



**Town of Hilton Head Island  
Special Public Planning Committee Meeting  
October 8, 2015 1:00p.m.  
Benjamin M. Racusin Council Chambers  
Agenda**

- 1. Call to Order**
- 2. Freedom of Information Act Compliance**  
Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
- 3. Approval of the Minutes – July 23, 2015 Meeting**
- 4. New Business**  
Vision and Master Plan for the Island:
  - Review, organize, and evaluate vision statements in:
    - Comprehensive Plan, updated July 3, 2012
    - Mayor’s Task Force for the Island’s Future – Vision 2025
    - Hilton Head Island Vision 2030
- 5. Committee Business**  
Adoption of the 2016 Meeting Schedule
- 6. Adjournment**

Please note that a quorum of Town Council may result if a majority of their members attend this meeting.

**TOWN OF HILTON HEAD ISLAND**  
**Public Planning Committee Meeting**  
**Tuesday, July 23, 2015**  
**3:00p.m. – Benjamin M. Racusin Council Chambers**

Committee Members Present: Chairman Tom Lennox, Kim Likins and John McCann

Committee Members Absent: None

Town Council Present: Mayor Pro Tem Bill Harkins and Lee Edwards

Town Staff Present: Jennifer Ray, Urban Designer  
Teri Lewis, LMO Official  
Jill Foster, Deputy Director of Community Development  
Kathleen Carlin, Administrative Assistant

**1. Call to Order**

**2. Freedom of Information Act Compliance**

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

**3. Approval of the Minutes**

The committee **approved** the minutes of the June 7, 2015 meeting as presented by general consent. The committee also **approved** the minutes of the special June 30, 2015 meeting as presented by general consent.

**4. New Business**

a) Design Guide Update

Chairman Lennox introduced the business item and requested that the staff make their presentation. Ms. Jennifer Ray made the presentation on behalf of staff.

In January 2015 the staff began the process of updating the Hilton Head Island Design Guide to better communicate the concept of “Island Character” and to educate users on how to apply Island Character to new development and redevelopment on the island. The updated guide includes more photos and graphic examples, updated LMO references, new subsections regarding sustainability and the use of native plants, and expanded subsections on stormwater management, context, signage, and lighting.

The Hilton Head Island Design Guide, which defines Island Character and guides development on the island, was first adopted by Town Council in May 2003. The Design Review Board (DRB) uses the guide to review and approve projects within the Corridor Overlay District that are consistent with the Guide. Most local applicants understand the concept of Island Character without much explanation. However it has been observed in recent years that developers, architects, and design teams that do not

live or work on the island would benefit from more photos and graphic examples of the various components of Island Character.

The staff started the process of updating the guide by soliciting public input. The public was invited to provide comments at a Design Review Board meeting as well as via a link for public comment on the Town's website. Each applicant from the previous years' DRB submittals was contacted with a request to provide input. The Design Guide was updated with a more contemporary layout as well as significantly more photos and graphic examples. Each of the four sections including Site Design, The Landscape, Architecture, and Accessory Construction, were posted to the Town's website and presented individually at DRB meetings for review and comment from the Board and members of the public.

The Design Review Board met on June 9, 2015 to review the final draft of the Design Guide and voted 6-0-0 to recommend that Town Council adopt the document as the official Hilton Head Island Design Guide.

Staff recommended that the Public Planning Committee forward the proposed ordinance and Design Guide to Town Council with a recommendation of approval.

The committee complimented the staff on the quality and completeness of the updated Design Guide. The additional photos and graphic examples are very helpful. Chairman Lennox requested public comments on this item and none were received. Following final comments by the committee, Chairman Lennox requested that a motion be made.

Mrs. Likins made a **motion** that the Public Planning Committee should forward the proposed ordinance and Design Guide to Town Council with a recommendation of **approval**. Mr. McCann **seconded** the motion and the motion **passed** with a vote of 3-0-0.

b) United Way - Fundraising Signs

Chairman Lennox introduced the business item and requested that the staff make their presentation. Ms. Teri Lewis made the presentation on behalf of staff.

In 1996, the Town of Hilton Head Island Town Council approved Resolution 96-40 designating the United Way of the Lowcountry thermometer signs as official signs and allowing two such signs to be displayed. In 2013, Town Council approved Resolution 2013-12 allowing an additional two signs to be displayed based on population growth and the consequent increase in need for funds. The official United Way signs as approved by Town Council are allowed to be displayed no earlier than September 1<sup>st</sup> of each year and are to be removed no later than the following December 15<sup>th</sup>.

