents within the Neighborhoods and provide such other services that are associated with fulfilling the CDC's mission.







## Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

- Finalize and implement the Gullah Geechee Historic Neighborhoods Community Development Corporation Strategic Plan.
- Utilize Design Studio to assist families with planning and permitting property development.
- Establish a funding and lending structure to assist small business development within historic Gullah neighborhoods.
- Develop a funding and lending structure to assist property owners in historic Gullah neighborhoods to improve their property.
- Support the William Hilton Parkway Gateway Corridor Project assessment and municipal consent consideration.





Commence Operations of the Gullah Geechee  
Historic Neighborhoods Community  
Development Corporation

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# Fiscal Year 2025 Budget Impacts



- FY2025 proposed budget supports planned initiatives.







# QUESTIONS?







## STRATEGY #6

**Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resilience and Establish an Island Resilience Plan**

**FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY**





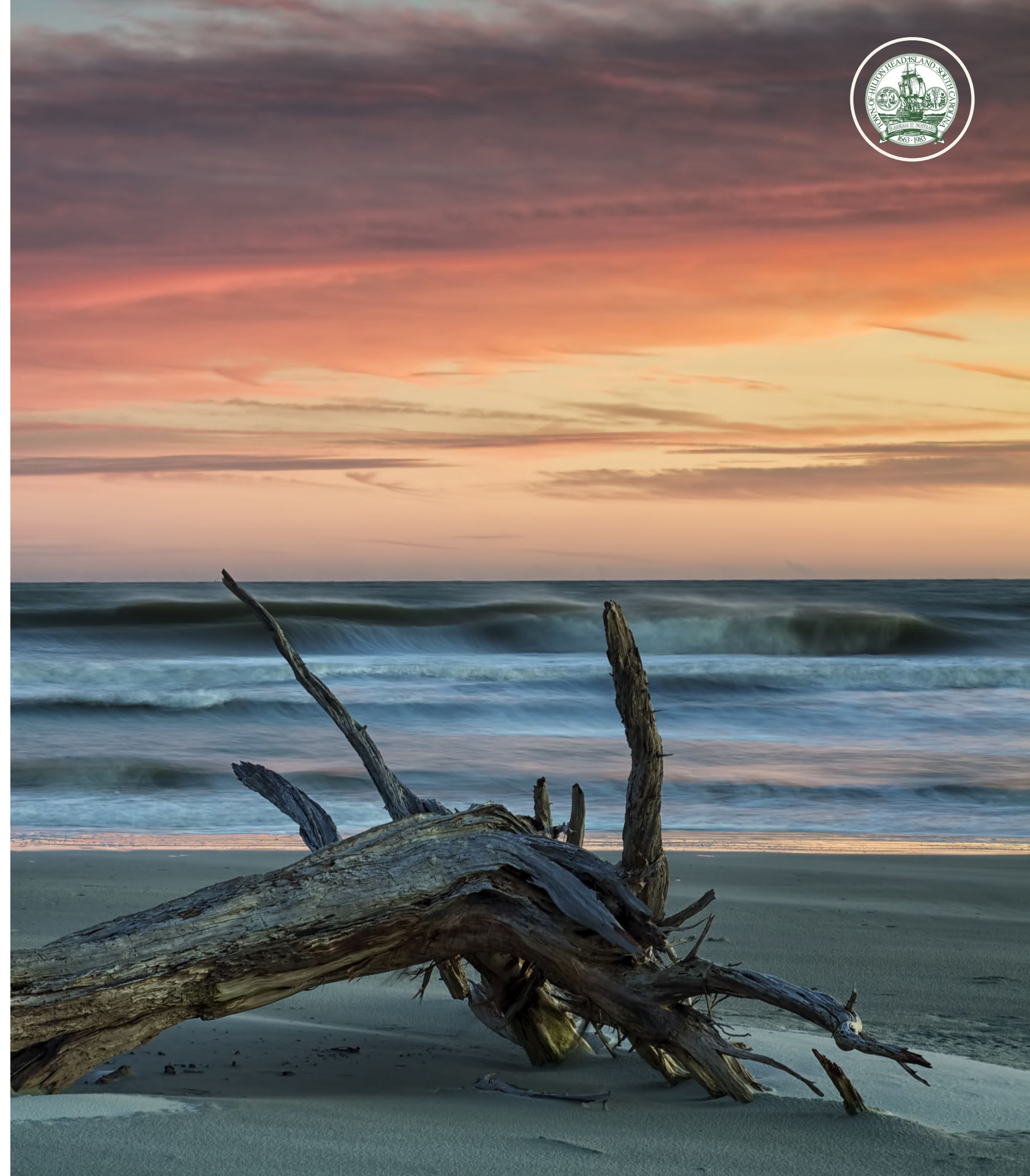


## STRATEGY #6

# Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resilience and Establish an Island Resilience Plan

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As Hilton Head Island is a barrier island subject to the impacts of sea level rise and other climate related affects, it is vital that a plan be developed to enhance resiliency of the island's infrastructure and developed areas against future storm events and potential sea level rise. In order to improve the resiliency of the island, the prudent application of climate change science and data to inform our administrative decisions, public policy, and infrastructure investments is critical. By using the most up to date models and sound information on future projections, we can assess vulnerabilities and enhance our adaptive capacity with tools and actions designed to protect the short and long-term interests of our residents and businesses and public infrastructure.







