

TOWN COUNCIL

STRATEGIC PLAN WORKSHOP

August 9, 2023



Town of Hilton Head Island

Town of Hilton Head Island Strategic Action Plan Workshop

MEETING OUTLINE

August 9, 2023

1. Introductions

- a) Welcome from Mayor Perry
- b) Comments from Members of Town Council
- c) Opening Remarks by the Town Manager
- d) Meeting Outline Review by the Town Manager

2. Overview of the Strategic Planning Process

- a) Review of Town Mission/Vision Statements
- b) Our Plan Goals, Strategies, and Tactics
- c) Key Community Themes – Identifying Core Values from Our Plan
- d) Converting Our Plan Core Values into Strategic Action Plan Goals
- e) Converting Strategic Action Plan Goals into Strategic Initiatives

3. Review of FY2023-2024 Accomplishments

4. Discussion of Ongoing and Upcoming 'Top 15' FY2023-2025 Strategic Action Plan Initiatives

- a) Establish a Growth Management Strategy
- b) Implement the Workforce Housing Framework
- c) Adopt Major Corridor/Street Enhancement Policies
- d) Develop William Hilton Parkway Gateway Corridor Plan
- e) Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation



4. **Continued Discussion of Ongoing and Upcoming ‘Top 15’ FY2023-2025 Strategic Action Plan Initiatives**
 - f) Identify Strengths, Weaknesses, Opportunities, and Threats (SWOT) of Hilton Head Island Resiliency and Establish an Island Resiliency Plan
 - g) Implement the Capital Improvement Program
 - h) Update the Town’s Land Acquisition Manual
 - i) Conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling
 - j) Implement the Destination Marketing Organization (DMO) Marketing Plan and Measure Performance
 - k) Assess Alternative Revenue Sources and Funding Opportunities
 - l) Short-Term Rental Assessment and Program Implementation
 - m) Complete Implementation of the Gullah Geechee Task Force Work Plan
 - n) Assist with St. James Baptist Church Mitigation/Relocation Plan
 - o) Implement Beach Park Enhancements
5. **Discussion of Additional FY2023-2025 Strategic Action Plan Initiatives**
6. **General Discussion**
7. **Public Comments**
8. **Town Council Comments, Closing Thoughts**
9. **Adjournment**



CITIZENS OF HILTON HEAD ISLAND

TOWN COUNCIL



TOWN OF HILTON HEAD ISLAND ORGANIZATIONAL CHART

EFFECTIVE JULY, 2023



Marc Orlando
Town Manager



Ben Brown
Senior Advisor to the Town Manager



Angie Stone
Assistant Town Manager



Shawn Colin
Assistant Town Manager
Community Development



Vacant
Executive Director
Gullah Geechee
Historic
Neighborhoods
Community
Development Corp



Josh Gruber
Deputy Town Manager



Kimberly Gammon
Town Council Clerk



John Troyer
Finance Director



Chris Blankenship
Fire Chief



Lisa Stauffer
Human Resources
Director



Bob Bromage
Public Safety Director



Andrew Davis
Marketing & Communications
Director



Missy Luick
Assistant Community
Development Director



Contracted
General Counsel



Cindaia Ervin
Assistant Town Clerk



Jeff Herriman
Treasurer



Justin Cunningham
Deputy Chief - Operations



Niki Oxendine
HR Manager



Natalie Harvey
Cultural Affairs Director



Bryan McIlwee
Assistant Community
Development Director



Faidra Smith
Administration Manager



Phyllis Deiter
Executive Office Manager



April Akins
Revenue Services Manager



Joheida Fister
Deputy Chief - Administration



Marcie Patton
HR Manager



Tommy Sunday
Technology & Innovation Director



Zenos Morris
Assistant Community
Development Director



Tom Dunn
Emergency Manager



Keith Tison
Fleet Maintenance Manager



TOWN OF HILTON HEAD ISLAND

OVERVIEW OF THE STRATEGIC PLANNING PROCESS



Strategic Planning Process



Setting Our Goals

The Town of Hilton Head Island's **mission** is to promote the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

Our 2020 – 2040 **vision** is to reinvent sustainability...again. To focus on revitalization and modernization, and to build an inclusive and diverse community.



TOWN OF HILTON HEAD – OUR IDEALS OF EXCELLENCE

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

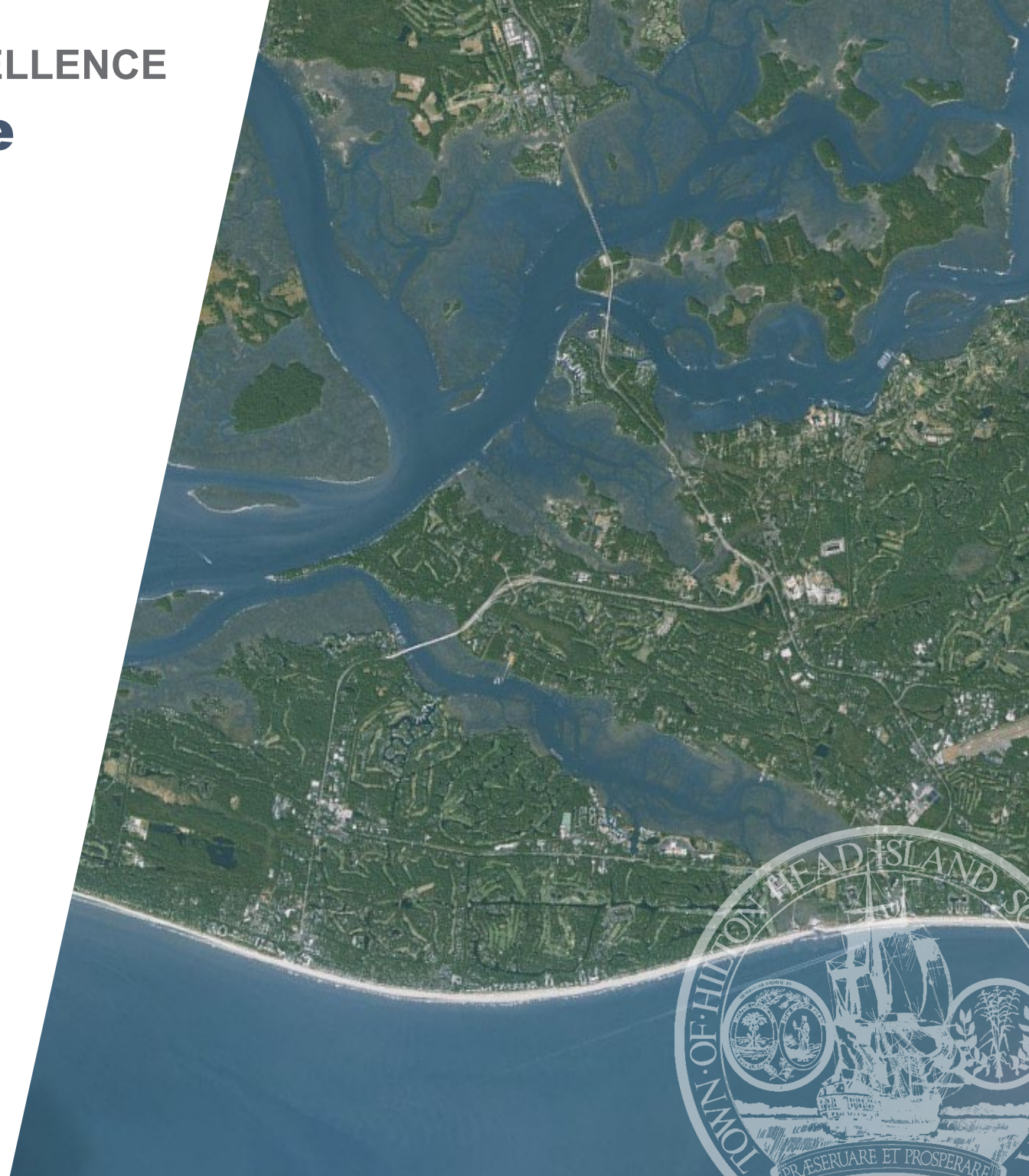
...fosters transparency and inclusion when resolving concerns or planning for the future

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

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

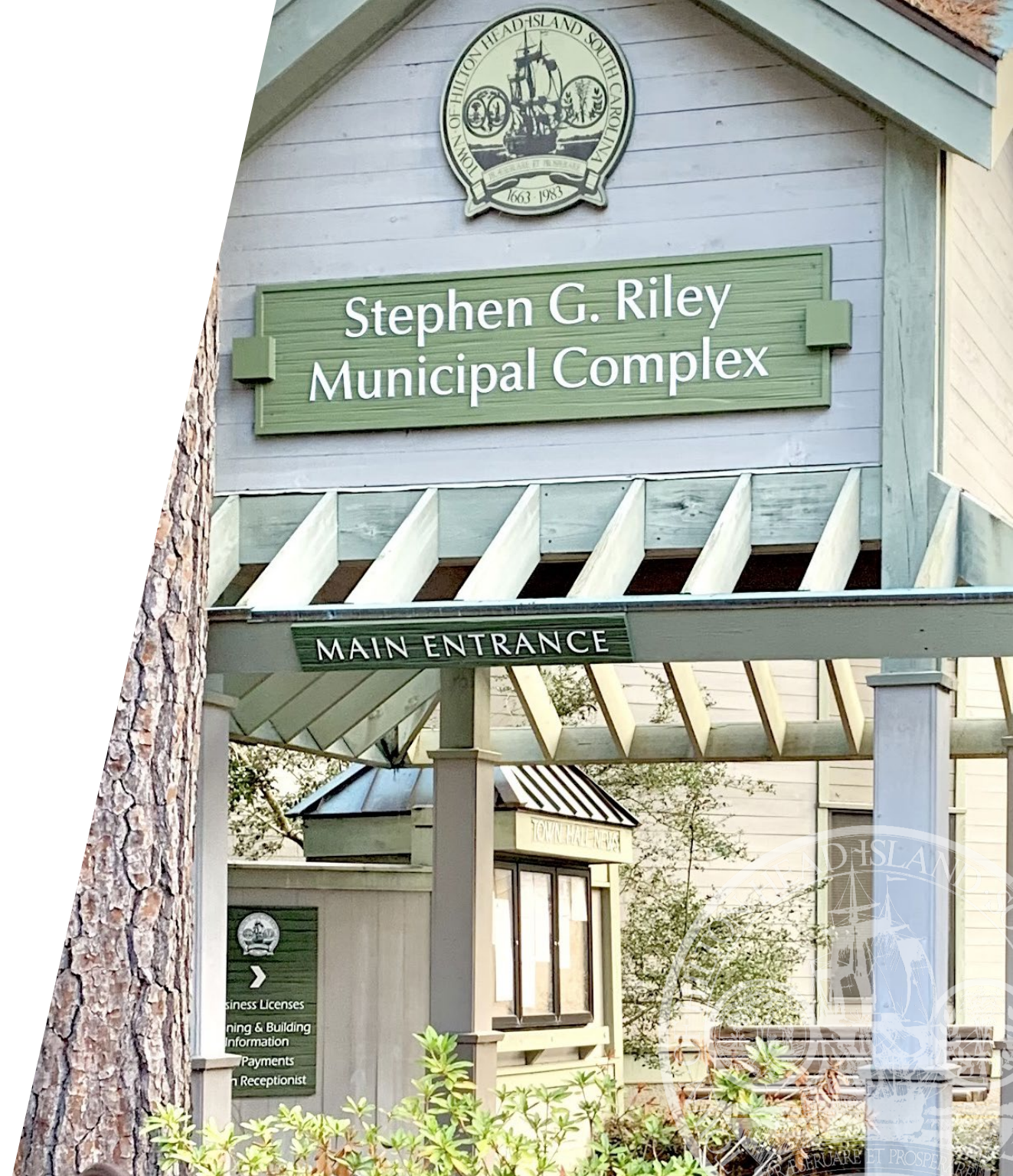
...uses innovation and learning to continually develop and apply best practices and standards for processes and projects

...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, operations, and projects meeting the needs of the Town, residents, and visitors.
- 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.



TOWN OF HILTON HEAD – OUR PLAN

Core Values & Focus Areas

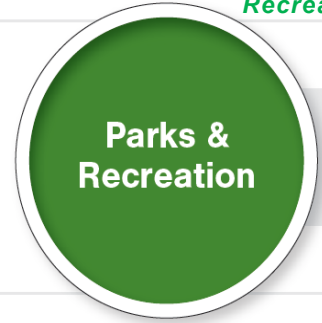
Require and sustain excellence of Place, People, Planning, and Process.



Our Ideals of Excellence



Create a resilient and sustainable environment through planning and policy.

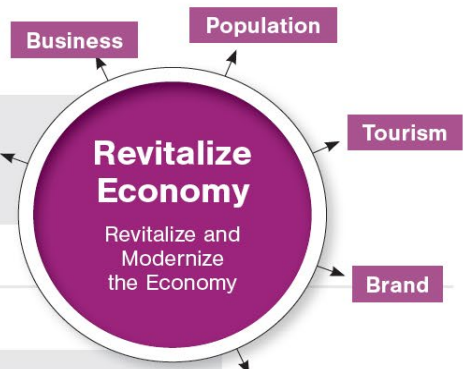


Implement the Parks and Recreation Master Plan



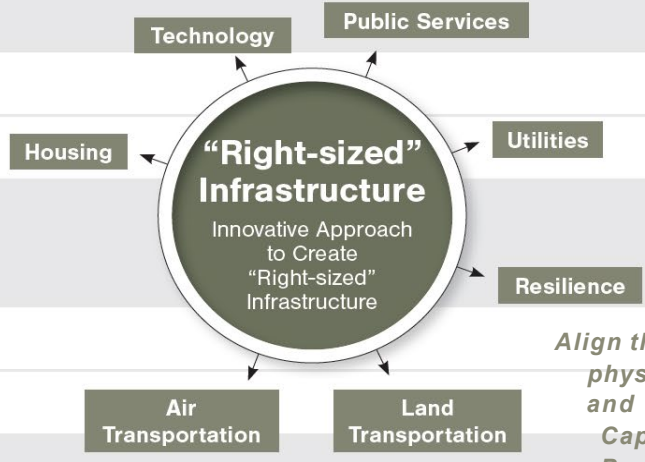
Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

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



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

Facilitate true connectivity in Island physical, social, cultural environment



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



Purpose of the Strategic Plan



TOWN OF HILTON HEAD ISLAND

DISCUSSION OF 2023 ACCOMPLISHMENTS



Town of Hilton Head Island

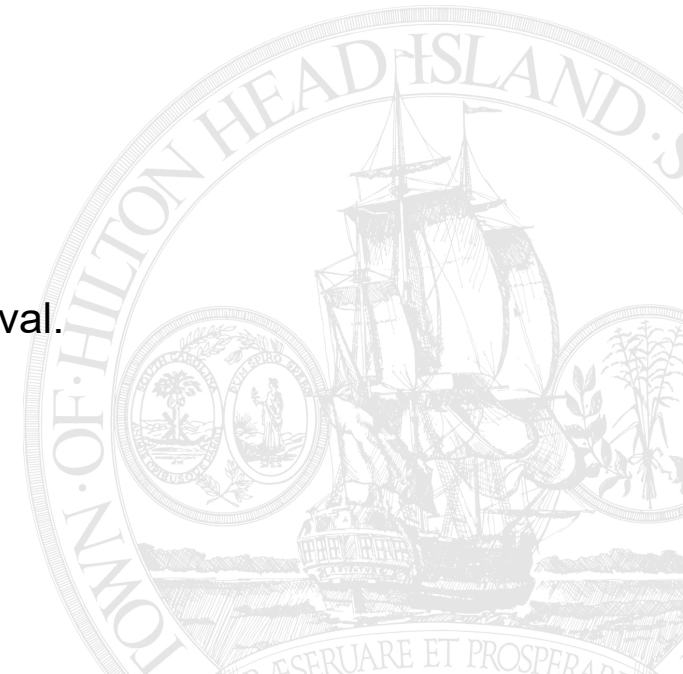
2023 Accomplishments

Enabling Policy Actions:

- ✓ Adopted 2023 – 2025 Strategic Action Plan setting the Town’s strategic initiatives for the next two years.
- ✓ Adopted \$129.95 million Fiscal Year 2024 Consolidated Budget without a property tax increase.
- ✓ Adopted Comprehensive Beach Management Plan Update.
- ✓ Approved Master Plans for Islanders Beach Park and Shelter Cove Park expansion.
- ✓ Appointed Gullah Geechee Historic Neighborhoods Community Development Corporation Board of Directors and commenced corporate operations.
- ✓ Adopted Small and Minority-Owned Disadvantaged Business Enterprise Utilization Program and Corresponding Good Faith Effort Requirements.

Growth Management:

- ✓ Adopted Land Management Ordinance amendments focused on:
 - Preserving existing neighborhood character.
 - More consistent, clear, and transparent process for new development review and approval.
 - Elimination of staff granted waivers.
 - More consistent application of standards.
 - Improving the final built environment.