In recent years, United Way of the Lowcountry has lengthened the time of their campaign in order to increase the public's awareness of the fundraising campaign. The United Way would like to change the dates that the fundraising signs are allowed to be up to reflect the increase in the fundraising campaign time. It is suggested that the

signs be allowed to be displayed no earlier than September 1<sup>st</sup> of each year and removed no later than the following April 7<sup>th</sup>.

The staff recommended that the Public Planning Committee forward the proposed Resolution to Town Council with a recommendation of approval.

Chairman Lennox requested public comments on this item and none were received. Following final comments by the committee, Chairman Lennox requested that a motion be made.

Mr. McCann made a **motion** that the Public Planning Committee should forward the proposed Resolution to Town Council with a recommendation of **approval**. Mrs. Likins **seconded** the motion and the motion **passed** with a vote of 3-0-0.

**5. Committee Business**

None

**6. Adjournment**

The meeting was adjourned at 3:45p.m.

Submitted By:

Approved By:

\_\_\_\_\_  
Kathleen Carlin  
Administrative Assistant

\_\_\_\_\_  
Tom Lennox  
Chairman



# EXHIBIT 1



## “Summary of Rigorous Approach to Gaining Island Stakeholder Input (hearing carefully the voice of Island stakeholders) Diagonal Sections through HHI Community”

### Opinions of Leading/Prominent/Influential People (Total time – 22.5 hours)

(Individual, private interviews conducted by Terry Ennis and Shawn Colin – minimum of 45 minutes each)

#### Mayor/Town Council Interviews

Mayor Tom Peeples	John Safay	Drew Laughlin
Ken Heitzke	George Williams	Bill Mottel

#### Planning Commission Interviews

Al Vadnais	Terry Ennis	Jack Docherty
Loretta Warden	Terry Leary	Mary Amonitti
Tom Crews	David White	Pat Varley

#### Senior Staff

Steve Riley	Charles Cousins	Randy Nicholson
-------------	-----------------	-----------------

#### Stakeholders

- John Curry (deceased) (President and founder of Curry Co., initial President of Sea Pines)
- John Jakes (International Author residing on HHI)
- Chet Williams (HHI Attorney)
- David Lauderdale (Island Packet Columnists)
- Sheriff PJ Tanner (Beaufort County Sheriff)
- Toby McSwain (Beaufort County Sheriff – HHI Battalion Chief)
- Bill Miles (President HHI Chamber of Commerce)
- Perry White (HHI long-term resident, developer)
- David Ames (Developer of Long Cove Plantation)
- Thomas Barnwell, Jr. (HHI long-term resident, developer)
- Tammy Hoy (Director of the Lowcountry Housing Trust)
- Dr. Douglas Woodward (Professor, USC Moore’s School of Business, HHI Second Home Owner)

### Stakeholder Phone Interviews (Total time – 27.9 hours)

A total of 67 interviews were completed by ETC Institute, a contracted consultant with the Town of Hilton Head Island. The interviews were conducted by phone and most took about 20-30 minutes to complete. The people interviewed represented a total of 61 organizations. The names of the organizations that were represented in the interviews are listed below. Names of individual respondents have been omitted to protect the confidentiality of the respondents. Six of the respondents requested that their name and organization not be included.

- |                            |                             |                             |
|----------------------------|-----------------------------|-----------------------------|
| Art League                 | Broad Creek PSD             | Greenery                    |
| Atlantic Community Bank    | Boys and Girls Club of the  | Greenwood Development       |
| Audobon Society            | Lowcountry                  | Habitat for Humanity        |
| Beaufort County Affordable | Chaplin, Marshland, Gardner | Heritage Classic            |
| Housing Committee          | POA                         | Hilton Head Area            |
| Beaufort County Planning   | Coastal Discovery Museum    | Association of Realtors     |
| Beaufort County            | Creation Station Art        | Hilton Head Island Bluffton |
| Transportation Committee   | Academy of Hilton Head      | Hardeeville Chamber of      |
| Beaufort Housing Authority | Deep Well                   | Commerce                    |
| Beaufort Jasper Water and  | Ed Pickney and Associates   | Hilton Head Island Bluffton |
| Sewer Authority            | Folly Field POA             | Hardeeville Chamber of      |
| Beaufort Regional Chamber  | Fraser Construction         | Commerce                    |
| of Commerce                | Friends of the River        | Hilton Head PSD             |
| Bicycle Groups             | Greater Beaufort HHI        | Hospitality Association     |
| Brickman                   | Economic Partnership        | Indigo Run Plantation POA   |