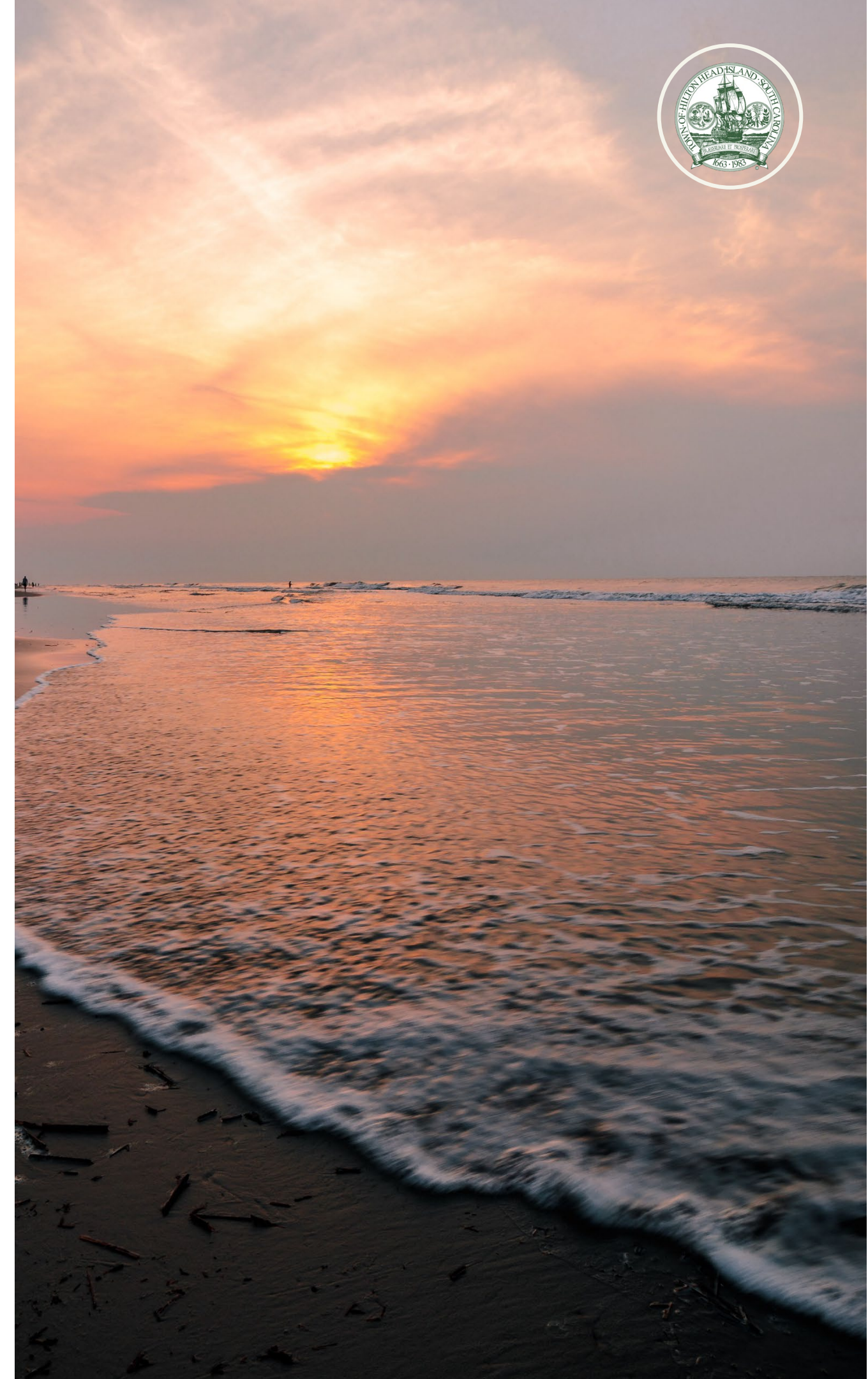
## STRATEGY #6

# Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resilience and Establish an Island Resilience Plan

## Town Council Approved Action

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- Establish a Hilton Head Island tide gauge and participate in statewide sea level monitoring program.
- Facilitate partnership discussions with local, state, and federal agencies regarding data sharing, grant funding.
- Identify critical infrastructure facilities.
- Identify all Town ordinances and regulations that could be modified to increase future protections of property, infrastructure, and buildings.
- Develop a Resilience Plan that models future sea level rise and storm scenarios to identify inundation impacts and a menu of mitigation actions, each with benefit costs analysis associated with varying levels of protection.
- Evaluate and consider changes to zoning and building codes and other ordinance and regulatory changes that will better protect property, infrastructure and buildings against future impacts from sea level rise and climate change.







## Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resilience and Establish an Island Resilience Plan

---

- Resilience Plan for Sea Level Rise and Climate Adaptation final document and data deliverables due in Q4.



Q1 ..... March 21

Q2

Q3

Q4





## STRATEGY #6

# Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resilience and Establish an Island Resilience Plan

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## Fiscal Year 2025 Budget Impacts



- Resilience Plan funded in FY2024 budget.
- Future CIP budgets will include implementation of recommendations from the plan.







# QUESTIONS?







## STRATEGY #7

# Implement the Capital Improvement Program (CIP)

**FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE**







## STRATEGY #7

# Implement the Capital Improvement Program (CIP)

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The Capital Improvement Program (CIP) is the Town's five-year program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town Plans. The CIP links this Plan to the Comprehensive Plan with fiscal capacity. Capital needs are synchronized with operating expenses and tied to forecasted revenues for the current and upcoming fiscal years. It includes projects that improve or maintain a Town asset including new construction, expansion, renovation, or replacement of facilities and equipment. The program follows a yearly planning and budgeting process including recommendations by the Planning Commission and Parks and Recreation Commission with a budget adopted by Town Council. The following list includes the projects by category adopted as part of the FY23-24 budget.







## STRATEGY #7

# Implement the Capital Improvement Program (CIP)

## Town Council Approved Action

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- Beach Program Implementation.
- Pathway Program.
- Roadway Program.
- Park Program Implementation.
- Facility and Equipment Management Implementation.
- Fleet Management Implementation.
- Land Acquisition Program Management and Implementation.







## Implement the Capital Improvement Program (CIP)

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- Beach Program
  - Beach Renourishment – Communications Plan and Permit Acquisition.
  - Design for Island-wide and Pine Island Renourishment.
  - Various beach park enhancements.
- Pathway Program
  - Shelter Cove Lane Pathway – Construction.
  - Gum Tree Road Crosswalks – Permitting and Construction.
  - Cordillo Parkway/Shipyard Pathway – Design, Permitting and Construction.
  - Squire Pope Road Crosswalks – Permitting and Construction.
  - Jonesville Road Pathway - Design and Permitting.
  - Pathway Maintenance Improvements (ongoing).