Town of Hilton Head Island

2023 Accomplishments

Growth Management Continued:

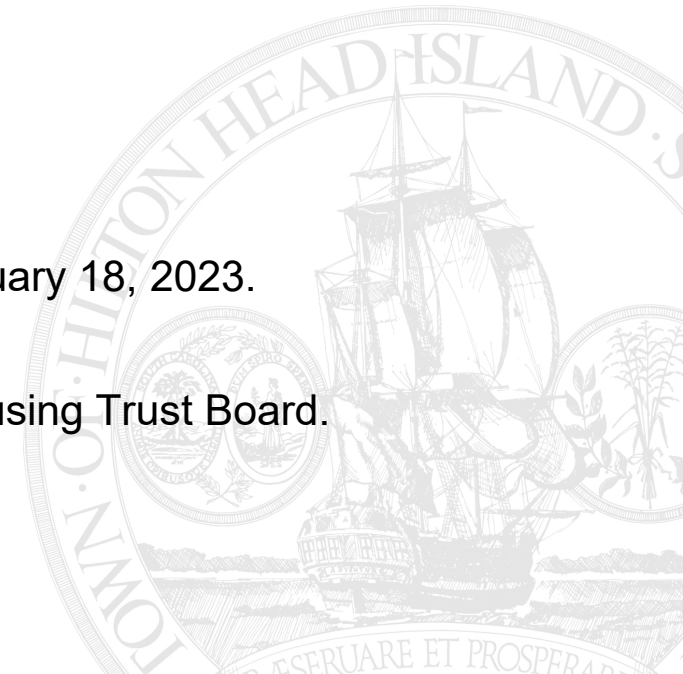
- ✓ Initiated District Plans to guide Land Management Ordinance overhaul.
- ✓ Issued a request for proposals for Code Writing Services for Land Management Ordinance & Municipal Code revisions on June 26, with 2 proposals received July 25, 2023.

Land Acquisition:

- ✓ Completed purchase of 12.019 acre property on Jonesville Road.
- ✓ Completed purchase of 3.04 Acres on Shelter Cove Lane for park and pathway expansion.
- ✓ Completed purchase of 0.52 Acres on Matthews Drive to maintain as green space.
- ✓ Completed purchase of 7.19 acre property on Bryant Road in the Muddy Creek Area.
- ✓ Completed acquisition of 1.63 acres of former SCDOT Toll Plaza Administrative Offices

Workforce Housing:

- ✓ Appointed the North Point Public Private Partnership Housing Advisory Committee on January 18, 2023.
- ✓ Created and advertised Housing Program Manager position.
- ✓ Appointed Tony Alfieri to represent the Town of Hilton Head Island on Beaufort Jasper Housing Trust Board.
- ✓ \$3.3 million committed to new Housing Fund in FY2024 budget.



Town of Hilton Head Island

2023 Accomplishments

Major Corridors/Street Enhancements:

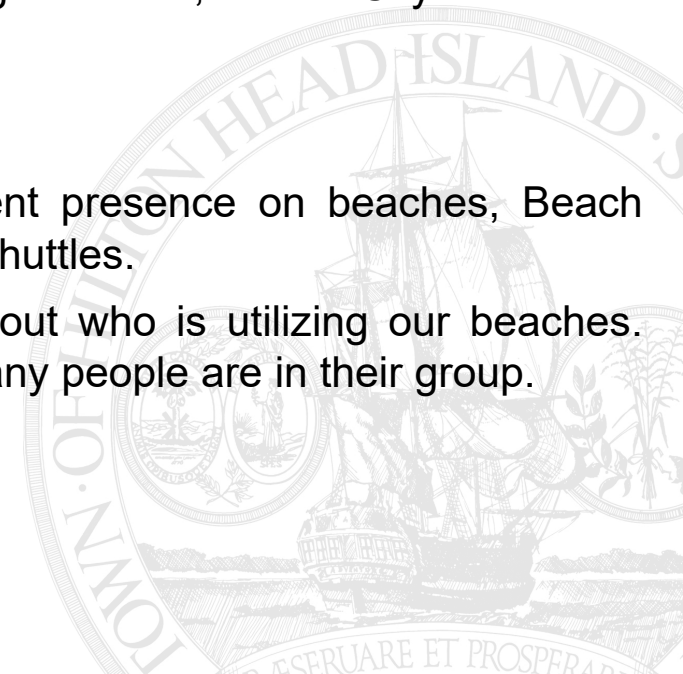
- ✓ Maintenance and beautification work along corridors and pathways began January 2023.
- ✓ Installation of Adaptive Traffic Signal Management System began in February 2023 and is expected to be completed and operational by September 2023.
- ✓ Created and selected members for the William Hilton Parkway Gateway Corridor Independent Review Advisory Committee. Committee appointments were made on March 21, 2023.

Resiliency:

- ✓ Executed Standardized Stormwater Agreements with Ashton Cove, Carolina Isles, Peregrine Point, Beach City Place and Chinaberry Ridge.

Beaches:

- ✓ Launched summer season programs including enhanced Community Code Enforcement presence on beaches, Beach Ambassadors, Finnegan's Sharing Shack, remote parking for Coligny Beach, and Beach Shuttles.
- ✓ Launched a beach-goer survey at Coligny Beach and Burkes Beach to learn more about who is utilizing our beaches. Information gathered includes where they are from, how long they are visiting, and how many people are in their group.



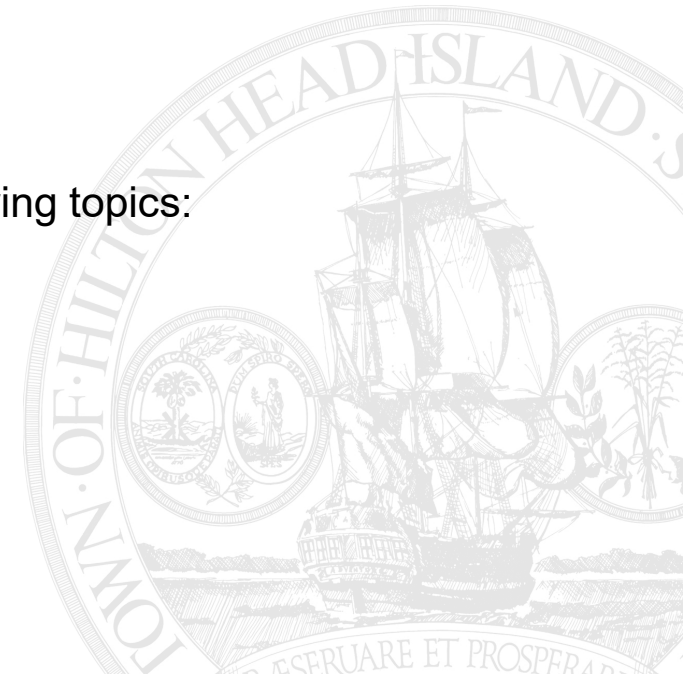
Town of Hilton Head Island

2023 Accomplishments

Operational:

✓ Multi-Departmental:

- Implemented access control and security monitoring system at Town Hall.
- Launched Short-term rental program including permit software.
- Created and launched Town-owned property dashboard on Town website.
- Created and launched Town Council Action Summary on Town website.
- Created and launched traffic and roadwork hub on Town website.
- Launched online beach parking permit application process.
- Launched beach season and public safety videos on social media.
- Opened Shelter Cove Sculpture Trail with May 1, 2023, ribbon cutting.
- Staff members made presentations to a variety of groups around the Island on the following topics:
 - Town Updates
 - Strategic Action Plan
 - Workforce Housing
 - Local Government Careers
 - Leadership
 - Emergency Management
 - Fire and Life Safety



Town of Hilton Head Island

2023 Accomplishments

Operational Continued:

✓ **Community Development:**

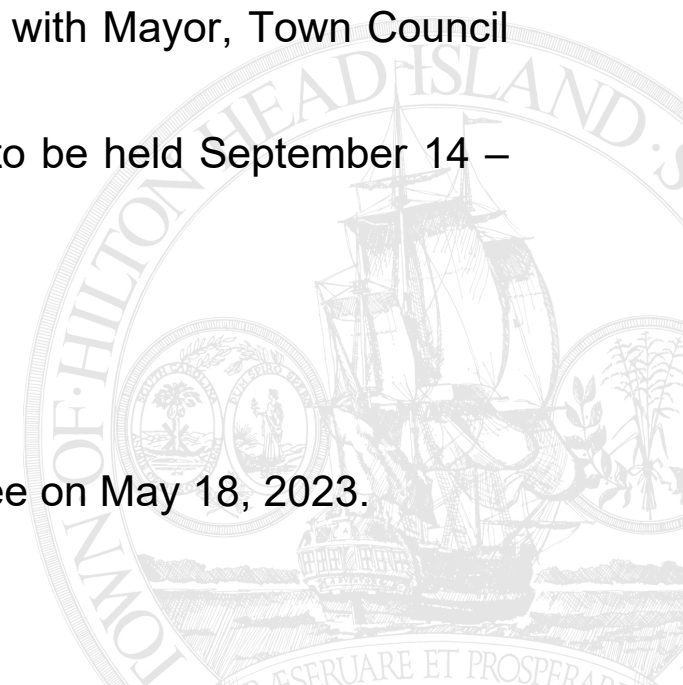
- Issued permits for new construction:
 - 39 Single Family
 - 19 Multi-Family
 - 8 Commercial

✓ **Community Engagement:**

- Hosted 30+ Italian students at Town Hall for a government overview and meet and greet with Mayor, Town Council Members, and senior staff on June 20, 2023.
- Negotiated a contract for sponsorship of a BMI Music Festival (Hilton Head Island Jam) to be held September 14 – 17, 2023.
- 360/40 Microsite developed and launched on June 29 for 2023 celebrations.

✓ **Technology and Innovation:**

- Technology upgrades in Council Chambers installed and operational.
- Technology & Innovation Strategic Plan approved by Finance and Administrative Committee on May 18, 2023.



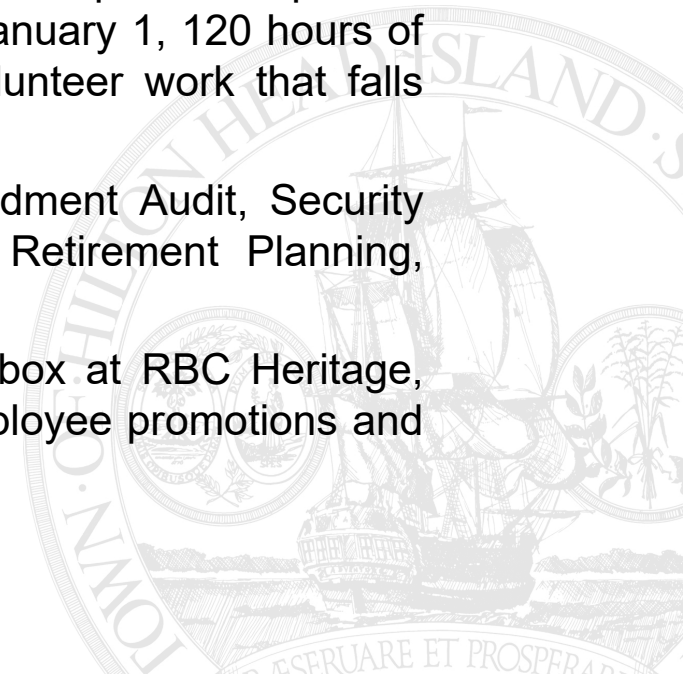
Town of Hilton Head Island

2023 Accomplishments

Operational Continued:

✓ Human Resources:

- Implemented an enhanced performance management process for the FY23 performance evaluation cycle.
- Onboarded nearly 50 regular, temporary, and seasonal employees between January 1 and June 28, 2023.
- Promoted 9 employees and reclassified 6 others.
- Improved employee benefit offerings and compensation to enhance the Town's position as an employer of choice.
- Encouraged staff to participate in the Town's Corporate Social Responsibility Program which provides up to 10 hours of paid time per employee to participate in volunteer work on the Island. Since January 1, 120 hours of volunteer work have been tracked through the program. Staff has also provided volunteer work that falls outside of the program totaling an additional 250+ hours.
- Provided training opportunities for Town staff to participate in (CPR/AED, 1st Amendment Audit, Security Awareness, Island Ambassador, Gullah Heritage, Effective Supervisory Practices, Retirement Planning, Spanish on Patrol).
- Held employee appreciation events/activities (Wellness screening, hockey game, skybox at RBC Heritage, Public Service Week recognition - \$100, bike week, social media posts celebrating employee promotions and accomplishments).



Town of Hilton Head Island

2023 Accomplishments

Economic Development:

Excluding short-term rental owners, in-home businesses, Homeowners Associations, and entertainers, 85 new businesses were opened on Hilton Head Island between January 1 and June 21, 2023, including:

- The Bank
- Deano's Wood Fired Grill
- Hilton Head Island Coffee Roasters
- Lucky Beach Bar & Kitchen
- F45 Training Hilton Head Island
- Hilton Head Harley-Davidson
- Corner Perk
- Starbucks (Pope Avenue)
- Elements Restaurant and Lounge
- Pure Barre
- Coast Brokered by eXp Realty
- Zips Car Wash
- Moor Spa Hilton Head
- Pure Salt Studios
- Kind of Blue
- Parkers Kitchen
- Lowcountry Nutrishop
- Hilton Head Tavern
- Belltone Hearing Aide Center
- Stingray Stu's Power Sports
- Hilton Head Golf Carts
- One Care Spa
- Live Oak Weight Loss
- HHI Golf Shoppe
- Hilton Head Beach Center Wine and Beer
- Beauty is Confidence
- Blade and Board
- Patels Party Shop (Replaced Reillys)
- Lobster Bar
- Sundown Saloon
- Prestige Worldwide F&B



Town of Hilton Head Island

Town Grant Awards: January 1, 2023 – August 9, 2023

The Town has been very successful in seeking out various grants to support its operations and initiatives. Those grants that have been obtained since January 1st until present consist of the following:

- ✓ Submitted and pending selection notification - 3 applications totaling \$213,316.22
- ✓ Submitted and selected for award – 1 application totaling \$185,250 (CDBG)
- ✓ Additional funding received – 8 applications totaling \$8,816,781.30
 - \$5,000,000 – Gullah Geechee Historic Neighborhoods Community Development Corporation
 - \$3,100,000 – Adaptive Traffic Signal Installation (Beaufort County Impact Fee Payment)
 - \$500,000 – Beaufort County ARPA
 - \$56,250 – Building Resilient Infrastructure and Communities Program



Town of Hilton Head Island

Town and Beaufort County Collaboration:

The Town and Beaufort County have engaged in numerous projects and initiatives over the course of this past year. The following is a list that highlights these accomplishments and that outline the ongoing actions by which the Town and County are working together to improve our community:

- ✓ William Hilton Head Parkway Gateway Corridor
- ✓ Adoption of Updated Impact Fees for Library and Transportation Services
- ✓ St. James Baptist Church Relocation/Mitigation Coordination
- ✓ Land swap of Barker Field, Old Schoolhouse Park, with Cross Island Boat Landing
 - Cross Island Boat Landing/Ramp Improvements
- ✓ Green Space Land Acquisition Program
- ✓ 1% Sales Tax Committee and Program Planning
- ✓ Various Road Improvements/Maintenance
- ✓ Feral Cat Colony (Animal Control) Regulations/Management
- ✓ Project Cloud
- ✓ Hilton Head Island Real Property Reassessment
- ✓ Funding for Adaptive Traffic Signal Management System – Payment via Traffic Impact Fees





TOWN OF HILTON HEAD ISLAND

“TOP” 15 STRATEGIES FOR 2023 - 2025



Establish a Growth Management Strategy

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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.

- 1.1 Conduct a Hilton Head Island Conditions and Trends Assessment
- 1.2 Establish a Growth Framework Map
- 1.3 Identify District Plan Boundaries and Prioritization
- 1.4 Create and Adopt District Plans
- 1.5 Create a Future Land Use Map
- 1.6 Create an Island Master Plan
- 1.7 Amend the Land Use Element of *Our Plan*
- 1.8 Implement the Mid-Island District Plan
- 1.9 Adopt Zoning Map Amendments
- 1.10 Amend the Land Management Ordinance
- 1.11 Establish a Development Improvement Program
- 1.12 Align Capital Improvement Plan with Growth Framework Strategies



Establish a Growth Management Strategy – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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▪ **Conduct a Hilton Head Island Conditions and Trends Assessment**

- ✓ Town Council held a kickoff workshop on January 2022.
- ✓ The Condition and Trends Assessment includes inventory and assessment of elements including Demographics, Housing, Workforce, Governance, Economics, Community, Real Estate, Systems, Environment, Land Use.
- ✓ Staff will present the Assessment findings for the October 12, 2023, Public Planning Committee meeting.
- ✓ Staff will then present the Assessment findings at an upcoming Town Council meeting along with any recommendations from the Public Planning Committee.