Island Rec Association	OCRM	Spanish Wells POA
La Isla Magazine	Palmetto Electric	Sunshine Nursery
Land Plan Partnership	Palmetto Hall POA	Technical College of the
Lawyers (Chester C Williams)	SC Coastal Conservation League	Lowcountry
Lowcountry Community Development Center	Seapines Company	The Curry Company
Lowcountry Council of Governments	Seapines Country Club	Tidepoint A Classic Residence by Marriot
Lowcountry Regional Transit Authority-Palmetto Breeze	Seapines Plantation POA	Tourism Groups-Chamber of Commerce (Susan Thomas)
NIBCAA	Shipway POA	Town of Bluffton Planning
NIBCAA also Baygall POA	Spanish Wells-Jonesville POA	Tremont Construction
	Squire Pope-Stoney Gumtree Road POA	Valley Crest
		Wexford Plantation POA

### **Community Assessment Survey (Total time – 141.0 hours)**

During September of 2008, ETC Institute administered a community planning survey for the Town of Hilton Head Island. The survey was developed through extensive cooperation between the Town of Hilton Head Island Planning Commission, the Comprehensive Plan Committee, Town Staff and ETC Institute. The Town's Planning Commission provided final approval for the survey's content and design and set administrative parameters for ETC Institute's survey sampling plan to ensure responses were representative of the Town's population. The purpose of the survey was to gather input from residents to help develop a long-term, Comprehensive Plan for the Island. The survey was administered by mail and phone to a random sample distributed among all six Town Wards and within or outside of the Planned Unit Developments. A total of 564 completed surveys from respondents were collected. The overall survey results were weighted to reflect the actual population for each Ward. The survey was five pages long and took the average person approximately 15 minutes to complete. The overall results of the survey have a precision of at least +/-4% at the 95% level of confidence.

The information from Stakeholder Interviews and Community Assessment survey was used to gain insight on leadership alignment and develop a list of preliminary Comp Plan inputs or themes.

A workshop with the Planning Commission and Town Council was held to refine the list of inputs and themes for the Comprehensive Plan that are to be used to clarify the plan's vision.

### **Neighborhood Meetings (Total time – 26.0 hours)**

Seven neighborhood meetings, each lasting between 1½ to 2 hours were conducted at the following dates, times and locations:

- Wednesday, January 21<sup>st</sup> at Town Hall. Presentation at 6pm.
- Thursday, January 29<sup>th</sup> at PSD. Presentations at 4pm and 6pm.
- Friday, January 30<sup>th</sup> at Town Hall. Presentations at 10am and 2pm.
- Tuesday, February 3<sup>rd</sup> at HHI Library. Presentations at 4pm and 6pm
- Thursday, July 23<sup>rd</sup> at HHI Library Presentation at 10am.
- Thursday, July 23<sup>rd</sup> at Town Hall Presentation at 6pm.
- Thursday, August 26<sup>th</sup> at Town Hall Presentation at 10am.
- Thursday, August 26<sup>th</sup> at HHI Library Presentation at 6pm.
- Thursday, October 29<sup>th</sup> at Town Hall Presentation at 10am.
- Thursday, October 29<sup>th</sup> at HHI Library Presentation at 6pm.

A total of 343 citizens attended the neighborhood meeting series. There were many comments and concerns recorded by the Planning Commission and Town staff to consider in the development of the Comprehensive Plan.

### **Total Time spent thus far on gaining input (11-2-2009)**

Taking an average for interview and response times to interviews and the survey, the total time developing plan inputs from leaders, stakeholders and citizens is **13,045 minutes or 216.4 hours**.