## Implement the Capital Improvement Program (CIP)

- Roadway Program:
  - William Hilton Parkway Segment 3 (Northridge)
    - » Safety Improvements - Permitting and Construction
    - » Long-term Improvements - Design and Permitting
  - William Hilton Parkway Segment 5 – Conceptual Design
  - Main Street Improvements – Design and Permitting
  - Pope Avenue Streetscape Enhancements – Design and Permitting
  - Dirt Road Improvement Program
    - » Mitchelville Lane – Permitting, and Construction
    - » Freddie’s Way - Design, Permitting, and Construction
    - » Horse Sugar Lane and Alice Perry Drive – Design and Permitting
    - » Alfred Lane – Design
    - » Benjamin Drive – Survey
  - Island-wide Intersection Improvements, Striping, Wayfinding, Safety Signage, Pedestrian and Vehicular Enhancements – Design, Permitting, and Construction





## Implement the Capital Improvement Program (CIP)

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- Park Program:
  - Islanders Park Phase 1 Pathway – Construction.
  - Islanders Park Phase 2 – Design and Permitting.
  - Chaplin Community Park Master Plan Approval, and Design.
  - Crossings Park Master Plan Approval, Design, and Permitting for the following:
    - » Pickleball Facility.
    - » Bristol Sports Park.
  - Mid Island Park Phase 1 – Design and Permitting.
  - Mitchelville Freedom Park Improvements – Design, Permitting, and Construction.
  - Barker Field Phase 1 – Design, Permitting.
  - Patterson Park – Design and Permitting.
  - Taylor Family Park – Design and Permitting.
  - Old Schoolhouse Park Phase 2 – Design, Permitting, and Construction.







## Implement the Capital Improvement Program (CIP)

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- Facility and Equipment Management Program:
  - Fire Station Rollup Door Replacement.
  - Island Recreation Association Capital Projects.
  - Coastal Discovery Museum Projects.
  - IT Equipment and Software.
  - Public Safety Systems Equipment and Software Installation.
  - Demolition of Former Cross Island Toll Administration Building.
  - Demolition of Former Wild Wing Café Building.
- Fleet Management Program:
  - Town Vehicle Replacement.
  - F&R Apparatus Ordered.
- Land Program:
  - TBD.







## STRATEGY #7

# Implement the Capital Improvement Program (CIP)

## FISCAL YEAR 2025 BUDGET IMPACTS



- Capital needs are synchronized with operating expenses and tied to forecasted revenues for the current and upcoming fiscal years. The program follows a yearly planning and budgeting process including recommendations by the Planning Commission and Parks and Recreation Commission with a budget adopted by Town Council.
- Staff will present proposed CIP plan as part of FY2025 budget.







**QUESTIONS?**







STRATEGY # 8

# Update the Town's Land Acquisition Manual

**FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE**







## STRATEGY #8

# Update the Town's Land Acquisition Manual

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The Town of Hilton Head Island has purchased a significant amount of land throughout the Island for a variety of strategic purposes. These have included reducing traffic congestion, preserving open space, providing public access to or views of the water, and other similar actions that are in furtherance of the Town's Comprehensive Plan. However, the Land Acquisition Manual that the Town utilizes to identify and acquire real property has not been updated since 2005 and does not fully reflect the current needs and goals of the Town. The document should be amended and brought up to date with existing practices, processes, and policies.