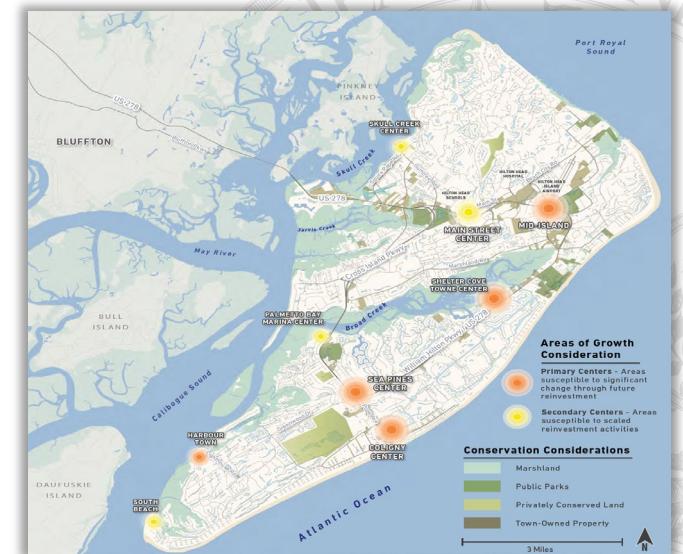
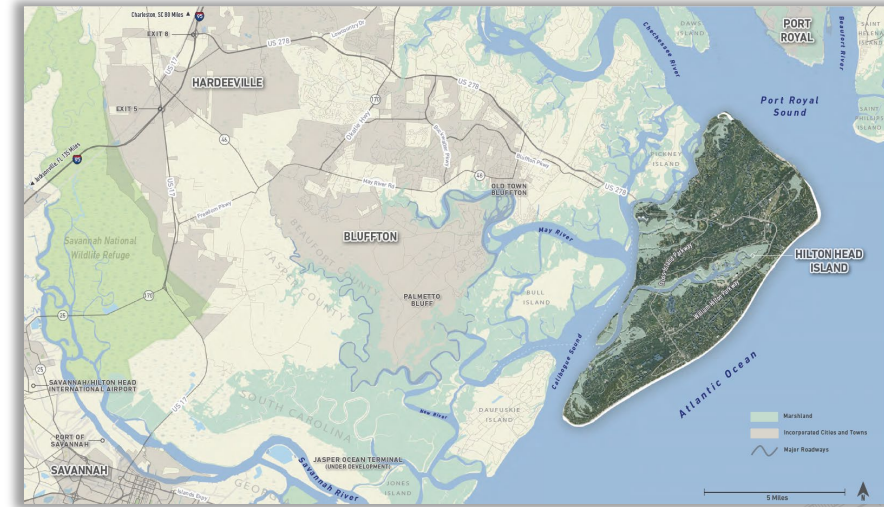
Establish a Growth Management Strategy – *Status Update*

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■ Establish a Growth Framework Map

- ✓ The Growth Framework Map Series illustrates regional and local context and sets expectations for future public and private sector investments. It is the conceptual first step into conservation areas, land use, and character.
- ✓ Draft Growth Framework Map Series were presented to the Public Planning Committee in April and July 2023. Final draft will be presented to Public Planning Committee in September and to Town Council at an upcoming meeting.
- ✓ Draft maps are available for public review on the Hilton Head Island Master Plan project page on the Town's Major Initiatives page.



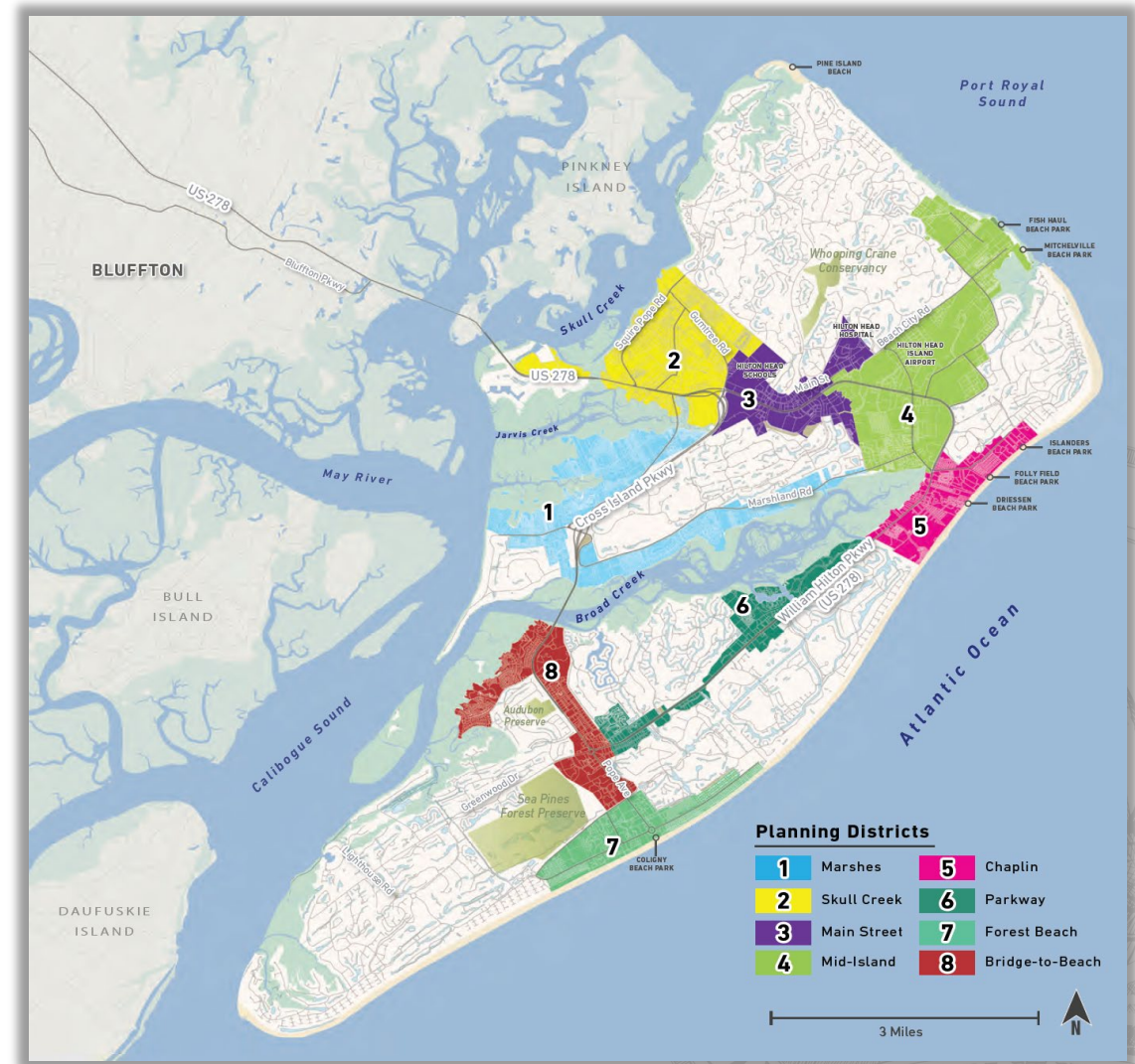
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■ Identify District Plan Boundaries and Prioritization

- ✓ A draft District Boundaries Map, identifying 8 Districts titled: Marshes, Skull Creek, Main Street, Mid Island, Chaplin, Parkway, Forest Beach, and Bridge to Beach was presented to the Public Planning Committee in April 2023.
- ✓ The Committee prioritized Marshes and Bridge to Beach for priority execution.
- ✓ In August 2023, the Public Planning Committee will review remaining Districts and determine prioritization.



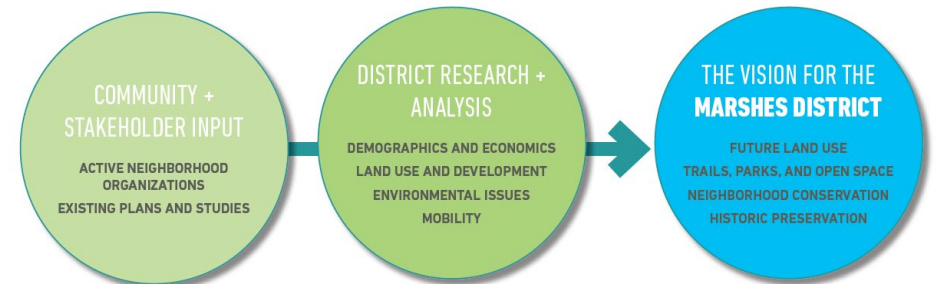
Establish a Growth Management Strategy – *Status Update*

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■ Create and Adopt District Plans

- ✓ Each District Plan will include 4 sections including:
 - Introduction – Purpose, Process, Input and Alignment with Plans
 - District Analysis – Analysis and Key Findings
 - Strategic Direction - Guiding Themes, Conceptual Conservation and Investment Diagram, Future Land Use, and Streets and Pathways Plan.
 - Implementation – Action Plan and Implementation Strategy
- ✓ The draft Marshes District Plan was reviewed by the Public Planning Committee in July 2023. The draft plan is available on the Town website.
- ✓ The draft Bridge-to-Beach District Plan will be reviewed by the Public Planning Committee in September 2023.
- ✓ The public review process will include community engagement, surveys, stakeholder meetings, Planning Commission Public Hearings, and Town Council workshops.
- ✓ Remaining Districts will be prioritized by Public Planning Committee in August.
- ✓ Final Marshes and Bridge to Beach District Plans will be presented to the Planning Commission, Public Planning Committee, and Town Council in 4th Quarter of 2023.
- ✓ Two additional District Plans will be drafted and presented to Public Planning Committee in 4th Quarter of 2023.



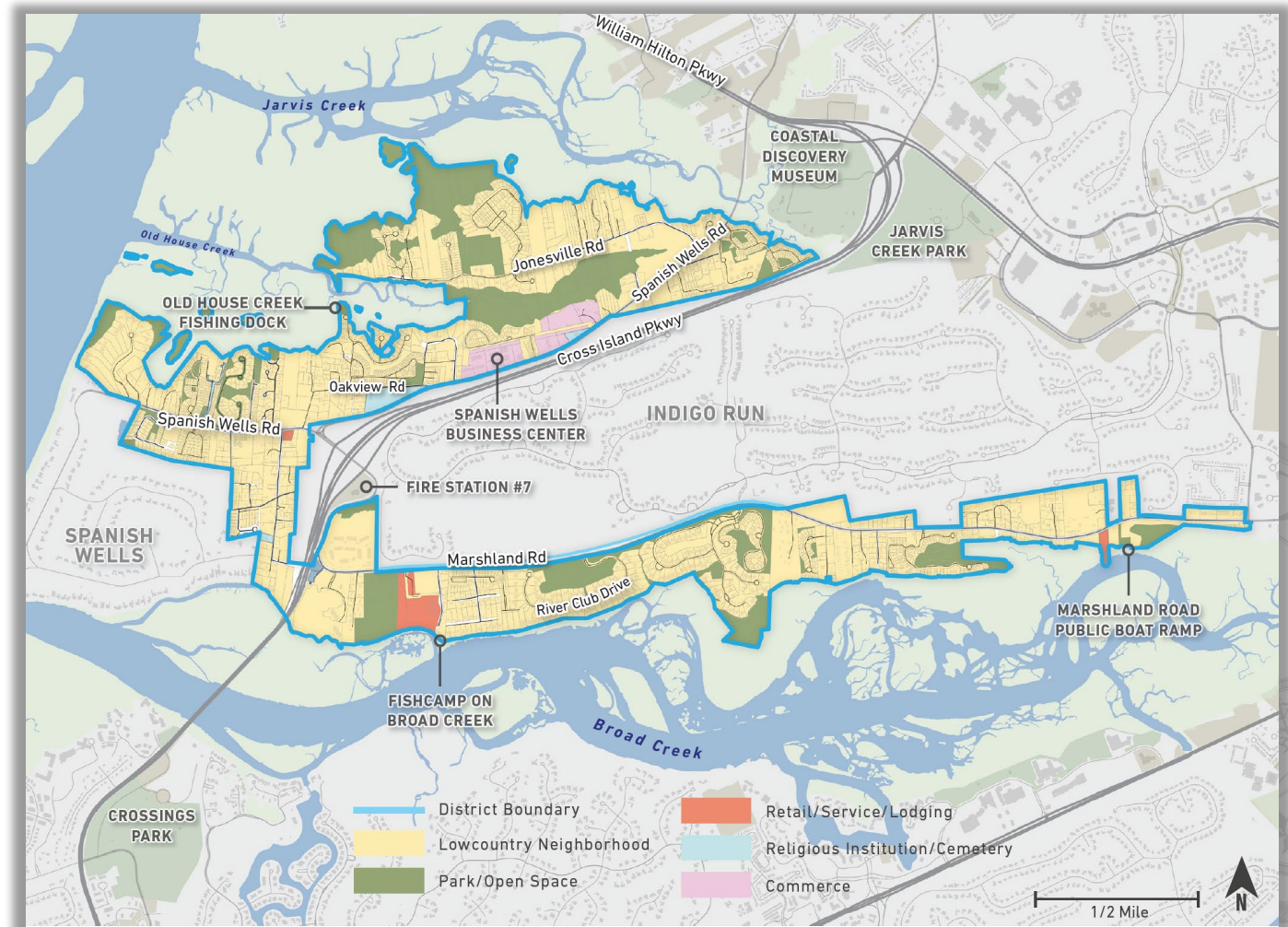
Establish a Growth Management Strategy – *Status Update*

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■ Create a Future Land Use Map

- ✓ Each District Plan will include a Future Land Use Map.
- ✓ Once all District Plans are adopted, an Island-wide Future Land Use Map will be created.



Draft Marshes District Future Land Use Map

Establish a Growth Management Strategy – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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▪ Create an Island Master Plan

- ✓ The Growth Framework Map and District Plans will be threaded together as an Island Master Plan.
- ✓ Implementation of all District Plans will occur cohesively as part of the greater Island Master Plan.



Growth Framework Map

How and where we will conserve and grow on the Island

Conceptual first step into conservation areas, land use, and character

District Plans

Eight Districts areas spanning the Island's non-planned communities

Mid-Island District Plan adopted

Marshes and Bridge to Beach next

Developing district plans for **land use**, **policy**, and **systems**

Future Land Use Map

Parcel-specific land use assignments for District areas

Land Management Ordinance Amendments

Schedule of necessary amendments based on future land use

Recommendations

Additional recommendations based on District Plan outcomes

Establish a Growth Management Strategy – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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▪ Amend the Land Use Element of *Our Plan*

- ✓ Upon adoption of the District Plans and the Island Master Plan, the Land Use element of Our Plan will be presented to the Planning Commission, Public Planning Committee and Town Council. for adoption.

▪ Implement the Mid-Island District Plan

- ✓ Implementation of Zoning amendments will occur as an Island Master Plan implementation package.
- ✓ Public Projects were approved in FY2024 Budget and CIP including Mid Island Park phase 1 design, streetscape and transportation infrastructure improvements.

▪ Adopt Zoning Map Amendments

- ✓ Upon adoption of Island Master Plan, and Future Land Use Map Amendment of Our Plan the Zoning Map will be amended to calibrate Zoning with Master Plan expectations.



Establish a Growth Management Strategy – Status Update

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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.

Amend the Land Management Ordinance

- ✓ An LMO Amendments Plan was presented to Town Council In January 2023 to amend the LMO to incorporate policy changes to address residential and commercial development, design standards, natural resource regulations and more to bring the LMO into alignment with Our Plan, while incorporating Growth Framework and District Planning recommendations.
- ✓ The LMO Amendments Plan was comprised of five phases.
 - Phases 1, 2, and 3 have been adopted by Town Council.
 - Phase 4a amendment set includes floor area ratio and parking for single-family dwellings. It was presented to Planning Commission for a Public Hearing on July 27, 2023. It will be presented to the Public Planning Committee on August 10, 2023.
 - Phase 4 amendments will be presented to the Planning Commission in September and include: administrative application and procedural changes, family compound/subdivision, updated residential site design standards, pedestrian connectivity, floor area ratio, parking, open space, setback angles, modified traffic impact analysis methodology, signage standard updates, best-in-class stormwater requirements, construction management plan requirements, strengthening of tree regulations for preservation and mitigation.
 - Phase 5 includes a complete overhaul of the Land Management Ordinance. The Town issued a request for proposals for Code Writing Services for Land Management Ordinance & Municipal Code revisions on June 26, with 2 proposals received on July 25, 2023. Due to the extensive scope of the Code overhaul, it will begin and run concurrent with District Planning.

LMO Amendment Plan: Critical Path																					
Phase	2022			2023												2024					
	Q4			Q1			Q2			Q3			Q4			Q1			Q2		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP 02/21: TC1	03/07: TC2															
2		11/1: LMO of PC	12/21: PC-PH	01/26: PPC	02/14: TC WKSP	03/07: TC1 03/08: PC 03/21: TC2															
3						03/15: PC 03/29: PC	04/10: PPC 04/18: TC1	05/02: TC2													
4a										07/27: PC	8/10: PPC	9/19: TC1	10/3: TC2								
4											8/16: PC	9/14: PPC	10/3: TC1	11/7: TC2							
5																			PC-PH	PPC	TC1 TC2

Dates for future meetings are subject to change.