In addition, 50 meetings of the Comprehensive Plan Committee and 55 meetings of individual plan element working groups were convened to discuss material, content and format related to the development of the Comprehensive Plan. (4/20/10)

“Charting the Island’s Future  
– *From Here to 2030*”



Town of Hilton Head Island  
2010 Comprehensive Plan  
Introduction and Vision

EXHIBIT 2

**Planning Commission (PC)**

Al Vadnais**	PC Chair
Loretta Warden*	PC Vice Chair
Tom Crews*	CPC Chair
Jack Docherty	
Terry Ennis*	
Gail Quick	LMO Committee Chair
Terry Leary*	
Tom Lennox	
David White	CIP Committee Chair

CPC (Comp Plan Committee)

LMO (Land Management Ordinance)

CIP (Capital Improvement Program)

\*CPC member, \*\* ex-officio member of all committees



- The Comprehensive Plan is the essential first step in the planning process (state requires a new plan every 10 years)
- It gives authority to have a Land Management Ordinance and other Regulatory Tools
- Provides Direction for Policymakers to make Decisions

*For more information visit the Town's website at:*

*<http://www.hiltonheadislandsc.gov/>*

*and clicking on the following link:*

*[Charting the Island's Future ~ Comprehensive Plan Update~](#)*

*or contact [Shawn Colin](#) or [Randy Nicholson](#) at Town Hall.*

## **Introduction**

The State of South Carolina mandates that each municipality “undertake a continuing planning program for the physical, social, and economic growth, development, and redevelopment of its jurisdiction.” The Town’s Planning Commission has been charged with developing, re-evaluating and updating this *Comprehensive Plan* on a 5-10 year basis. Our first *Comprehensive Plan* was adopted in 1985—long before it was mandated by the State. It was most recently updated in 2004, and efforts are now underway for a 2010 rewrite and adoption.

During this *2010 Comprehensive Plan* rewrite, the Planning Commission determined to use an industry ‘best practice planning approach’ to assure that issues were addressed in a rigorous way. This led to critically examining our Island’s environment, assets, capabilities, economic engines, image and values (that is, recognizable brand), our potential & limitations, and our need for a vibrant future. The Commission also sought leading examples from successful competitor resorts and residential communities to see what can be learned from their achievements.

Surveys, interviews, and multiple community interactions revealed that the community believed they liked our Island “pretty much the way it is” and did not want any significant changes to the Island’s image, character, values or “soul.” While the participants recognized that economic growth was vital, they indicated that “character preservation” and “sensitive renewal” should also be used as guides to growth, regulation and management.



EXHIBIT 2

(Continued from page 3)



Our major challenge in the *2010 Comprehensive Plan* rewrite is to maintain the sound philosophy that led to the wish to keep our Island “the way it is” with our natural resources, character, image, and spirit, yet allow for renewal, redevelopment and continued economic growth. This will require extraordinary effort, sensitive management, and leadership with a strong vision.

Thus a strong knowledge base combined with the core themes obtained from community input provides an emerging vision for the Town. This *Vision* is a compelling, long range ‘picture’ of our Island’s future aspirations. In other words, a vision of keeping our Island a great place to visit, live, retire, and to operate a successful business while staying competitive in an ever-increasing world market with ever-changing technology.

In developing the *2010 Comprehensive Plan*, the Planning Commission addressed the state-mandated Elements, with a few additions that are specific to our Island:

- |                                  |                                 |
|----------------------------------|---------------------------------|
| <u>ECONOMIC DEVELOPMENT (ED)</u> | <u>NATURAL RESOURCES (NR)</u>   |
| <u>LAND USE (LU)</u>             | <u>CULTURAL RESOURCES (CR)</u>  |
| <u>COMMUNITY FACILITIES (CF)</u> | <u>TRANSPORTATION (TR)</u>      |
| <u>RECREATION (REC)</u>          | <u>HOUSING (HO)</u>             |
| <u>POPULATION (POP)</u>          | <u>PRIORITY INVESTMENT (PI)</u> |
| **COMMUNITY DESIGN (CD)          | **ENERGY (E)                    |

\*\* Anticipated in 2010

These Elements, the [appendices](#), and [plans](#) linked by reference to the *2010 Comprehensive Plan*, include specific implementation strategies and provide a guide to test future community initiatives and requests.

EXHIBIT 2

**2010 Comprehensive Plan Vision**

*Hilton Head Island seeks to be a great place to live, work and visit where the natural assets combine with rich history, distinctive amenities, diverse cultures, and forward-thinking management of all the Island’s resources into “One Island, One Community.”*

Numerous potential strategies have been identified to make this vision a reality. Each element of the Comprehensive Plan includes potential strategies, some of which are listed below with reference to a particular plan element or elements.