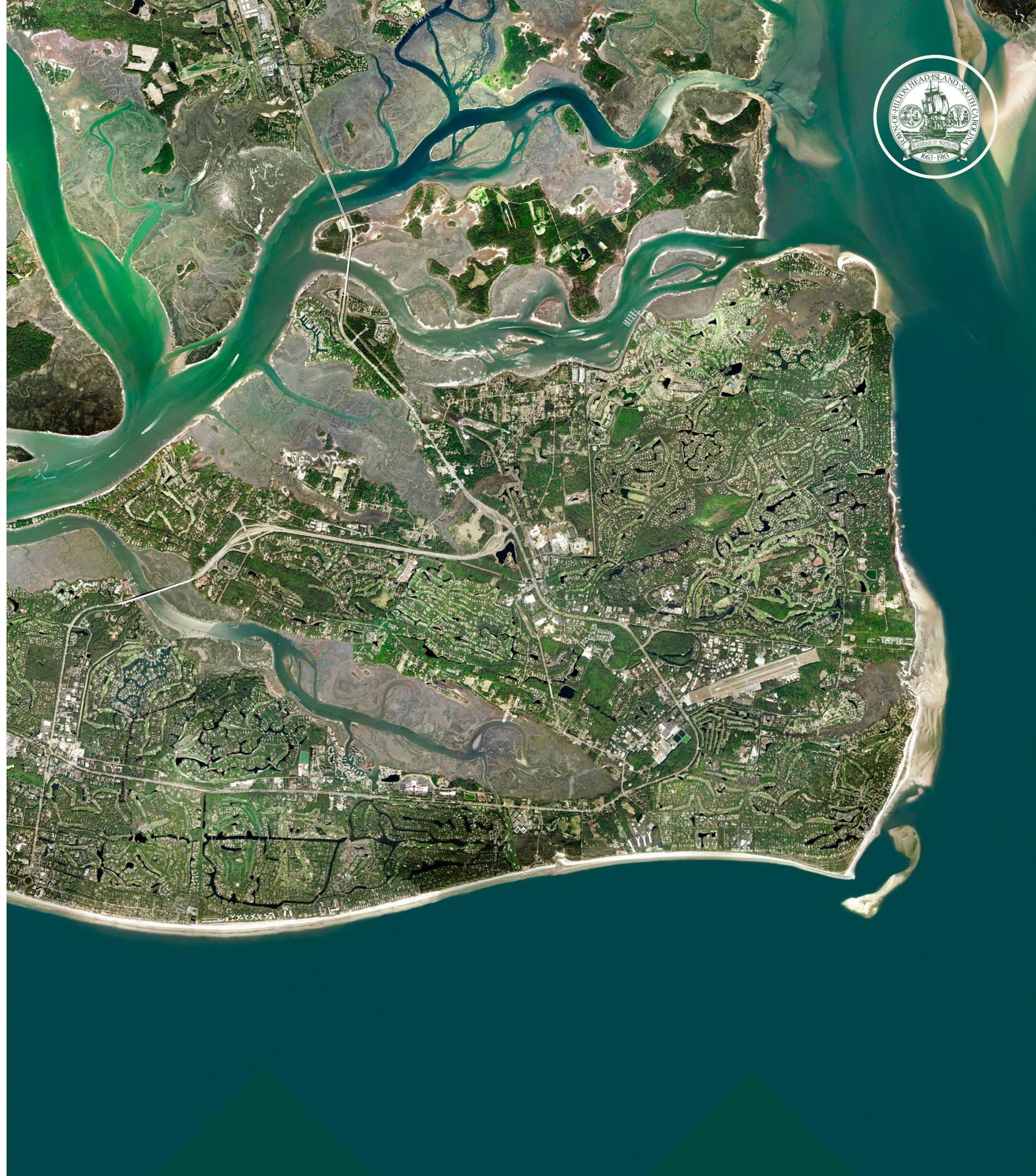
STRATEGY #8

## Update the Town's Land Acquisition Manual

### Town Council Approved Action

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- Evaluate Land Acquisition Manual updates inclusive of parks, open space, conservation, town facilities, commercial redevelopment, workforce housing, development rights, preservations of historic neighborhoods, etc.
- Identify potential funding sources for Land Acquisition Program implementation.







## Update the Town's Land Acquisition Manual

- Continue to pursue land acquisition funding through the Beaufort County Greenspace Program, Rural and Critical Lands Program, Open Land Trust, and other similar alternative funding sources.
- Assess future debt financing opportunities with the Town's bond counsel, financial advisors, and the Finance & Administrative Committee to understand all funding opportunities that may be available for land acquisition purposes.
- Continue to communicate potential land acquisition proposals with Town Council as those opportunities become known and available.
- Revisions to the Town's Land Acquisition Manual, consistent with Town Council's policies and practices, will be crafted and presented to Town Council for its consideration in Calendar Year 2025.







STRATEGY #8

## Update the Town's Land Acquisition Manual

# Fiscal Year 2025 Budget Impacts



- TBD.







# QUESTIONS?







## STRATEGY #9

# Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

**FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY**







## STRATEGY #9

# Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

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The Town's Our Plan document lays out several goals related to increasing capacity for processing recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objectives, the Town will need to work in coordination with Beaufort County as the agency responsible for household waste streams disposal for the entire county and jointly pursue opportunities that improve recycling and composting rates.







## STRATEGY #9



# Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

## Town Council Approved Action

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- Engage experts in the field of solid waste to assist the Town in performing a SWOT analysis.
- Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- Engage in dialogue with Beaufort County regarding their long-range solid waste disposal and recycle programs. If they undertake revisions or updates to their long-range plans, actively participate in such discussions in order to represent the goals of the Island in these plans.
- Propose discussions with Beaufort County regarding the potential creation of an off-island materials processing center that would facilitate increased recycling rates from within the Town and the greater region.
- Examine the creation of composting models at highly visible sites around the Town.
- Evaluate the need to amend Town Code utilizing data obtained as part of the SWOT analysis.





## Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

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- Town Council consideration of Resolution to support the findings of the SWOT analysis on April 2, 2024.
- Implement near term actions:
  - Coordinate with Beaufort County to share approved SWOT and determine County’s short-, mid-, and long-term plans for solid waste and recycling.
  - Evaluate potential approaches and associated costs to provide curbside solid waste and recycling for all HHI residents.
  - Establish a best-in-class recycling program at beach park facilities, incorporating outreach and education for residents and visitors.
  - Establish a best-in-class recycling program at Town facilities, incorporating outreach and education for residents and visitors.
  - Strengthen enforcement of reporting and recycling requirements for licensed haulers in Town code.







## Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

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- Future budgets will include implementation of recommendations from the endorsed SWOT analysis.
- \$600,000 for Island-wide solid waste and recycling efforts at Town Facilities, Parks and Beach Operations.







**QUESTIONS?**







## STRATEGY #10

# Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

**FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY**







## STRATEGY #10

### **Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance**

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Work with the Town's authorized Destination Marketing Organization to adopt and implement an effective marketing plan that places an emphasis on positive community attributes of Hilton Head Island as a place to live, work, and play. Identify any necessary changes and ensure that Town Council feedback is incorporated into the annual marketing plan. Monitor the performance of the Town's authorized Destination Marketing Organization. Partner with DMO staff to assess performance against stated goals.







## STRATEGY #10

# Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

## Town Council Approved Action

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- Survey current metrics required by the DMO contract and analyze to achieve Town goals.
- Review any metrics recommendations/changes with DMO.
- Support DMO Marketing Council in creation of marketing plan to ensure that correct performance measurements are included and achieved.
- Continue monitoring DMO performance and achievement of identified performance measures.
- Include Ecotourism (with Assistance from USCB and others), Cultural Tourism, Wellness Tourism, and Sports Tourism into DMO Marketing Materials.







## Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

- Town Council adopt Destination Marketing Organization Marketing Plan and Budget:
  - April 4, 2024 – DMO presents proposed Marketing Plan and Budget to Accommodations Tax Committee (ATAC) for consideration.
  - April 9, 2024 – Destination Marketing Plan, DMO Budget and Industry Metrics presented to Finance & Administrative Committee.
  - May 7, 2024 – Destination Marketing Plan and DMO Budget presented to Town Council for consideration.
- Evaluate industry metrics and work with DMO to calibrate and report on Hilton Head Island appropriate metrics.
- Prepare guidelines and direction for future Destination Marketing Organization contract. Issue a Request for Proposals (RFP) in early 2025 for a 12/1/25 contract effective date.