Establish a Growth Management Strategy – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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 Development Improvement Program**

- ✓ The online Customer Self Service (CSS) permitting portal is currently in operation and has received positive feedback from the community on its usefulness.
- ✓ Customer service surveys have been initiated for Community Development Information Center, Development Services and Building Division staff.
- ✓ The Single-Family (SF) Home Review Checklist and Standard Operating Procedure has been updated to allow for a higher level of quality control on SF plan reviews.
- ✓ Internally, a Development Process Improvements Tracker has been created to define, measure, analyze and develop a comprehensive list of process improvements as an on-going component of Development Review Program Improvements.
- ✓ Expected delivery date is Q2 2024.



Address: Town of Hilton Head Island
1 Town Center Court,
Hilton Head Island, SC 29928



CLICK TO TELL US HOW WE DID!



Establish a Growth Management Strategy – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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.

▪ **Align Capital Improvement Plan with Growth Framework Strategies**

- ✓ District Plans are guiding Capital Improvements Plan in areas such as:
 - Strategic Land Acquisition
 - Parks
 - Roads
 - Pathways
 - Drainage Infrastructure Improvements.
- ✓ This initiative will continue in developing future Capital Improvement Program projects for consideration with adoption of subsequent Fiscal Year Budgets.

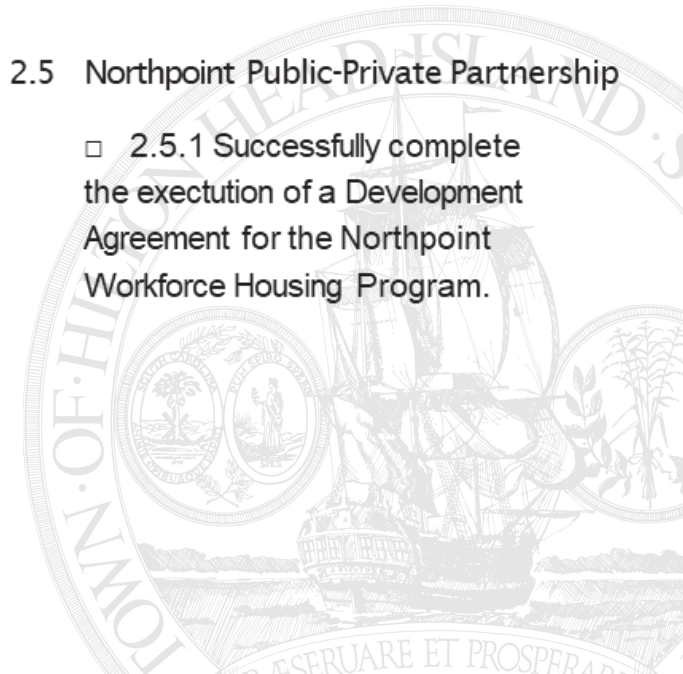


Implement the Workforce Housing Framework: *Finding Home*

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

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.

- 2.1 Community
 - 2.1.1 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.
 - 2.1.2 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.
- 2.2 Planning
 - 2.2.1 Commit to create a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools.
- 2.3 Management
 - 2.3.1 Commit to adding dedicated staff to provide coordination and planning.
 - 2.3.2 Commit to explore the creation of a professionally managed housing organization.
 - 2.3.3 Commit to and maintain a dashboard of core metrics.
- 2.4 Revenue
 - 2.4.1 Commit to a funding plan that meets the needs of the multi-year workforce housing action plan.
- 2.5 Northpoint Public-Private Partnership
 - 2.5.1 Successfully complete the execution of a Development Agreement for the Northpoint Workforce Housing Program.

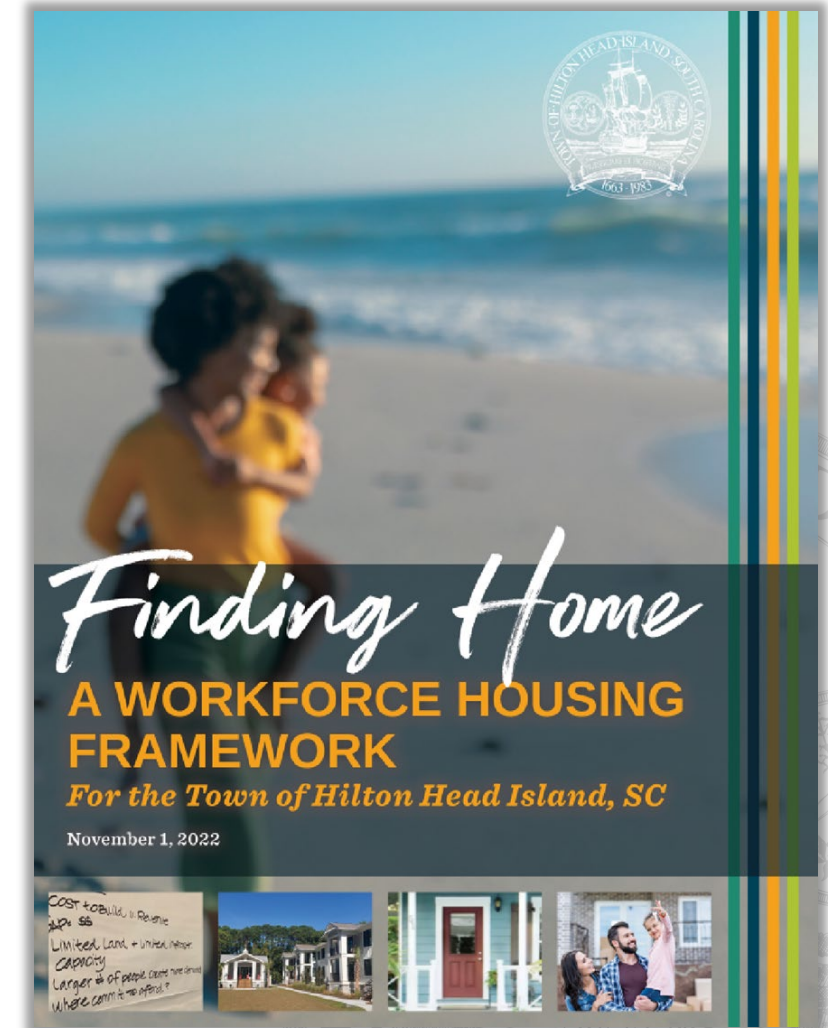


Implement the Workforce Housing Framework: *Finding Home* – Status Update

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- **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.**
 - ✓ Town Council appointed Tony Alfieri to serve as the Hilton Head Island member of the Beaufort Jasper Housing Trust Board
 - ✓ The Town completed an asset map in partnership with the Beaufort Jasper Housing Trust. The map includes various housing-related community partners, nonprofits, local and state agencies, and a list of local churches. The asset map is available on the Town's website.
 - ✓ The Town submitted comments focused on trying to ensure projects in Hilton Head/Beaufort County have a fair opportunity to be eligible for tax credit programs to the South Carolina Housing Finance Agency's latest 2024 Draft Qualified Allocation Plan for the State's Low Income Housing Tax Credit and
 - ✓ The Town shared this input with the local legislative delegation.



Implement the Workforce Housing Framework: *Finding Home* – Status Update

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- **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 and housing education, planning, innovation and provide advice and recommendations.**
 - ✓ The Town Council approved the creation of a Housing Action Committee. With membership from various backgrounds, including but not limited to workforce housing, real estate, homebuilding, banking, philanthropy, employers, community representatives and residents that live in workforce housing.
 - ✓ Town Council appointed the following 9 members: Jack Alderman, Stuart Bell, Candace Birkenhauer, Ayaks Castellanos, Sandy Gillis, Sarah Jones-Anderson, Marc Okner, Luanna Graves Sellars, and Sandy West.
 - ✓ The Committee will hold its first meeting on August 22, 2023, with early action items to include an Anti-Displacement and Support Plan to define strategies and actions to help preserve housing and to develop a housing “tool kit” by end of 2023.

The slide is a presentation slide titled "Workforce Housing Framework Update" for the Town of Hilton Head Island, dated June 2023. The main title is "Finding Home".

Our Goal:
The Workforce Housing Framework aims to provide the Town and municipal leaders with specific strategies and defined actionable tactics that address both the need for housing preservation and new production. The Workforce Housing Framework is the foundational document pulled from the 2019 Strategic Workforce Housing Plan and the Town's 2020 Our Plan to uplift specific strategies that can be prioritized and implemented over the next 24 months.

The Town is Committed to Workforce Housing Solutions.

Workforce Housing Households should spend no more than 30% of their income on housing.

THE FRAMEWORK IS FOCUSED ON 4 CORE PILLARS:

<p>1</p> <p>COMMUNITY PILLAR</p> <p>Engage, collaborate, and inform the community on housing challenges, and identify community-led housing programs and solutions.</p>	<p>2</p> <p>PLANNING PILLAR</p> <p>Create a social, political, and economic environment that stimulates workforce housing through planning, policy making, and programming.</p>	<p>3</p> <p>MANAGEMENT PILLAR</p> <p>Establish a management program and policies to advance workforce housing opportunities.</p>	<p>4</p> <p>REVENUE PILLAR</p> <p>Provide a consistent, sustainable, and multi-sourced revenue model for funding workforce housing initiatives and partnerships.</p>
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Implement the Workforce Housing Framework: *Finding Home – Status Update*

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

- ✓ Home Safety & Repair and Sewer Connection Programs launched in July 2022.
- ✓ Home Safety & Repair statistics
 - 112 applications received, 79 approved
 - 24 under contract for \$321,021 - 5 completed
 - 9 Tree removal contracts are under way for \$19,779 - 2 completed
- ✓ Sewer Connection statistics
 - 27 applications received, 20 approved
 - 20 under contract for \$205,164 – 18 completed
- ✓ The Town has reviewed all Town-owned land to determine what properties could be eligible for workforce housing. Less than 130 acres are eligible for limited development.
- ✓ Town staff met with the Hilton Head Regional Habitat for Humanity about the expansion of additional sites for workforce housing. For Town Council consideration by November 2023.

HOME SAFETY & REPAIR
PROGRAM UPDATE / MAY 11, 2023

PROGRAM OVERVIEW

- Town Council approved \$400,000 of the funds it received from the American Rescue Plan Act to support the Home Safety & Repair Program. It is allocated over two years.
- The program launched on 7/5/22.
- Recommending \$200,000 of funding in the proposed budget for FY24.
- The program provides grants of up to \$15,000 to homeowners for:
 - Home repairs to keep a home safe and dry.
 - Demolition of an unsafe or uninhabited structure.
 - Hazardous tree removal.
- The household income qualification for the program is 60% AMI.
- Qualified applicants may apply for multiple improvements to their home.
- Interested homeowners may stop by the Information Desk at Town Hall and request an application package or download application materials from the Town's website.
- Program web page link: <https://hiltonheadisland.gov/programs/homesafety/>

PROGRAM ACTIVITY

- 107 applications received.
- 76 approved applications
 - 18 site visits completed, right of entry signed, awaiting contractor bidding.
 - 45 site visits scheduled to be scheduled.
 - 13 under contract at a value of \$188,625.
- 18 applications need additional application materials and have been notified.
- 7 of these applications are income qualified.
- 8 applications did not meet the income qualifications.

IMPLEMENTATION

- Develop materials and communication strategies.
 - Dedicated web pages – English and Spanish
 - English and Spanish marketing materials (flyers, rack cards/door hangers)
- Monitor and evaluate the program.
 - Continuously update applicants on the status of their applications by calling, emailing, and mailing letters.
 - Work closely with contractors to obtain bids.
 - Continuously improve the program.
 - Update internal process as needed

For more information, please contact Nicke Barrientos, Assistant Planner at (843) 341-4600 • nicke@hiltonheadisland.gov

1 Town Center Court, Hilton Head Island, SC 29928 (843) 341-4600 | hiltonheadisland.gov |

SEWER CONNECTION
PROGRAM UPDATE / MAY 3, 2023

PROGRAM OVERVIEW

- Town Council approved \$200,000 of the funds it received from the American Rescue Plan Act to support the Sewer Connection Program. It is allocated over two years.
- The program launched on 7/5/22.
- This is a partnership program with Deep Well Project, Hilton Head Public Service District and Lowcountry Council of Governments.
- The program is supplemental to the Project SAFE program which serves property owners meeting household income qualification of 50-90% AMI.
- The Town's Sewer Connection Program serves property owners or renters.
- The household income qualification for the Town's program is 100% AMI.
- Applicants can apply by going to the Deep Well Project office or by calling (843) 785-2849 to assess their eligibility for Project SAFE. Applicants may be referred to the Town's Sewer Connection Program if they partially qualify or are ineligible for Project SAFE.
- Program web page link: <https://hiltonheadisland.gov/programs/sewer/>

PROGRAM ACTIVITY

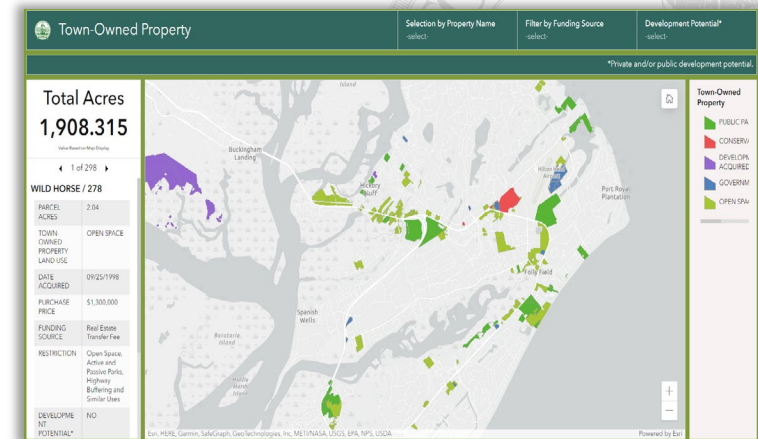
- 25 applications received:
 - 18 applications have a Town letter of approval for connection estimate.
 - 14 connections have been made.
 - 7 applications have been sent to PSD for connection estimate.

COMMUNICATION EFFORTS

- Develop materials and communication strategies.
 - Dedicated web pages – English and Spanish
 - English and Spanish marketing material (flyers, rack cards/door hangers)
- Monitor and evaluate the program.
 - Update applicants on the status of their application.
 - Work closely with HH PSD and Deep Well to track application inflow and connections made.
 - Continuously improve the program.
 - Update internal process as needed.

For more information, please contact Nicke Barrientos, Assistant Planner at (843) 341-4600 • nicke@hiltonheadisland.gov

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Implement the Workforce Housing Framework: *Finding Home* – Status Update

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

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.

- **Commit to adding dedicated staff to provide coordination and planning.**
 - ✓ The Town is actively recruiting for a Workforce Housing Program Manager to support the implementation of the Town's Workforce Housing Framework.
- **Commit to a funding plan that meets the needs of the multi-year Workforce Housing Action Plan.**
 - ✓ Town Council approved \$3.3 million to launch a new Housing Fund within the Town Budget to support workforce housing initiatives within the Town.
 - ✓ A bill introduced by Sen. Tom Davis was approved to allow local governments to use up to 15% of their Accommodations Tax (ATAX) to support Workforce Housing.
 - ✓ The Town is in the process of preparing a Housing Impact Analysis which is a requirement per the legislation to bring to Town Council in 4th Quarter of 2023.
 - ✓ The Town can review and consider this as a funding source to assist with implementing the Town's Workforce Housing program delivery.
- **Commit to and maintain a dashboard of core metrics.**



Implement the Workforce Housing Framework: *Finding Home* – Status Update

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

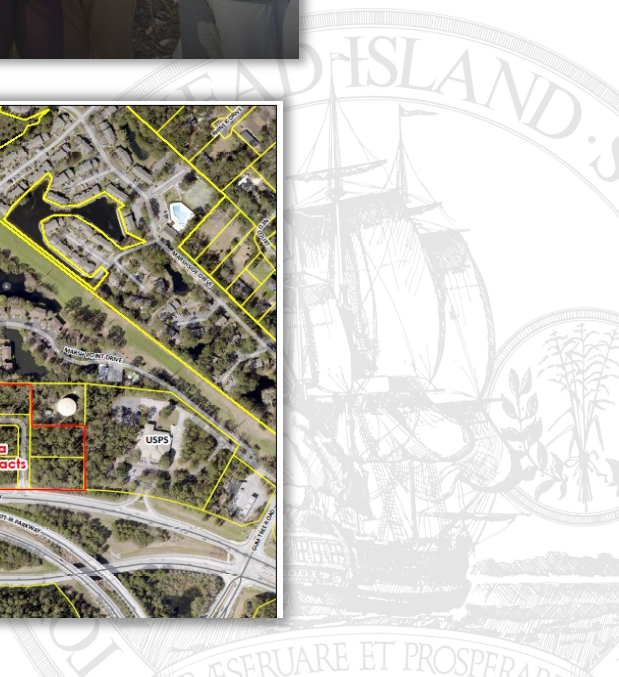
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- **Commit to a funding plan that meets the needs of the multi-year Workforce Housing Action Plan.**

- ✓ The Town is a partner in the Beaufort Jasper Housing Trust.
- ✓ The Trust requested applications for interested developers for their first funding round in May.
- ✓ Over \$7.5 million was requested for projects across the region.
- ✓ The Housing Trust will make funding decision by August, pending project readiness.