- Continue public investment and public policies to maintain a vibrant economy in order to assure that the Town can continue to be a steward and protector of its land, waters and special heritage. (ED, NR, LU, CF, PI, CR)



- Protect the unparalleled natural assets of pristine beaches, green spaces, parks, trees, and waterways for future generations through sensitive Town governance and by recognizing and rewarding protective measures. (NR, LU, POP, CF, PI, ED)
- Acknowledge the rich and significant history of the Island, including the heritage and legacies of the Native Island community which might be capitalized upon by development of a “Center for Gullah Studies”. (CR, ED)



- Revitalize the effort to attract both residential and retiree growth with efforts directed to assisting the residential community to “age in place” understanding that as the community ages and needs change, housing and service options must facilitate these needs. Consider the successful “Center for Creative Retirement” model in Asheville, N.C. (ED, HO, LU, POP, CF, REC, PI)

## EXHIBIT 2

(Continued from page 5)

- Encourage the developing and growing arts community in its effort to make the Town a prestigious and nationally known arts destination for visitors and residents alike, possibly through a “Center for the Arts”. ([ED](#), [CR](#), [CF](#), [PI](#))



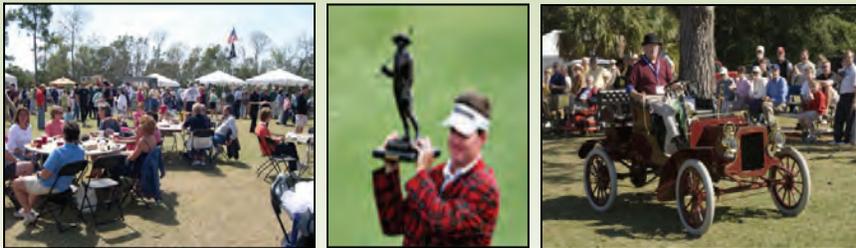
- Attract the prosperous and growing telecommuting market by improving mobile telecommunication technology and sensitive development of the local airport. ([ED](#), [CF](#), [TR](#))
- Develop a “Center for Economic or Small Business Excellence” through collaboration with regional schools (USCB, TCL), Chamber of Commerce, and other organizations to attract and retain potential local successful entrepreneurs in an effort to renew and grow the Island’s retail and service economy. ([ED](#), [CF](#), [PI](#))
- Support development and redevelopment concepts and architectural styles that promote Island and community character while preserving the culture, history and natural environment. ([NR](#), [LU](#), [CR](#))
- Encourage a growing, prosperous and socially integrated middle class by creative and varied solutions to obtainable housing, addressing housing issues through a systemic approach that integrates other elements such as economic development, transportation and land use. ([HO](#), [ED](#), [TR](#), [POP](#), [LU](#), [PI](#))
- Creating incentives for redevelopment that encourage diversity in housing cost and transportation modes to provide opportunities for the work force to reside on the Island. ([HO](#), [TR](#), [POP](#), [ED](#), [LU](#))
- Preserve wildlife habitat in wetlands, creeks, corridors, buffers, dune systems and forests for aesthetic appeal and for our economy. ([NR](#), [ED](#))
- Protect the coast for future sustainability, recognizing natural hazards of the coastal environment, with Town actions and advocacy at other levels of government. ([NR](#), [LU](#), [CF](#))

EXHIBIT 2

- Promote the multi-use pathway system for use by residents, visitors and work force and continue building connections to other pathways, parks, commercial and residential areas and potentially off-Island pathway connections. (TR, ED, REC, CF, PI, LU)



- Encourage expansion of private shuttle systems to reduce trips on Island roads and to encourage private enterprise. Consider the potential for coordination with public transportation routes. (TR, CF, PI, ED)
- Educate residents, visitors and businesses about recycling options that provide positive impacts on environment and economy. Provide cost effective and efficient recycling and disposal systems. (NR, ED)
- Assure higher and continuing education opportunities for citizens with emphasis on opportunities that match the specific needs of our local population and economy (resort services, culinary arts, recreation, hospitality, health care, education). (ED, CF, CR, PI)
- Build on the successful events/festival models to promote the Island's economy and increase exposure of the Island's many assets. (ED, PI)