## STRATEGY #10

# Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

# Fiscal Year 2025 Budget Impacts



- State statute governs funding for the Destination Marketing Organization (DMO).
- DMO funding in 2024 is projected to be \$3,975,152.
- DMO funding in 2025 is also projected to be \$3,975,152.







**QUESTIONS?**







## STRATEGY #11

# Assess Alternative Revenue Sources and Funding Opportunities

FOCUS AREA: PURSUIT OF EXCELLENCE







## STRATEGY #11

# Assess Alternative Revenue Sources and Funding Opportunities

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In order to support the long-term financial stability of the Town, utilize all available resources at the federal, state and local levels to identify and obtain alternative sources of revenue, grant funding, or other project funding so as to support the strategic goals and objectives of the Town, its organizational operations and its Capital Improvement Plans.







## STRATEGY #11

# Assess Alternative Revenue Sources and Funding Opportunities

## Town Council Approved Action

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- Establish Land Acquisition Funding Strategies.
  - Beaufort County Greenspace Sales Tax Program.
- Assessment of Voter Referendum Questions.
- Identify Dedicated Funding for Workforce Housing Initiatives.
- Evaluate Mid-Island Tax Increment Financing (TIF) District Creation.
- Assess Development Permit Fees and Propose Necessary Adjustments.
- Conduct a Stormwater Utility Rate Study.
- Assess Municipal Bonding Capabilities.
  - Installment Purchase Revenue Bonds.
- Adopt an Accommodations Tax Funding Policy.







## Assess Alternative Revenue Sources and Funding Opportunities

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- Build consensus with local government funding partners (Beaufort County, Beaufort County School District, etc.) to create a new Mid-Island TIF district.
- Assess debt financing opportunities with the Town's bond counsel, financial advisors, and Finance & Administrative Committee to understand the strategic utilization of Installment Purchase Revenue Bonds.
- Pursue additional funding for land acquisition through use of Beaufort County's Greenspace Program.
- Pursue additional grant award opportunities.
- Prepare a consolidated 5-year budget projection to assess future financial resources and funding availability.







STRATEGY #11

## Assess Alternative Revenue Sources and Funding Opportunities

# Fiscal Year 2025 Budget Impacts



- No anticipated fiscal impacts.







# QUESTIONS?







## STRATEGY #12

# Short-Term Rental Assessment and Program Implementation

**FOCUS AREA: PURSUIT OF EXCELLENCE**







STRATEGY #12

## Short-Term Rental Assessment and Program Implementation

Conduct a Short-Term Rental program assessment that evaluates the short-term rental program effectiveness on addressing the negative impacts to neighborhoods including environmental impacts, demands on Fire and Rescue services, impacts to public utilities and infrastructure, and impacts of land use intensity. Program assessment will include data on the volume, location, type, and size of short-term rentals on Hilton Head Island in order to better understand, plan, and manage short-term rentals, and to determine if further regulation is necessary.







STRATEGY #12

## Short-Term Rental Assessment and Program Implementation

### Town Council Approved Action

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- Review data obtained through the Town's short-term rental software and evaluate permits, location, and magnitude of short-term rentals within the Town.
- Review short-term rental permit program efficacy through evaluation of reported violations of the short-term rental requirements and propose necessary adjustment.







## Short-Term Rental Assessment and Program Implementation

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- Assess amendments to the Town's Short-Term Rental Ordinance.
- Align LMO and STR Ordinance amendments to strengthen expectations and provide additional support for compliance and justification for code enforcement.
- Evaluate and implement internal process improvements for STR application processing, inspections and site visits, complaint tracking, and multi- departmental workflows.
- Continue enforcement efforts to identify and notify non-compliant STR Operators not only for STR permits, but also for business licenses, accommodation taxes, and beach preservation fees.





## Short-Term Rental Assessment and Program Implementation

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- \$250 fee collected for each STR Permit.
- Additional revenue collected associated with short-term rentals includes business license taxes, accommodation taxes, beach preservation fees, and ad valorem property taxes.
- Multi-Departmental operational costs and personnel support impacts in Revenue Services, Community Code Enforcement and Public Safety, Community Development and Planning, Fire Rescue, Community Engagement and Communications, Technology & Innovation, Accounting, Human Resources.
- Short-term rentals have a direct impact on Public Services, Capital Projects, Beach Operations, Facilities Management, Stormwater Management, Transportation Management, and Emergency Medical Services.
- Maintaining adequate staff and personnel support for STR permitting volume and enforcement of the program.







# QUESTIONS?







## STRATEGY #13

# Complete Implementation of the Gullah Geechee Task Force Work Plan

**FOCUS AREA: Inclusive Community**





 STRATEGY #13

## Complete Implementation of the Gullah Geechee Task Force Work Plan

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Implement the Framework for the Top 16 Priority Projects from the Gullah Geechee Preservation Report recommendations as approved by Town Council in 2019. Define the critical path for the remaining recommendations from the report.





## Complete Implementation of the Gullah Geechee Task Force Work Plan

### Town Council Approved Action

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- Develop Framework for the Top 16 Priority Projects
  - Significant progress has been made on all Top 16 recommendations, 14 of which have been incorporated into ongoing operations and programs.
  - Remaining recommendations are being addressed through District Planning and continuous improvement of Town resources and programs.
- Define the critical path for remaining 20 recommendations
  - Coordination and collaboration with community and cultural resources is preferred for establishing the critical path for implementing the remaining recommendations.







## Complete Implementation of the Gullah Geechee Task Force Work Plan

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- Continue to advance the top 16 recommendations and coordinate with the Gullah Geechee Historic Neighborhoods Community Development Corporation to implement the Task Force recommendations.
- Resolve overlay district implementation of Gullah Geechee Culture Preservation Project Report within growth management strategy project.
- Create Gullah Geechee Program information center in the town hall lobby and online.
- Implement the Town Council adopted Gullah History and Cultural Awareness Program.







## Complete Implementation of the Gullah Geechee Task Force Work Plan

- Operational support for the Gullah Geechee work plan will be included in FY2025 Budget.