- **Successfully complete the execution of a development agreement for the Northpoint workforce housing program.**

- ✓ The Town released an RFP September 2, 2022, to select a development partner to support workforce housing on Town-owned land.
- ✓ The Town Manager anticipates awarding the RFP to the Town's preferred development partner this fall.

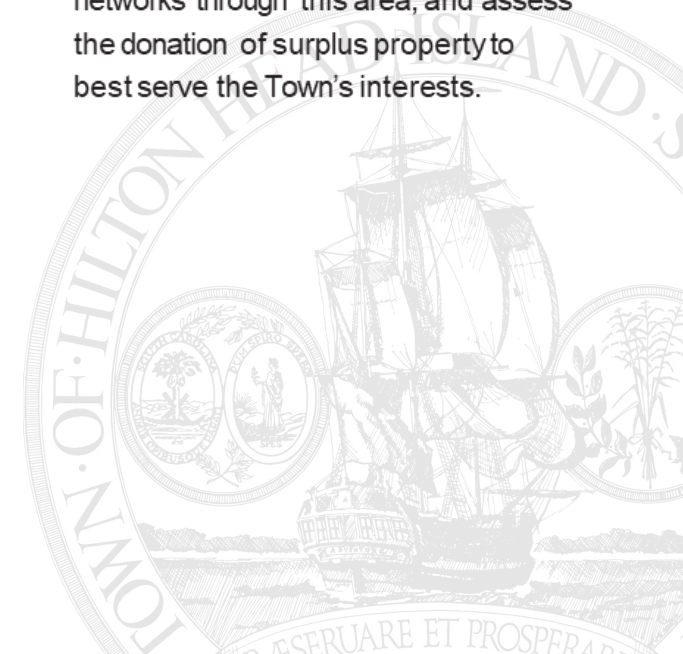


Adopt Major Corridors/Street Enhancements Policy

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

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.

- 3.1 Adopt Major Corridors Improvement Plans for:
 - William Hilton Parkway
 - Palmetto Bay Road
 - Pope Avenue
 - New Orleans Road
 - Main Street
 - Sea Pines Circle/Greenwood Drive
 - Arrow Road
 - Others/TBD
- 3.2 Implement Corridor Safety and Beautification Enhancement Projects
- 3.3 Adopt a Complete Streets Policy
Purpose: Adopt a Complete Streets policy that will look at planning, designing, building, operating, and maintaining streets in a manner that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.
- 3.4 Adopt a Traffic Calming Policy
Purpose: Adopt a policy to provide fair and reasonable application of traffic calming measures within previously established neighborhoods and other qualifying public roadways so as to implement a uniform methodology of installing traffic calming measures that increase public safety and minimize impacts to emergency response services.
- 3.5 Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration
Purpose: Remove the existing Cross Island Toll Booth infrastructure, reconfigure the roadway and pathway networks through this area, and assess the donation of surplus property to best serve the Town's interests.

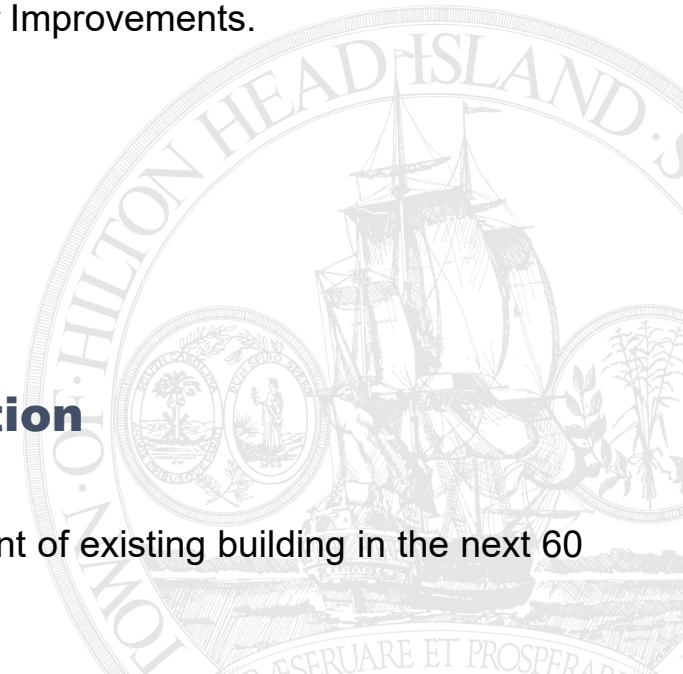


Adopt Major Corridors/Street Enhancements Policy – *Status Update*

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- **Adopt Major Corridor Improvement Plans for William Hilton Parkway, Palmetto Bay Road, Pope Avenue, New Orleans Road, Arrow Road, Main Street, Sea Pines Circle, Greenwood Drive, Others/TDB.**
 - ✓ Town Council workshops held in March and July 2023.
 - ✓ Plans will be refined and brought to Town Council for a series of workshops starting in September 2023. Final Plan adoption by Town Council by January 2024.
 - William Hilton Parkway Segment 3, William Hilton Parkway Segment 2, and Main Street are top priorities.
 - ✓ Town Staff hosted a meeting with SCDOT Leadership and staff in June 2023 to discuss and plan Corridor Improvements.
- **Implement Corridor Safety and Beautification Enhancement Projects**
 - ✓ Various projects are planned as part of the adopted 2024-2025 CIP budget.
- **Adopt a Traffic Calming Policy**
 - ✓ A Traffic Calming Policy will be included as an appendix in the Major Thoroughfare Corridor Plan.
 - ✓ Staff is coordinating with Beaufort County and SCDOT to align Traffic Calming Policy and measures.
- **Assist with Cross Island Parkway Toll Booth Removal and Reconfiguration**
 - ✓ Toll Booth removal and Parkway reconfiguration is complete.
 - ✓ Town has accepted ownership of the Toll Booth Administrative building and will be performing assessment of existing building in the next 60 days, with an anticipated demolition in early 2024.

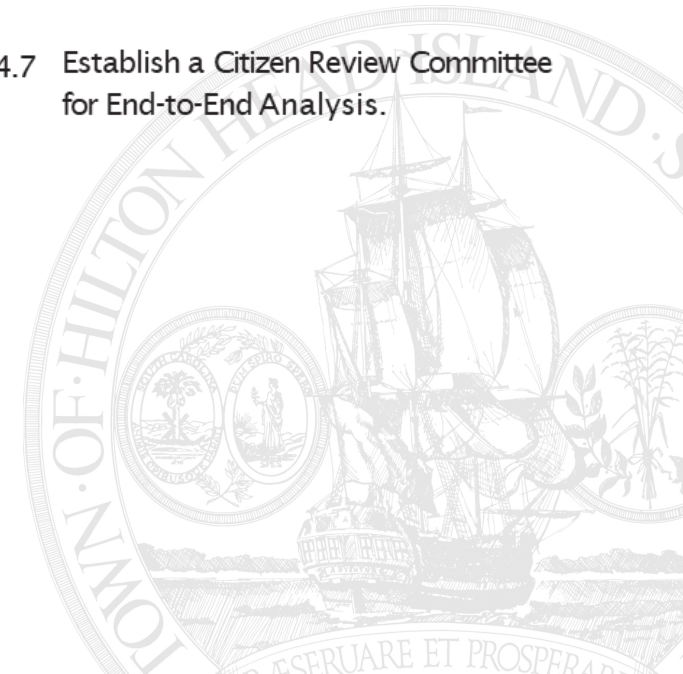


Develop William Hilton Parkway Gateway Corridor Plan

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

Execute the goals and objectives outlined in the adopted "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 included therein.

- 4.1 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.
- 4.2 Identify land use strategies and solutions that can be incorporated into multimodal transportation corridor plan.
- 4.3 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.
- 4.4 Work with project partners and property and business owners to identify mitigation opportunities to potential project impacts.
- 4.5 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.
- 4.6 Develop an RFQ/RFP to secure the services for a comprehensive corridor plan for William Hilton Parkway, to include Pope Avenue, Palmetto Bay Road, Main Street, and corresponding adjacent parcels in order to integrate transportation, mobility, land use, landscape, and context sensitive design and consistency throughout the entire corridor.
- 4.7 Establish a Citizen Review Committee for End-to-End Analysis.

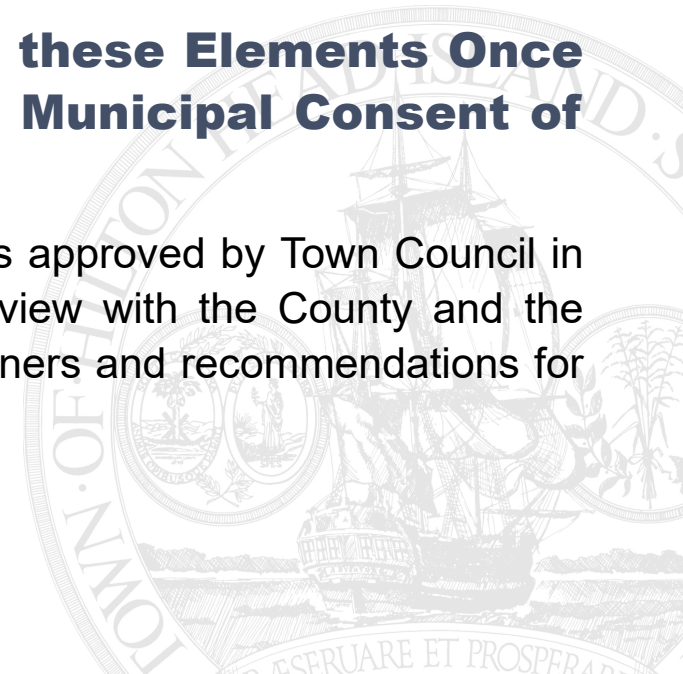


Develop William Hilton Parkway Gateway Corridor Plan – *Status Update*

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Execute the goals and objectives outlined in the adopted "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 included therein.

- **Coordinate with Project Partners and Various Stakeholders to Deliver Design Recommendations to Enhance the Overall Project Consistent with the Guiding Principles and Community Values.**
 - ✓ Executed MOA with Beaufort County outlining remaining steps to complete for project review and decision.
 - ✓ Working on Joint Independent Review with County and consultant CBB. Findings expected in August 2023 with presentation to Town Council in September.
 - ✓ Town Staff hosted a meeting with SCDOT Leadership and staff in June 2023 to discuss Corridor Improvements.
- **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 South Carolina Law.**
 - ✓ Staff is working to refine a Stoney Corridor Master Plan incorporating 26 recommendations approved by Town Council in October 2021 and to incorporate strategies and solutions from the joint independent review with the County and the Independent Study led by the Town. Plan will include impacts to property and business owners and recommendations for mitigation opportunities.



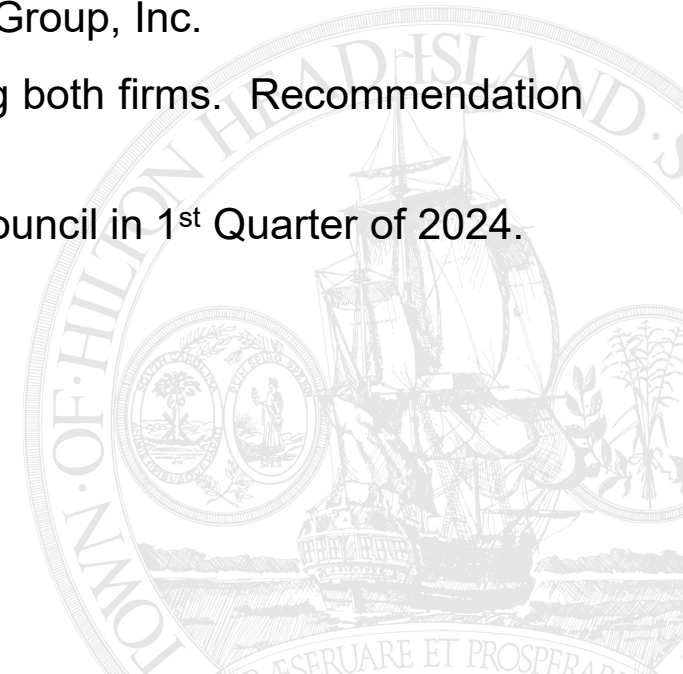
Develop William Hilton Parkway Gateway Corridor Plan – *Status Update*

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▪ **Establish a Citizen Review Committee for End-to-End Analysis.**

- ✓ Town Council created an Advisory Committee in February and appointed the following members in March: Mayor Alan Perry, Diederik Advocaat, Charlie Walczak, Ed Warner, Willie Young, Herbert Ford (alternate).
- ✓ The Advisory Committee and Town Council approved a Scope of Work and release of an RFQ in June 2023 to perform an End-to-End simulation and Analysis of the corridor, including downstream implications to William Hilton Parkway Business Route and Cross Island Route to Sea Pines Circle, and to include detailed property impact and mitigation considerations.
- ✓ The RFQ advertised on June 9, 2023 with direct solicitation to 58 companies.
- ✓ Responses were received in July 2023 from Kittleson and Associates Inc. and Lochmueller Group, Inc.
- ✓ The Advisory Committee met August 3 to review responses and recommended interviewing both firms. Recommendation of contract award is expected by end of August.
- ✓ The Independent Study is expected to take 4-6 months to complete with findings to Town Council in 1st Quarter of 2024.



Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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.

- 5.1 Facilitate community redevelopment within the Gullah Geechee Historic Neighborhoods for the benefit of its Residents.
- 5.2 Foster and promote redevelopment within the Historic Neighborhoods by focusing on promoting cultural resources, protecting cultural assets, and enhancing quality of life.
- 5.3 Prevent gentrification through the preservation of housing opportunities and supporting economic opportunities that allow for existing community residents to remain within their Neighborhoods.
- 5.4 Facilitate business attraction, expansion, and retention as well as providing land planning and development assistance.
- 5.5 Pursue affordable housing opportunities.
- 5.6 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.

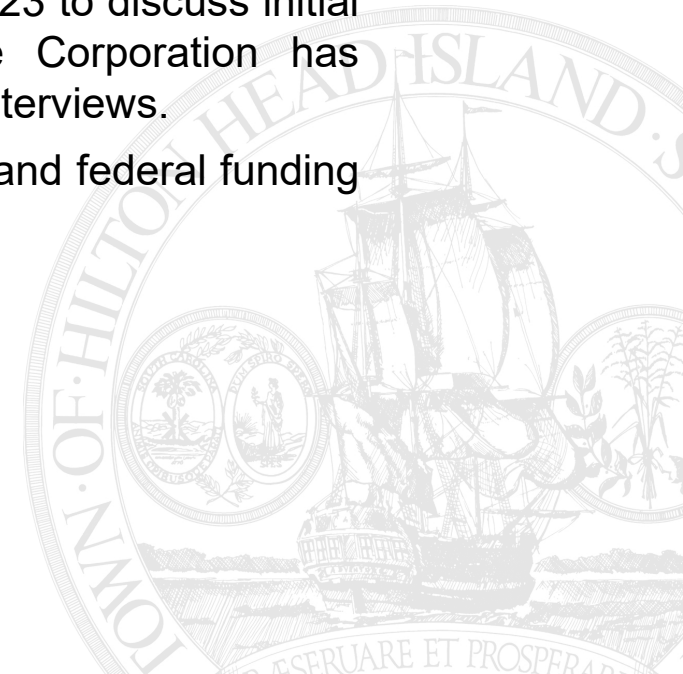


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- **Facilitate Community Redevelopment within the Gullah Geechee Historic Neighborhoods for the Benefit of its Residents.**
 - ✓ Five (5) individuals have been appointed to serve on the Corporation’s Board. David Ames (Town Council Member), Alex Brown (Secretary, Town Council Member), Terry Brubaker (Business Leader), Rev. Louis Johnson (Vice Chair, Community Leader), Shirley “Peaches” Peterson (Chair, Community Leader).
 - ✓ The Corporation held its first Board meeting on May 17, 2023 and met again on June 7, 2023 to discuss initial matters and outline the search process for identifying an Executive Director. The Corporation has subsequently met on five (5) more occasions to review candidate application and conduct interviews.
 - ✓ The Corporation has an initial starting budget of approximately \$5,350,000 based on state and federal funding sources



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

FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

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.

- 6.1 Establish Hilton Head Island tide gauge and participate in statewide sea level monitoring program.
- 6.2 Facilitate partnership discussions with local, state and federal agencies regarding data sharing, grant funding.
- 6.3 Identify critical infrastructure facilities.
- 6.4 Identify all Town ordinances and regulations that could be modified to increase future protections of property, infrastructure, and buildings.
- 6.5 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.
- 6.6 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.
- 6.7 Develop recommendations and projected budget needs for future mitigation and protection projects, based on near, mid and long-term implementation schedule.
- 6.8 Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.
- 6.9 Continue to maintain and replenish appropriate levels of Town disaster relief funds.