**QUESTIONS?**







## STRATEGY #14

**Facilitate Relocation of the Historic St. James Baptist Church to Mitigate Impacts Generated from Airport Operations and Corresponding Safety Concerns**

**FOCUS AREA: CONNECTED COMMUNITY**







## STRATEGY #14

# Relocation of the Historic St. James Baptist Church

The Hilton Head Airport has been actively working to retain and attract new commercial airline services. This has included taking actions to ensure that regional business jets can operate from this facility. The Historic St. James Baptist Church has been directly impacted by the increase in airport operations that has resulted from the ability to support regional business jets. The Town has therefore committed to assisting St. James Baptist Church in the successful relocation of its congregation to a mutually agreed upon location that will meet the current and future needs of the church.





## Relocation of the Historic St. James Baptist Church

### Town Council Approved Action

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- Work cooperatively with the leadership from St. James Baptist Church, Beaufort County, the Hilton Head Island Airport, and the Town of Hilton Head Island to submit an agreed upon relocation plan for consideration by the Federal Aviation Administration.
- Monitor Status of FAA submission and provide supplemental information or responses as may be necessary for continued evaluation of the joint proposal.
- If the joint relocation plan is approved by the FAA, work with Beaufort County to provide the church with the grant funding sufficient to allow commencement and construction of the relocated facility.
- Following relocation plan approval by the FAA, the Town of Hilton Head Island to assist the church in the steps necessary to construct a new church facility that will accomplish the approved relocation efforts.







## Relocation of the Historic St. James Baptist Church

- Complete final FAA submittal package to include church approved 100 % schematic design drawings, a narrative of scope, relocation outline specifications, and an estimate of construction costs.
- Town Council will discuss policy considerations of the transfer/sale of the parcel at the Mid-Island Park.
- Beaufort County will prepare and submit the National Environmental Policy Act (NEPA) review and permitting.
- Explore alternate funding sources from the State of South Carolina to support the relocation effort.







## Relocation of the Historic St. James Baptist Church

- The MOU between the Town of Hilton Head and Beaufort County should fund the project through FAA approval. Once the FAA approves the project and the proposed relocation near the existing Union Cemetery, Hilton Head Island Town Council will consider a transfer of property. Beaufort County will consider allocation of funds for the construction of the project and be reimbursed by the FAA.







**QUESTIONS?**







## STRATEGY #15

# Implement Beach Park Enhancements

FOCUS AREA: PURSUIT OF EXCELLENCE







STRATEGY #15

## Implement Beach Park Enhancements

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The Town has over 12 miles of pristine beaches that are routinely identified as being some of, if not the best in the world. This precious resource serves one the most cherished amenities for both Island residents and visitors. The Town must ensure that it maintains the quality of the beach going experience through the development of a comprehensive enhancement plan that will identify physical infrastructure needs of its beach facilities, improvements and upgrades of existing facilities, and take steps necessary to ensure that the public experiences a safe and consistently memorable day at the beach.



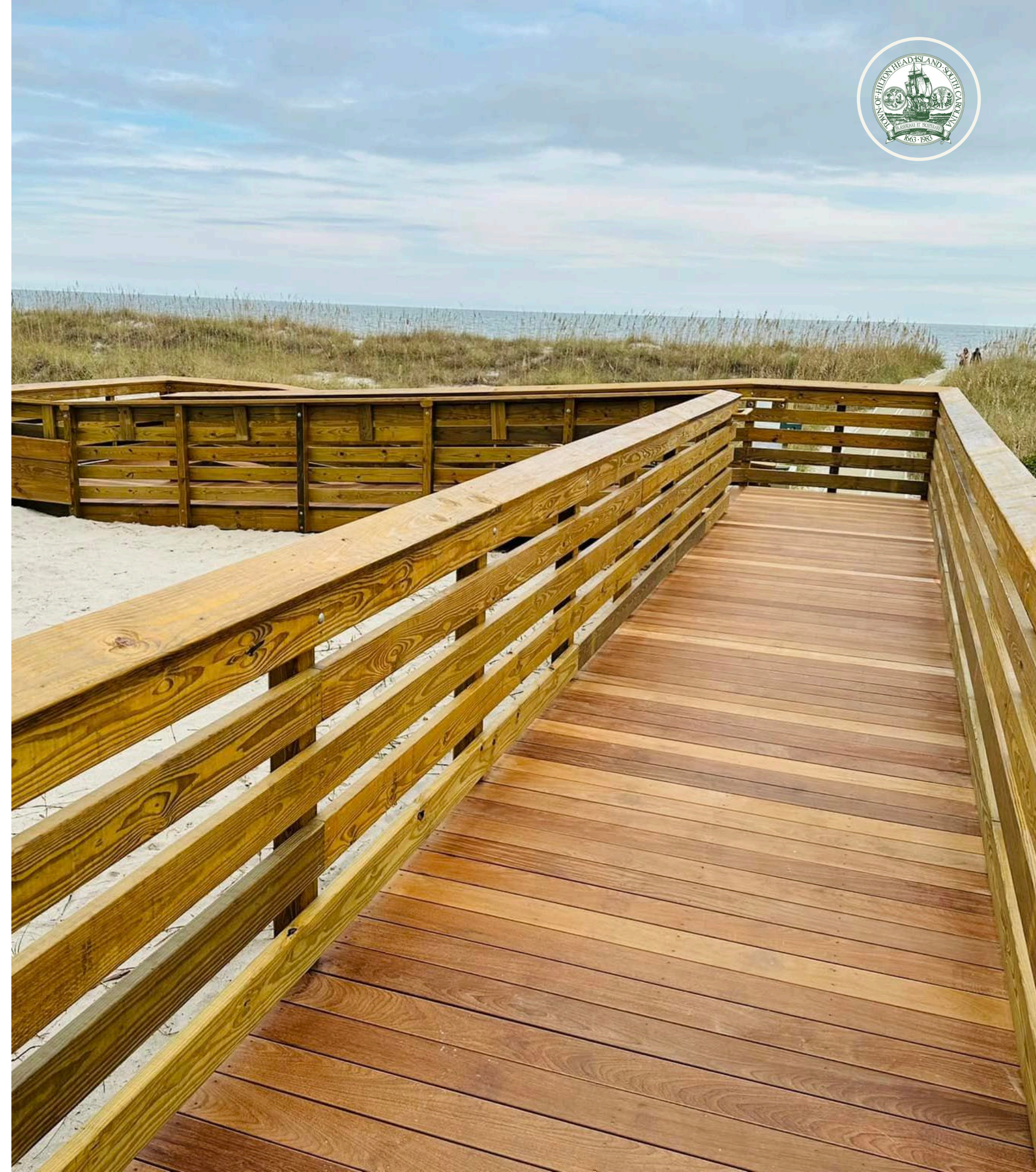


## Implement Beach Park Enhancements

### Town Council Approved Action

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- Establish a Beach Master Plan.
- Consider implementation of Beach Parking Master Plan.
- Enhance beach shuttle services – Island mobility/connectivity to beaches, parking, employment, and business.
- Consider beach experience regulations – fishing, tents, smoking, emergency access routes, facility hours of operations, parking management, boat storage on beach, etc.







## Implement Beach Park Enhancements

- Adopt a beach parking fee schedule and implement all aspects of the Beach Parking Management Program.
- Continue to improve beach park operational enhancements.
- Install beach park wayfinding signage, landscaping, hardscape, mobility, bike racks, and other facility enhancements.
- Execute a Beach Services and Non-Exclusive Franchise for Commercial Activities contract.
- Execute a solid waste disposal and recycling services contract.
- Implement a partnership project with Hilton Head Island –Bluffton Chamber of Commerce Leadership Class for the installation of a beach wheelchair storage/shelter.

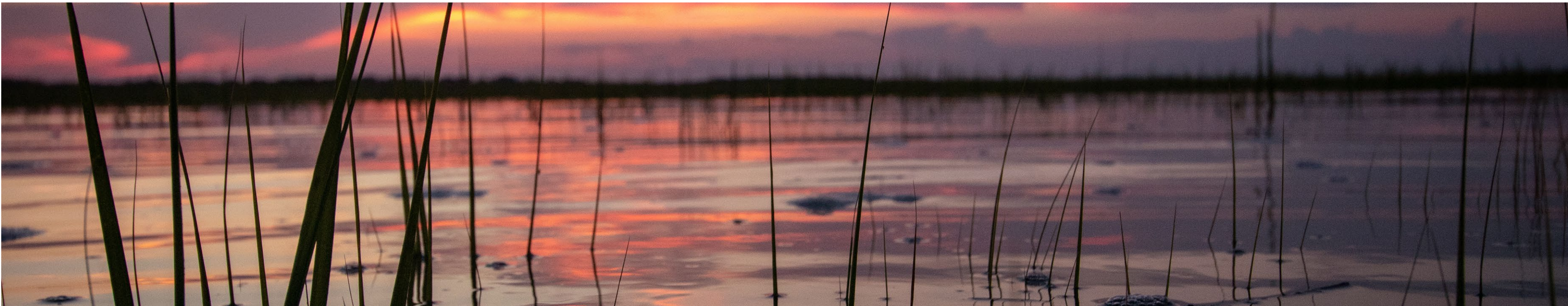




## Implement Beach Park Enhancements



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- \$203,595 - The Breeze trolley service provided by the Lowcountry Regional Transportation Authority.
  - \$22,950 - Beach Shuttle service.
  - Beach Services and a Non-Exclusive Franchise for Commercial Activities contract fee - TBD.
  - Solid waste disposal and recycling services contract cost – TBD.
  - Various beach park enhancements planned in the FY2025 General Fund, and CIP Fund.







# QUESTIONS?







# Remaining Strategic Action Plan Initiatives



# Pursuit of Excellence

Require and sustain excellence of Place, People, Planning, and Process.



## 2023

- Implement Cultural Affairs Strategic Plan
- Celebrate 360th Anniversary of the Hilton Head Island Siting
- Celebrate Hilton Head Island 40th Anniversary of Municipal Incorporation
- Develop a New Fire Rescue Strategic Plan
- Adopt & Implement a Human Resources Strategic Plan
- Adopt & Implement a Technology & Innovation Strategic Plan
- Measure and Communicate Return on Public Investment





# Pursuit of Excellence

Require and sustain excellence of Place, People, Planning, and Process.



## 2023

- Improve Administrative Support Process for Boards, Commissions & Committees **ONGOING**
- Research Trends & Implement Best-in-Class Municipal Services Delivery **ONGOING**
- Implement American Rescue Plan Funding Appropriations **COMPLETE**
- Enhance Communications Plan with Strong Social Media Emphasis **ONGOING**
- Create a Culture of High Organizational Performance **ONGOING**
- Broadcast Transition from Facebook Live to YouTube for Public Meetings **COMPLETE**