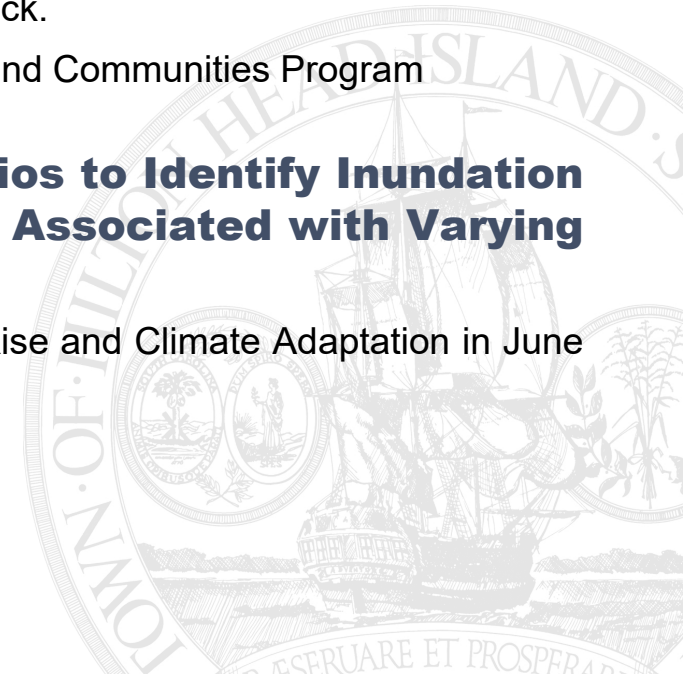


Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency and Establish an Island Resiliency Plan – *Status Update*

FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

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.

- **Establish Hilton Head Island Tide Gauge and Participate in Statewide Sea Level Monitoring Program.**
 - ✓ Two (2) new tide gauges installed in April in addition to one (1) tide gauge installed in Wexford in 2022.
- **Facilitate Partnership Discussions with Local, State, and Federal Agencies Regarding Data Sharing, Grant Funding.**
 - ✓ Draft Scope of Work for Resilience Plan RFQ was shared with the State's Office of Resilience for Feedback.
 - ✓ A grant in the amount of \$56,250 was awarded to the Town through the Building Resilient Infrastructure and Communities Program
- **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 a Benefits Costs Analysis Associated with Varying Levels of Protections.**
 - ✓ Town Council approved the proposed approach and general content for Resilience Plan for Sea Level Rise and Climate Adaptation in June 2023.
 - ✓ Request for Qualifications (RFQ) advertised on June 9, 2023.
 - ✓ Five (5) submittals were received by July 10, 2023 due date and are currently under review.
 - ✓ Recommendation for contract award expected September 2023.
 - ✓ Update to Public Planning Committee in September 2023.

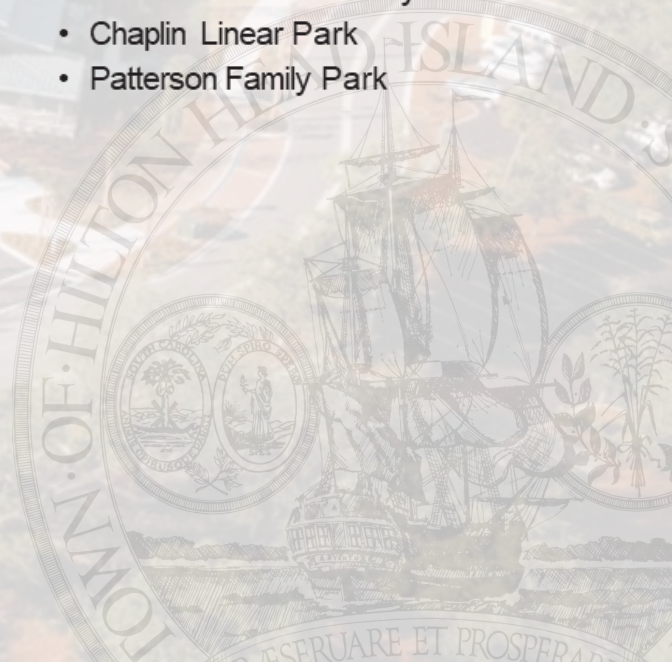


Implement the Capital Improvement Program (CIP)

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

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.

- 7.1 Beach Program Implementation
 - 7.1.1 Beach Management & Monitoring
 - 7.1.2 Beach Renourishment
- 7.2 Pathway Program
 - 7.2.1 Pathways Accessibility & Safety Enhancement
 - 7.2.2 New Pathway Segments
 - Shelter Cove Lane: William Hilton Parkway to Shelter Cove Community Park
 - Phase 1: Boggy Gut Pathway: Cordillo Parkway to Office Park Road, Woodhaven Dr/Ln
 - William Hilton Parkway East Bound: BCSO to Mathews Drive
- 7.3 Roadway Program
 - 7.3.1 Dirt Road Improvement Program
 - 7.3.2 Additional William Hilton Parkway Enhancements
 - 7.3.3 Pope Avenue Enhancements
 - 7.3.4 Main Street Enhancements
- 7.4 Park Program Implementation
 - Mid Island Initiative Area & Park
 - Coligny Beach Parking Area
 - Chaplin Community Park
 - Crossings Park
 - Shelter Cove Community Park
 - Chaplin Linear Park
 - Patterson Family Park



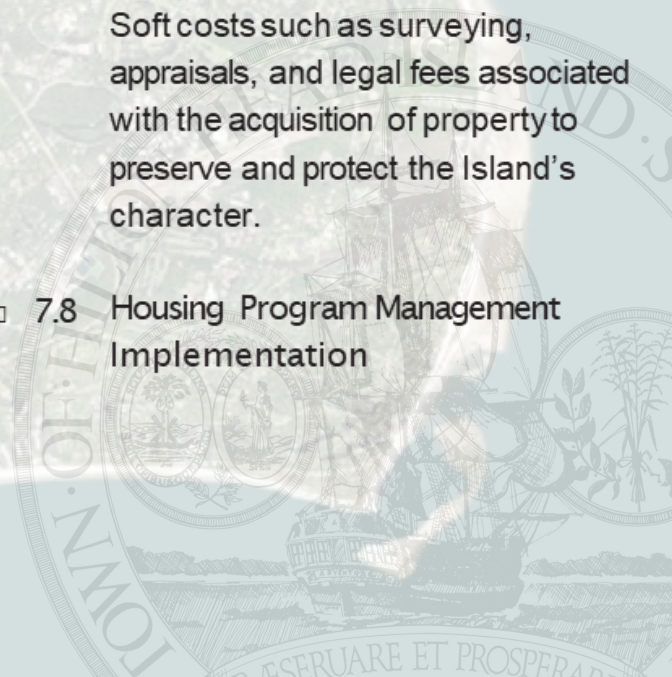
Implement the Capital Improvement Program (CIP)

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- 7.5 Facility and Equipment Management Implementation
 - 7.5.1 Town Hall Security & Facility Enhancements
 - 7.5.2 Coastal Discovery Museum Capital Project
 - 7.5.3 IT Equipment & Software
 - 7.5.4 Fire/Medical Systems Equipment
 - 7.5.5 Security Cameras: Shelter Cove Community Park
 - 7.5.6 Automobile Place/Modern Classic Motors Site Enhancements
 - 7.5.7 Fire Hydrant Expansion
 - 7.5.8 Arts Campus Feasibility Study
 - 7.5.9 Stormwater Projects
- 7.6 Fleet Management Implementation
 - 7.6.1 Town Vehicle Replacement
 - Vehicle Outfitting
 - 7.6.2 F+R Apparatus & Vehicle Replacement
 - Engine/Pump Replacement/Quint Company Replacement
 - Fire Rescue Specialty Vehicles
 - Staff Vehicle Replacement
 - Firefighting Foam for Trucks
- 7.7 Land Acquisition Program Management Implementation

Soft costs such as surveying, appraisals, and legal fees associated with the acquisition of property to preserve and protect the Island's character.
- 7.8 Housing Program Management Implementation



Implement the Capital Improvement Program (CIP) – *Status Update*

FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

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▪ Beach Program Implementation

- ✓ Islanders Beach Park: Preparing RFP for Central Pathway Construction; Executing Job Order for Design Final
- ✓ Beach Volleyball: Equipment ordered, Survey scheduled August 2023
- ✓ Driessen Beach Park Boardwalk Replacement & Overlook Pavilion: Contract executed; Permitting underway; Construction late November 2023 - March 2024
- ✓ Folly Field Beach Park Boardwalk Replacement: Contract executed; Construction mid September - late November 2023
- ✓ Beach Renourishment: Permitting underway

▪ Pathway Program Implementation

- ✓ Shelter Cove Sculpture Trail: Completed May 2023
- ✓ Palmetto Bay Road/Arrow Road Intersection: Completion August 2023
- ✓ Pathways - Cordillo Parkway at Pope Avenue/Shipyard, etc.: Design Final
- ✓ Shelter Cove Lane: Procurement August 2023; Construction October - December 2023
- ✓ Woodhaven Drive/Lane: Contract executed; Construction August to October 2023



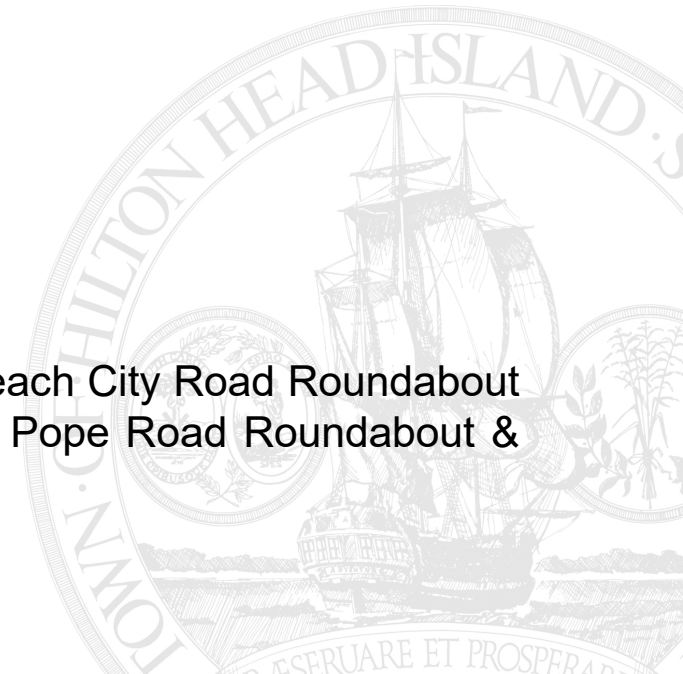
Implement the Capital Improvement Program (CIP) – *Status Update*

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▪ **Roadway Program Implementation**

- ✓ Adaptive Traffic Signals: Installation/Testing/Training – Full activation September 2023
- ✓ WHP - Beach City Road to Dillon Road (Northridge area - WHP Segment 3): Near term improvements September 2023; Design Final after Major Thoroughfares Corridor Plan approval
- ✓ Dirt Road Paving Program: Open House August 2023
- ✓ Dirt Road Paving - Mitchelville: Design Final
- ✓ Dirt Road Paving - Pine Field Road: Permitting underway; Construction fall 2023
- ✓ Dirt Road Paving - Freddie's Way: Design Final, Permitting
- ✓ Dirt Road Paving - Horse Sugar Lane/Alice Perry Drive: Design Final
- ✓ Dirt Road Paving - Alfred Lane: Survey complete
- ✓ Corridor Landscape - Landscape Improvements for Palmetto Bay Road, Mathews Drive, Beach City Road Roundabout & Edges, Dunnagans Alley/Arrow Road Roundabout, Arrow Road to Target Road, Squire Pope Road Roundabout & Edges, & Sea Pines Circle Roundabout Edges: Design & Procurement underway
- ✓ Main Street: Roadway Repairs; Design Final



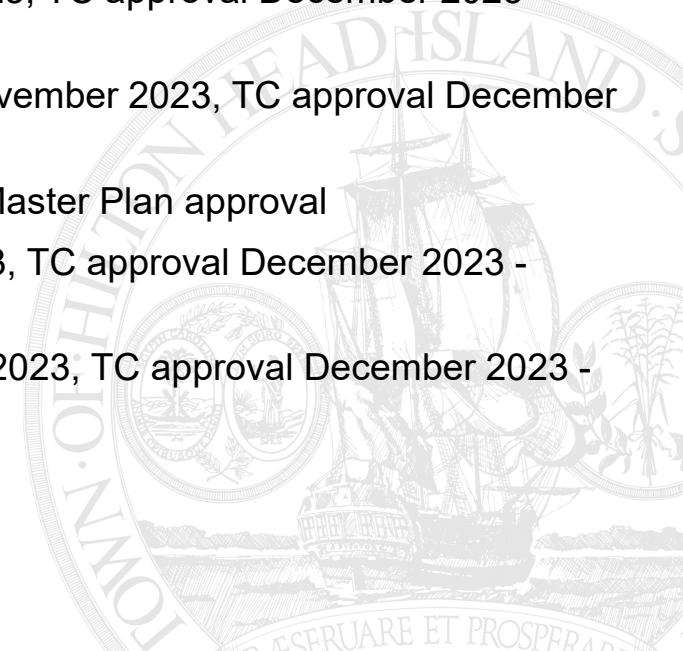
Implement the Capital Improvement Program (CIP) – *Status Update*

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▪ **Park Program Implementation**

- ✓ Mid-Island Tract Phase 1: Design Final September 2023-February 2024
- ✓ Coligny Circle/Coligny Plaza Quadrant Pocket Park: Survey August 2023
- ✓ Chaplin Community Park Renovation: Design Concept; TC Workshop October 2023, Parks & Rec Commission November 2023, TC approval December 2023 - January 2024
- ✓ Racquet Facility: Design Concept; TC Workshop October 2023, Parks & Rec Commission November 2023, TC approval December 2023 - January 2024
- ✓ Crossings Park Renovation: Design Concept; TC Workshop October 2023, Parks & Rec Commission November 2023, TC approval December 2023 – January 2024
- ✓ Crossings Park Phase 1 - Bristol Sports Arena/Skate Park/Pump Track: Design/Build Contract after TC Master Plan approval
- ✓ Patterson Park: Design Concept; TC Workshop October 2023, Parks & Rec Commission November 2023, TC approval December 2023 - January 2024
- ✓ Taylor Family Park: Design Concept; TC Workshop October 2023, Parks & Rec Commission November 2023, TC approval December 2023 - January 2024
- ✓ Old Schoolhouse Park Pickleball Courts: Contract executed; Construction September-October 2023
- ✓ Barker Field Extension & Parking Lot: Design Final
- ✓ Fords Shell Ring: Environmental Review



Implement the Capital Improvement Program (CIP) – *Status Update*

FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

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▪ **Facility and Equipment Management Implementation**

- ✓ Town Hall Facility Enhancements: Security measures complete, Construction wrapping up fall 2023
- ✓ Shelter Cove/BCSO Office: Construction wrapping up August 2023
- ✓ SCDOT Toll Plaza Building: Assessment August 2023
- ✓ Parking Master Plan Implementation: Installation of gates, cameras, & equipment underway
- ✓ Historic Mitchelville Freedom Park: Design Final
- ✓ Automobile Place/Modern Classic Motors Site Enhancements: Construction/Site Clean-up wrapping up August 2023
- ✓ Stormwater-Gum Tree Road Improvements: Survey complete



Update the Town's Land Acquisition Manual

FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

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 that current needs and goals of the Town. The document should be amended and be brought up to date with existing practices, processes, and policies.

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



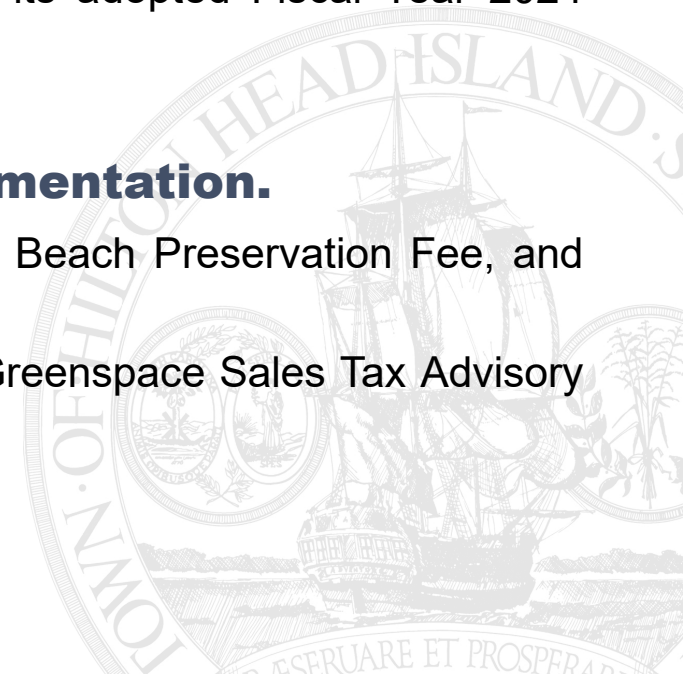
Update the Town's Land Acquisition Manual – *Status Update*

FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

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- **Evaluate Land Acquisition Manual Updates Inclusive of Parks, Open Space, Conservation, Town Facilities, Commercial Redevelopment, Workforce Housing, Development Rights, Preservation of historic Neighborhoods, etc.**
 - ✓ Since January 1, 2023, the Town has purchased 4 properties at a combined value of \$15,288,000.
 - ✓ Several additional sites are under consideration or at various stages of evaluation.
 - ✓ The Town has allocated \$1,000,000 in funding for land acquisition purposes as part of its adopted Fiscal Year 2024 Budget.