# Pursuit of Excellence

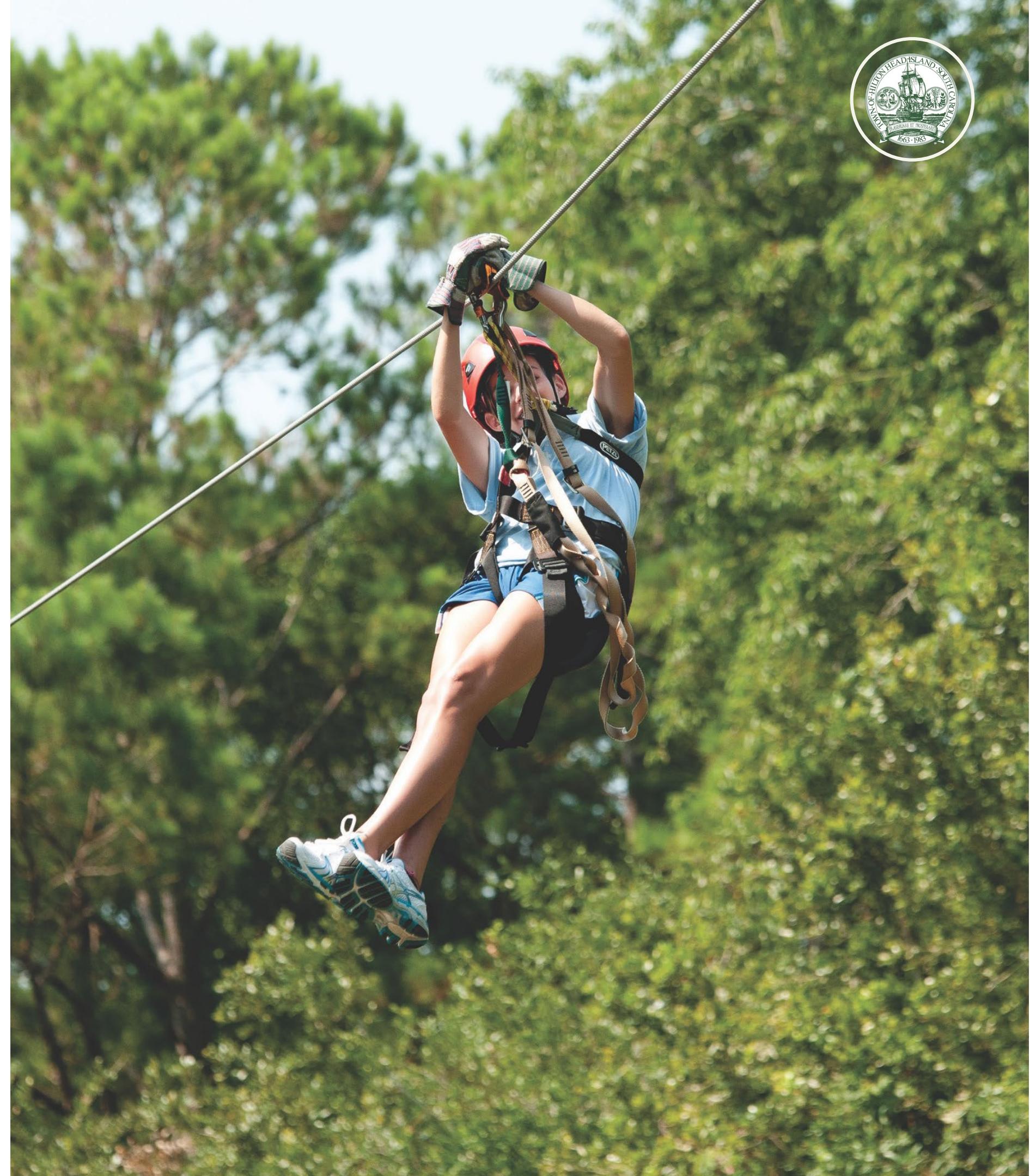
Require and sustain excellence of Place, People, Planning, and Process.



## 2024

- Evaluate Island Vision Statement, Mission Statement, and Community Value Statement
- Establish Island Brand Development Strategy
- Employee Performance Review Program Improvements

ONGOING





# Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.

## 2023

- Work with Public Service Districts (PSDs) on Long-Term Capital Projects
- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection
- Assess and Implement an Environmentally Friendly Landscape and Grounds Maintenance Best Practices Program
- Host/Sponsor a Resiliency Symposium
- Establish a Sustainable Environmental Practices Social Media Campaign

## 2024

- Develop Town-Owned Property Management, Asset Management and Utilization Plan
- Acquire Audubon International Sustainable Community Recertification (2-year Term)





# Revitalize Our Economy

Create an Island-appropriate economy that has sufficient depth and breadth to attract and support a diverse resident, visitor, and business population.

## 2024

- Establish an Economic Development Strategy

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# Connected Community

Facilitate true connectivity in Island physical, social, and cultural environments.

## 2023

- Adopt a Food Truck Ordinance and Operational Program
- Conduct a Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High-Speed Fiber/Cellular Capabilities





# Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.

## 2023

- Establish a Public Institutional Partnership with USCB to Support Arts and Cultural Organizations
- Adopt Annual HUD/DBG Entitlement Program
- Conduct a Community Engagement Survey
- Assist with implementing Mitchelville Master Plan
- Incorporate Public Art & Culture Projects into New & Existing Parks

## 2024

- Develop a Landmark Protection Program





# Regional Focus

Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

## 2023

- Assess Revisions of Beaufort County Impact Fees
- Establish Reoccurring Joint Meetings between Hilton Head Island & Beaufort County Council

## 2024

- Evaluate Access between Hilton Head Island & the Greater Region through Viable Multi-Modal Transportation





# “Right-sized” Infrastructure

Align the community’s physical, environmental, and social values with the Capital Improvements Program (CIP) and infrastructure planning.

## 2023

- Acquire ~~Main Street Right-of-Way~~ **COMPLETE**
- Adopt Community Addressing Ordinance

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# Parks & Recreation

Implement the Parks & Recreation Master Plan.

## 2023

- Assist with Ford Shell Ring Park **ONGOING** Development
- Implement the Parks and Recreation Master Plan **ONGOING**
- Develop a Parks and Recreation Marketing Plan

## 2024

- Establish Beaufort County & Hilton Head Land Trust Northridge Conservation Tract Partnership







# 2024 Additional Priorities for Town Council Consideration



## 2024 Additional Priorities for Town Council Consideration:

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1. Town-Owned Property Use – RFQ/RFP
  - Former Modern Classic Motors Site
  - Palmetto Bay Business Park Site
  - Jonesville Equestrian Stables, Paddocks Site, and Residential Structure
  - Bryant Road Site
2. Muddy Creek Neighborhood Stabilization Plan
3. Small Home Series (Mid-Island District Plan Implementation Strategy)
4. Rotary Community Center Proposal
5. BMI Island Jams 2024 Songwriter Festival

**TOWN COUNCIL CONSENSUS NEEDED**







# Public Comment







# Town Council Discussion







# Adjournment