- **Identify Potential Funding Sources for Land Acquisition Program Implementation.**
 - ✓ The Town can utilize funding from its Real Estate Transfer Fee, Accommodations Taxes, Beach Preservation Fee, and Hospitality Taxes.
 - ✓ The Town appointed Peter Kristian to serve as its representative on the Beaufort County Greenspace Sales Tax Advisory Committee.



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

FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

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.

- 9.1 Engage experts in the field of solid waste to assist the Town in performing a SWOT analysis.
- 9.2 Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- 9.3 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.
- 9.4 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.
- 9.5 Examine the creation of composting models at highly visible sites around the Town.
- 9.6 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 – *Status Update*

FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

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.

- **Engage Experts in the Field of Solid Waste to Assist the Town in Performing a SWOT Analysis.**
 - ✓ Town Council approved the proposed approach to complete a SWOT analysis for Solid Waste and Recycling in May 2023.
 - ✓ Contract signed with A. Goldsmith Resources, LLC in June 2023.
 - ✓ Draft Report and Finding due in November 2023.



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

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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 OMO staff to assess performance against stated goals.

- 10.1 Survey current metrics required by the DMO contract and analyze to achieve Town goals.
- 10.2 Review any metrics recommendations/changes with DMO.
- 10.3 Support DMO Marketing Council in creation of marketing plan to ensure that correct performance measurements are being included and achieved.
- 10.4 Continue monitoring DMO performance and achievement of identified performance measures.
- 10.5 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 – *Status Update*

FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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 OMO staff to assess performance against stated goals.

- **Survey Current Metrics Required by the DMO Contract and Analyze to Achieve Town Goals.**

- ✓ Received and reviewed 2022 DMO Industry Metrics Report on April 5, 2023.

- **Review any Metrics Recommendations/Changes with DMO.**

- ✓ Establishment of the Community Cornerstone element and corresponding metrics within 2023-2024 DMO Marketing Plan.

- **Support DMO Marketing Council in Creation of Marketing Plan to Ensure that Correct Performance Measurements are being Included and Achieved.**

- ✓ The Marketing Council will convene in February to begin discussing the FY24-25 Marketing Plan.

- **Include Ecotourism (with Assistance from USCB and others), Cultural Tourism, Wellness Tourism, and Sports Tourism into DMO Marketing Materials.**

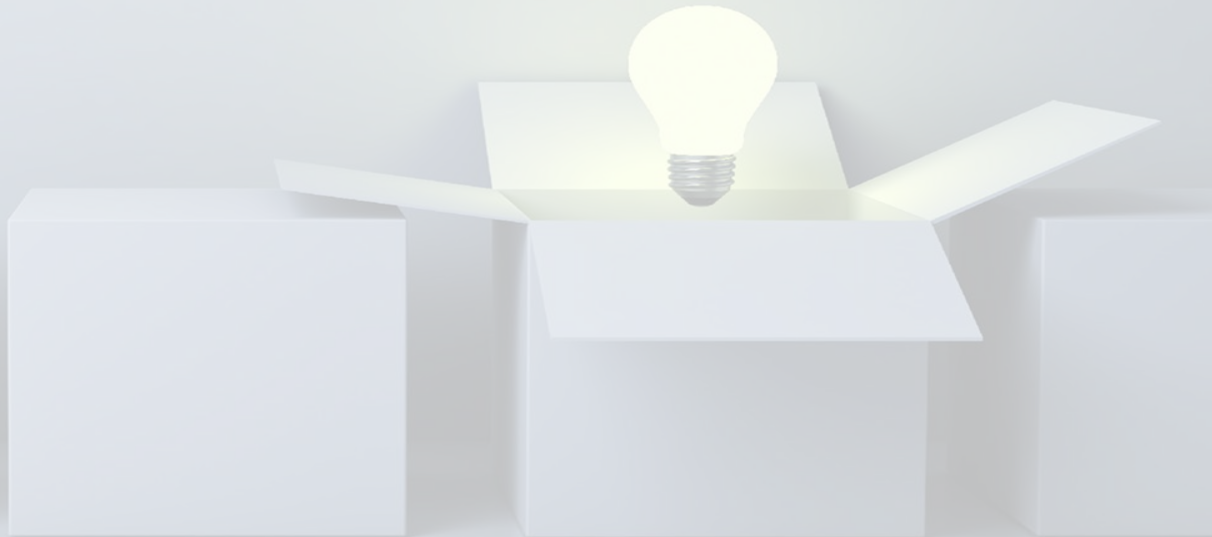
- ✓ “Destination Values” including Arts and Culture, Ecotourism, History, Recreation, and Wellness were identified as priorities within the most recently adopted plan.



Assess Alternative Revenue Sources and Funding Opportunities

FOCUS AREA: PURSUIT OF EXCELLENCE

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.



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



Assess Alternative Revenue Sources and Funding Opportunities – *Status Update*

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

▪ **Establish Land Acquisition Funding Strategies.**

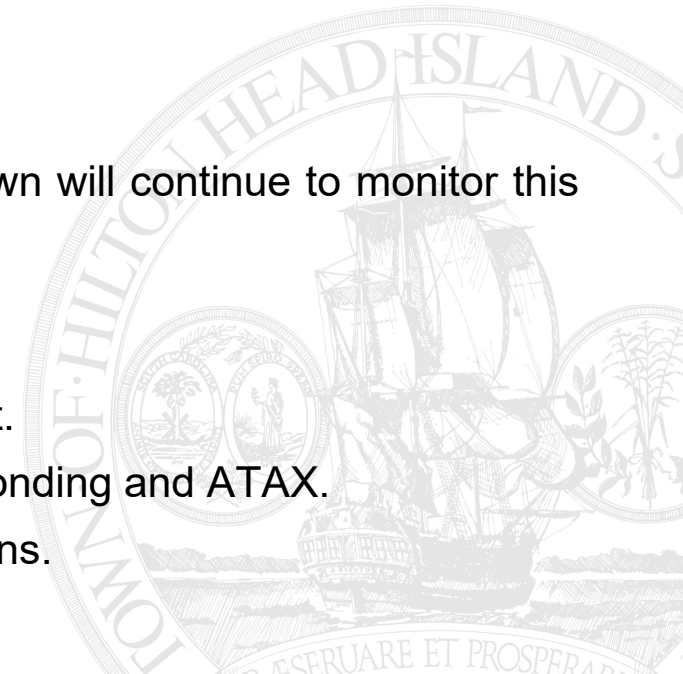
- ✓ The Town has added a spending summary to the monthly financial statements in order to more easily track data and ensure public transparency.
- ✓ The Town continues to monitor RETF, bonding, A-TAX collections and various other options to be ready to be deployed when Town Council directs.
- ✓ Research continues into the new law S. 284, the impacts to A-TAX laws and any corresponding TERC requirements and staff will brief the Finance and Administrative Committee on options in the Spring 2024 for Town Council to consider with the adoption of the 2024 Budget.

▪ **Assessment of Voter Referendum Questions.**

- ✓ Beaufort County is considering a possible voter referendum in November of 2024. The Town will continue to monitor this possible referenda and will provide input and feedback as directed by Town Council.

▪ **Identify Dedicated Funding for Workforce Housing Initiatives.**

- ✓ Town Council included recurring and non-recurring funds in the Adopted Fiscal 2024 Budget.
- ✓ Town Council is considering other forms of funding beyond the Adopted Budget including Bonding and ATAX.
- ✓ The Town will work closely with the new Housing Action Committee on their recommendations.



Assess Alternative Revenue Sources and Funding Opportunities – *Status Update*

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

▪ **Evaluate Mid-Island Tax Increment Financing (TIF) District Creation.**

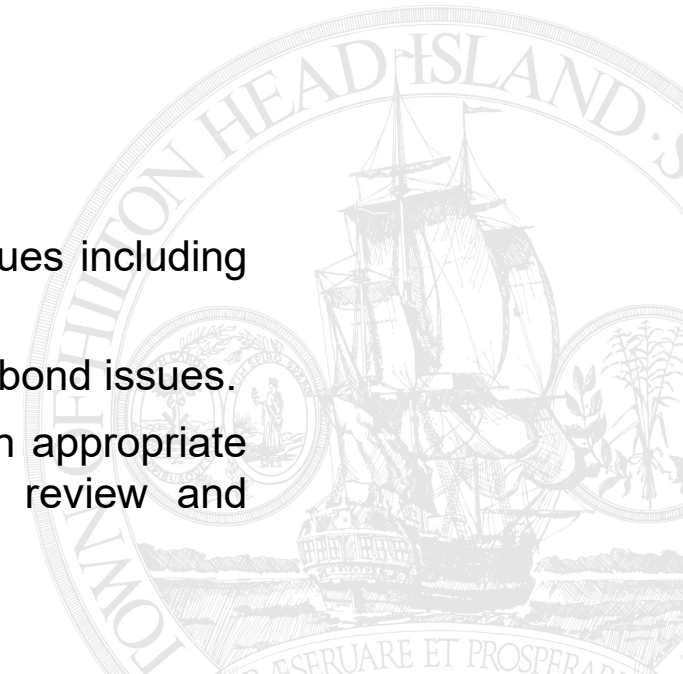
- ✓ The Town has adopted several plans that could be included in a potential TIF district.
- ✓ The Town will continue to craft a group of possible CIP projects for inclusion in a possible TIF.
- ✓ Town Council could review possible proposals in Spring 2024.
- ✓ If adopted, these plans then could be presented to partners for consideration after Town Council adoption.

▪ **Assess Development Permit Fees and Propose Necessary Adjustments.**

- ✓ Town Council adopted a new fee schedule with the Fiscal 2024 Budget.

▪ **Assess Municipal Bonding Capabilities.**

- ✓ The Town has met with Bond Counsel and Financial Advisors regarding possible bond issues including Municipal Installment Purchase Revenue Bonds.
- ✓ The Town F&A Committee gathered information from them in their consideration of possible bond issues.
- ✓ The Town will continue to provide information to F&A and take guidance from it, and when appropriate will present any recommendations that have been adopted to Town Council for its review and consideration.



Short-Term Rental Assessment and Program Implementation

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

- 12.1 Review data obtained through the Town's short-term rental software and evaluate permits, location, and magnitude of short-term rentals within the Town.

- 12.2 Review short-term rental permit program efficacy through evaluation of reported violations of the short-term rental requirements and propose necessary adjustments.



Short-Term Rental Assessment and Program Implementation – *Status Update*

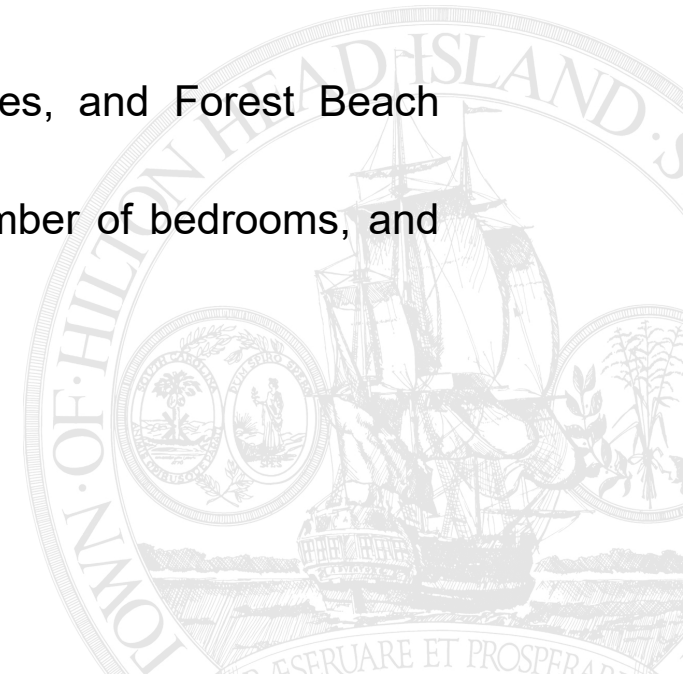
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- **Review Data Obtained Through the Town’s Short-Term Rental Software and Evaluate Permits, Location, and Magnitude of short-Term Rentals within the Town.**

- ✓ Short-Term Rental Data from 1/3/23 to 7/19/2023:

- GovOS reports 15,690 Total Active STR Listings.
- GovOS has identified 7,585 STRs with active advertisements.
- We have received 6,825 STR Permit Applications.
- Our STR Permit inventory includes 72% villas and 28% single-family homes.
- 70% of our STR Permit inventory is concentrated in Sea Pines, Palmetto Dunes, and Forest Beach neighborhoods.
- We are collecting data from STR Permit applications on maximum occupancy, number of bedrooms, and available parking spaces as well as other data.



Short-Term Rental Assessment and Program Implementation – *Status Update*

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

▪ **Review Short-Term Rental Permit Program Efficacy Through Evaluation of Reported Violations of the Short-Term Rental Requirements and Propose Necessary Adjustments.**

Efficacy of Program Highlights:

- ✓ Partnership with GovOS for the Town's STR solution has been successful. GovOS' s goal of 90% compliancy rate by the first year of implementation is very close (currently 89%). Community engagement has been very successful- collaboration with property management companies, STR operators, residents, visitors, and other stakeholders.
- ✓ A very effective STR Public Communication Plan designed to educate and inform all stakeholders of STR regulations was implemented. Includes social media campaigns, TV news interviews, press and news releases, Town e-blasts, STR web page on Town's website, public meetings, meetings with stakeholders, STR Public Dashboard, informational videos, educational materials, and STR Complaint Hotline mailer.
- ✓ 143 complaints have been reported through GovOS:
 - 39% Parking
 - 34% Noise
 - 13% Trash
 - 7% Illegal Rental
 - 7% Other (Typically Non-STR related complaint)
- ✓ Enforcement of regulations has been successful with quick response from the Department of Public Safety.
- ✓ Public Safety Director working to centralize STR complaint data as not all complaints are reported through GovOS.

Complete Implementation of the Gullah Geechee Task Force Work Plan

FOCUS AREA: INCLUSIVE COMMUNITY

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.

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



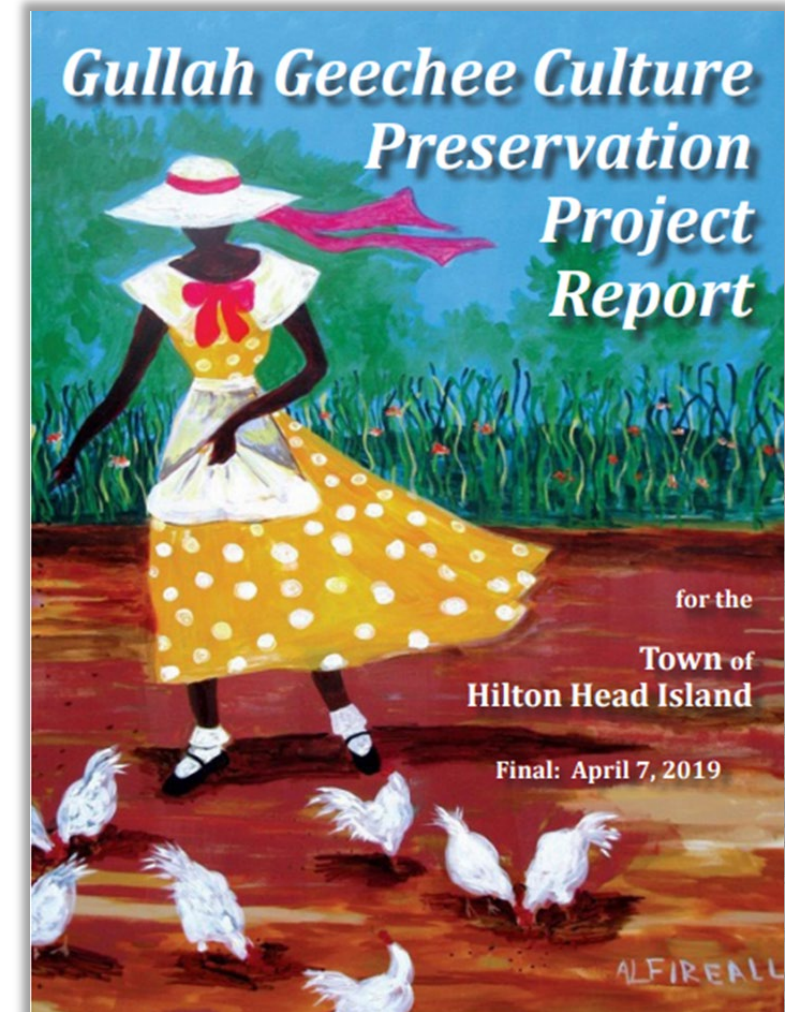
Complete Implementation of the Gullah Geechee Task Force Work Plan – *Status Update*

FOCUS AREA: INCLUSIVE COMMUNITY

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.

▪ Framework for the Top 16 Priority Projects

- ✓ 15 of the Top 16 Priority Projects have been addressed or implemented through projects, and integration into Town operations, including 4 that allow more flexibility for landowners in Historic Neighborhoods such as adopting family compound and family subdivision amendments into the Town's LMO and creating the Design Studio (PP-5, PP-6, PP-2, PP-3).
- ✓ Staff has formed a referral relationship with Heritage Library and will have a presentation on their services at the August Task Force meeting (CP-1).
- ✓ Several recommendations are being addressed or will be addressed through the Town's ongoing District Planning and LMO Amendments initiatives (PP-4).
- ✓ Increased public education and outreach efforts and hosted several workshops in historic neighborhoods. Agencies included Center for Heirs Property Preservation and the Beaufort County Treasurer. (PP-12, HP-3, HP-4).
- ✓ Staff is implementing the production of the cultural education program for Town employees and officials (CP-7). The anticipated launch date is expected early in Q4 of 2023.



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

FOCUS AREA: INCLUSIVE COMMUNITY

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.

- 14.1 Work cooperatively with the leadership from the 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.
- 14.2 Monitor Status of FAA submission and provide supplemental information or responses as may be necessary for continued evaluation of the joint proposal.
- 14.3 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.
- 14.4 Following approval by the FAA of the relocation plan, assist the Church in the steps necessary to construct a new church facility that will accomplish the approved relocation efforts.



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

FOCUS AREA: INCLUSIVE COMMUNITY

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.

- **Work Cooperatively with the leadership from the St. James Baptist Church, Beaufort County, and 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.**
 - ✓ Beaufort County has indicated a desire to be the lead entity in working with the St. James Baptist Church to develop a revised relocation/mitigation plan. The Town has formally written to the County and expressed concerns with this approach.
 - ✓ On June 29th, Beaufort County conducted a meeting of the newly formed taskforce. Representatives from Beaufort County, Beaufort County Council, St James Baptist Church, Mayor Perry, Town of Hilton Head Council members, State Senator Tom Davis, and local stakeholders. The results of the meeting were for Beaufort County to set up a meeting with the FAA to define what conditions would be agreeable for a "Like for Like" project.
 - ✓ Town staff anticipates an execution of an MOU that would allow ST. James Baptist Church to engage an owner's representative to assist with the project in the coming weeks.
 - ✓ On July 6th, State Senator Davis sent a letter to the United States Department of Transportation Secretary, Pete Buttigieg, and other FAA officials, requesting their support of this project.
 - ✓ Senator Davis also secured funding in the amount of \$750,000 to facilitate the Church's relocation.

Implement Beach Park Enhancements

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

- 15.1 Establish a Beach Master Plan
- 15.2 Enhance Beach Shuttle Services - island mobility/connectivity to beaches, parking, employment, and businesses
- 15.3 Consider Beach Experience Regulations - Fishing, Tents, Smoking, Emergency Access Routes, Facility Hours of Operation, Parking Management, Boat Storage on Beach, etc.



Implement Beach Park Enhancements – *Status Update*

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

▪ **Beach Operations:**

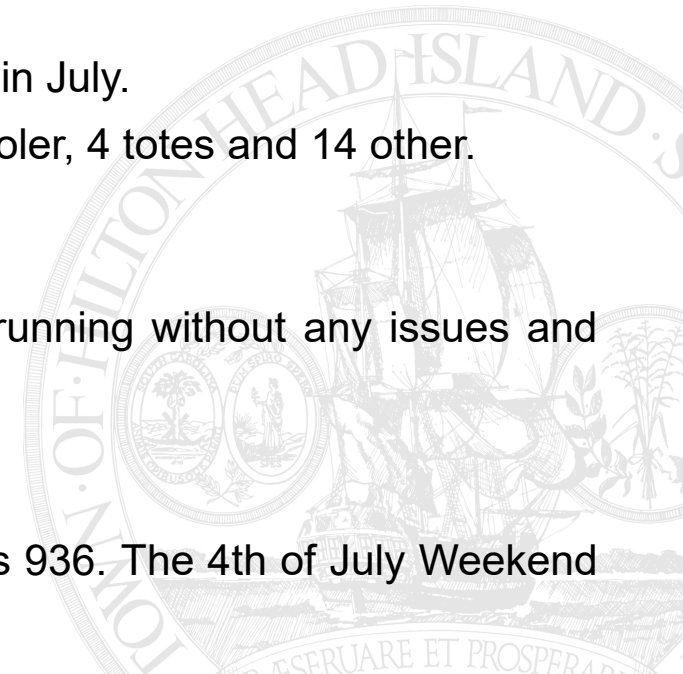
- ✓ Added seasonal technicians and beach ambassadors, focusing on customer service and general maintenance within the parks.
- ✓ There were 36 beach weddings in June and 27 in July, 2023.
- ✓ Collectively we are working on the roll out of the new beach parking management system with PCI.
- ✓ The Town services 293 trash cans on the beach. Trash collection and beach debris is very high, but we are working hard with our partners to keep the beaches pristine.
 - A total of 104 Tons of trash removed from the beaches in June and 154 Tons were removed in July.
 - Beach debris includes 338 chairs, 351 toys (68 boogie boards), 47 umbrellas, 51 tents, 1 cooler, 4 totes and 14 other.

▪ **Beach Wheelchair Program:**

- ✓ We had a total of 22 rentals in May, 94 in June, and 151 in July. The program is currently running without any issues and continues to grow. Reservation process is working perfectly.

▪ **Palmetto Breeze Trolley:**

- ✓ Trolley has been running as planned with zero issues or known complaints. June ridership was 936. The 4th of July Weekend observed 861 riders over a 4-day period. July ridership totals were 3,364.



Implement Beach Park Enhancements – *Status Update*

FOCUS AREA: PURSUIT OF EXCELLENCE

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.

▪ **Beach Ambassador Program:**

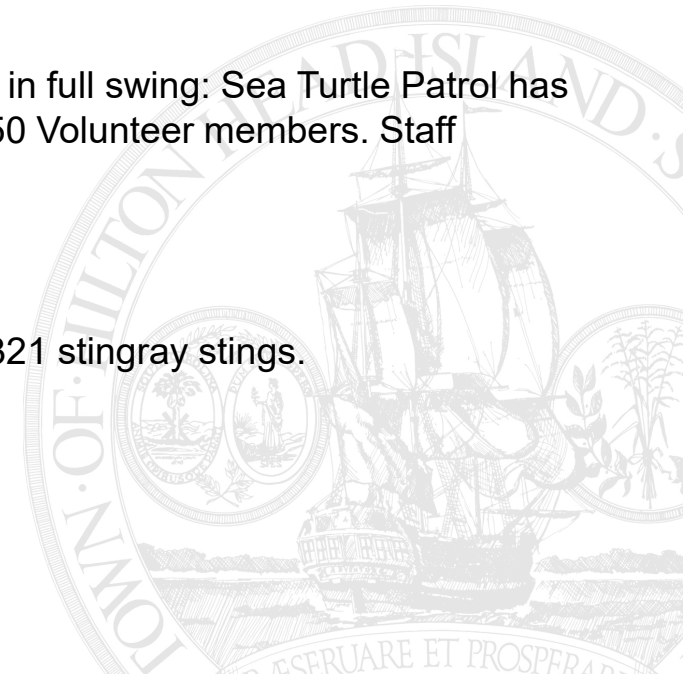
- ✓ The program is working great. We are fully staffed at 4 four locations: Coligny, Islanders, Burkes, & USCB. Ambassadors conducted surveys of beach goers this summer and have received 1,518 responses.
 - Local zip codes (29909, 29920, 29906, 29926, 29928) accounted for 197 responses (13.0%).
 - 387 respondents came for the day (25.5%) while the rest stayed overnight (1,128 respondents or 74.3%).
 - The average number of people in each party was 3.94.

▪ **Sea Turtle Patrol HHI & Spartina Marine, LLC:**

- ✓ We are up to 339 turtle nest sites and hatchlings are emerging. The Sea Turtle Patrol and Turtle Trackers are in full swing: Sea Turtle Patrol has 18 members conducting nest monitoring activities daily since May 1, and Turtle trackers has grown to over 650 Volunteer members. Staff continues to meet with their leadership to strengthen our relationships as key partners with the Town.

▪ **Shore Beach Services:**

- ✓ Shore Beach Services responded to 366 missing persons, 1,512 shark sightings, 1,847 jelly fish stings, and 321 stingray stings.



TOWN OF HILTON HEAD ISLAND

ADDITIONAL FY2023-2025 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
- Improve Administrative Support Process for Boards, Commissions & Committees
- Research Trends & Implement Best-in-Class Municipal Services Delivery
- Implement American Rescue Plan Funding Appropriations
- Enhance Communications Plan with Strong Social Media Emphasis
- Create a Culture of High Organizational Performance
- Broadcast Transition from Facebook Live to YouTube for Public Meetings

2024

- Evaluate Island Vision Statement, Mission Statement, and Community Value Statement
- Employee Performance Review Program Improvements



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**

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/CDBG Entitlement Program
- ❑ Conduct a Community Engagement Survey
- ❑ Assist with Implementing Mitchelville Master Plan
- ❑ Incorporate Public Art & Culture Projects into New & Existing Parks

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

- ❑ Develop a Landmark Protection Program

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
- Adopt Community Addressing Ordinance

Parks & Recreation

Implement the Parks & Recreation Master Plan.

2023

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

2024

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





TOWN OF HILTON HEAD ISLAND

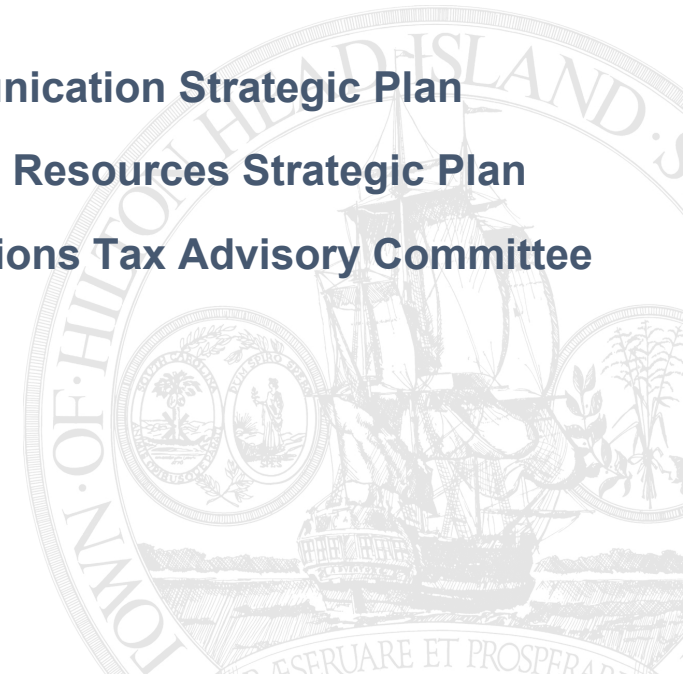
GENERAL DISCUSSION



Town of Hilton Head Island

Upcoming Committee Actions: Finance and Administrative Committee

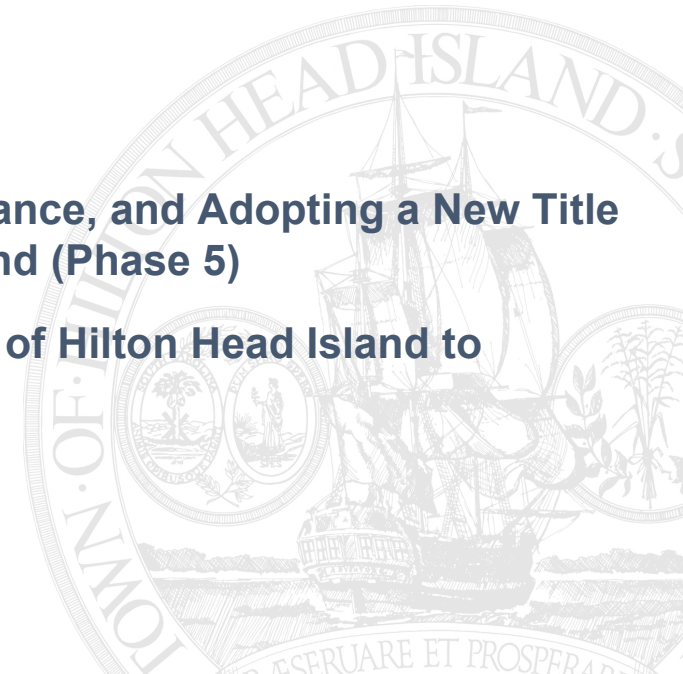
- Discussion of Town of Hilton Head Island Bonding Capacity/Issuance of Installment Purchase Revenue bonds
- Presentation from the Coastal Community Development Corporation
- Discussion of a Memorandum of Understanding with the Island Recreation Association
- Discussion of a Memorandum of Understanding with University of South Carolina Beaufort – Island Ambassador Program
- Discussion of a Memorandum of Understanding with Habitat for Humanity
- Consideration of a Resolution of the Town of Hilton Head Island Approving the Communication Strategic Plan
- Consideration of a Resolution of the Town of Hilton Head Island Approving the Human Resources Strategic Plan
- Consideration of Recommendations from the Town of Hilton Head Island Accommodations Tax Advisory Committee for CY24 Grant Awards
- Consideration of a Resolution Approving the FY24-25 DMO Marketing Plan



Town of Hilton Head Island

Upcoming Committee Actions: Public Planning Committee

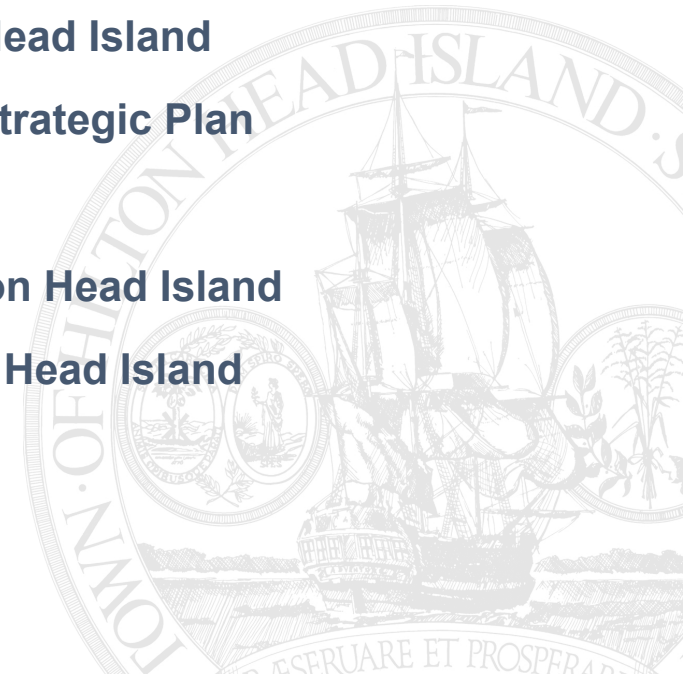
- Consideration of an Ordinance Amending Title 16, Land Management Ordinance, of the Municipal Code of the Town of Hilton Head Island (Phase 4a)
- Consideration of an Ordinance Amending Title 16, Land Management Ordinance, of the Municipal Code of the Town of Hilton Head Island (Phase 4b)
- Consideration of a Resolution of the Town of Hilton Head Island Adopting a Housing Anti-Displacement Strategy
- Consideration of an Ordinance Adopting Various District Plans and a Growth Framework Map for Hilton Head Island
- Consideration of Additional Recommendations from the Housing Advisory Committee
- Consideration of an Ordinance Adopting a Future Land Use Map for Hilton Head Island
- Consideration of an Ordinance Amending the Land Use Element of Our Plan
- Consideration of an Ordinance Repealing the Existing Title 16, Land Management Ordinance, and Adopting a New Title 16, Land Management Ordinance, of the municipal Code of the Town of Hilton Head Island (Phase 5)
- Consideration of an Ordinance Amending Provisions of the Municipal Code of the Town of Hilton Head Island to Implement Recommendations from the Island Resilience Plan
- Discussion of the Creation of a Landmark Protection Program for Hilton Head Island



Town of Hilton Head Island

Upcoming Committee Actions: Community Services and Public Safety Committee

- Consideration of an Ordinance Adopting Beach Parking Regulations
- Discussion of a Request by the Military Enhancement Committee to Appoint a Hilton Head Island Representative
- Consideration of an Ordinance Adopting Proposed Amendments to Beach Related Activities
- Consideration of an Ordinance Adopting Standardized Hours of Operation for Town Parks and Permitted Activities
- Consideration of a Resolution Adopting Environmentally Friendly Landscaping and Grounds Maintenance Practices
- Presentation of the SWOT Analysis Findings for Solid Waste and Recycling on Hilton Head Island
- Consideration of a Resolution Approving the Town of Hilton Head Island Fire Rescue Strategic Plan
- Discussion of a Scope of Services to Perform a Community Engagement Survey
- Consideration of a Resolution Adopting a Complete Streets Policy for the Town of Hilton Head Island
- Consideration of a Resolution Adopting a Traffic Calming Policy for the Town of Hilton Head Island





TOWN OF HILTON HEAD ISLAND

PUBLIC COMMENT



TOWN OF HILTON HEAD ISLAND

TOWN COUNCIL DISCUSSION



ADJOURNMENT