- Cooperate with Chamber of Commerce and others to promote the Island as a premier meeting and event destination for corporations and businesses. (ED, PI)

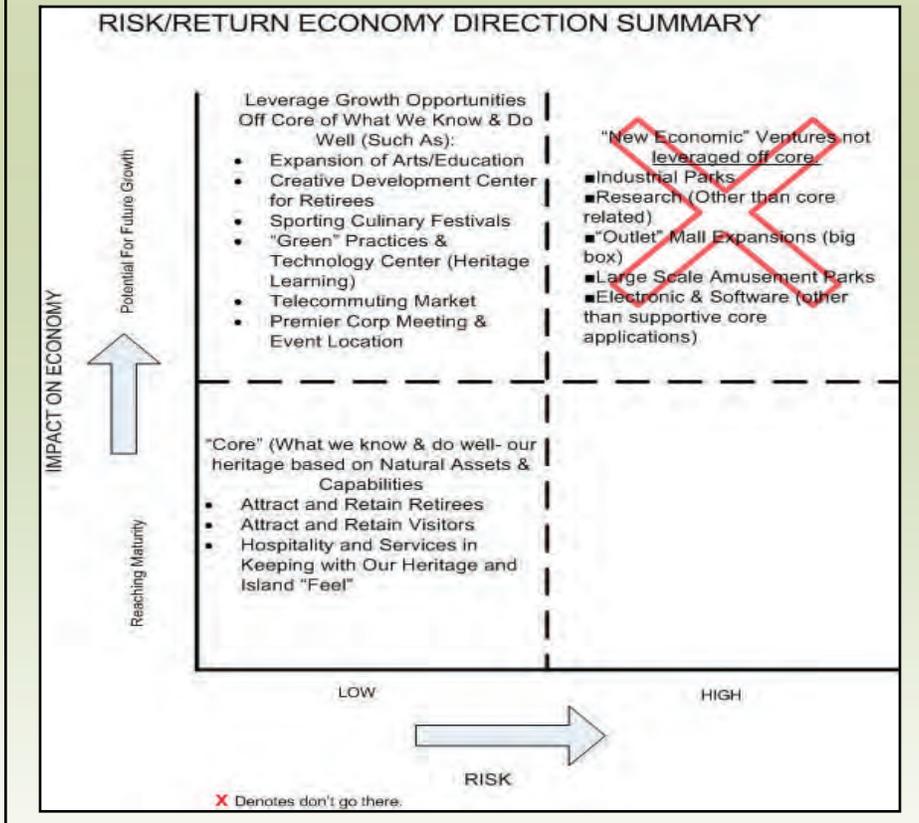
EXHIBIT 2

(Continued from page 7)

- Maximize the Island’s water geography by considering expansion of water based transportation and recreation. (TR, REC, CF, ED, NR)
- Evaluate the policies of the Land Acquisition Program in light of the approaching community build out and maturity. (ED, CF, HO, NR)



The diagram below is intended to illustrate growing the economy. Leveraging off the core of what we know and do well presents lower risk than diversifying away from that core.



## EXHIBIT 3

### Mayor's Task Force for the Island's Future – Vision 2025

#### VISION 2025

In the year 2025: “Hilton Head Island is recognized as the most extraordinary and desirable resort, residential, retirement and business community on the east coast due, in large measure, to its commitment to preserve its barrier island as a natural sanctuary for future generations.”

#### VISION 2025 ELEMENTS AND STRATEGIC THEMES

Through the efforts of an engaged citizenry, its town government and businesses, a newly revitalized and sustainable Island has emerged; where Hilton Head Island has become known as the East Coast resort, residential, retirement and business friendly destination because it excels in the following Vision Elements:

1. **Environmental and Community Planning Leadership:** Hilton Head Island is known for its leadership in environmental preservation and resource conservation practices in all aspects of the community.
2. **Resort, Residential and Retirement Sanctuary, a Refuge from the Commonplace:** Hilton Head Island is known as the number one family-oriented resort destination, residential and retirement sanctuary on the east coast.
3. **Proactive Governance:** Hilton Head Island's governance culture is proactive, business friendly and customer focused.
4. **Sensitive Economic Diversification:** Hilton Head Island's prosperity is being sustained through constant broadening and deepening of its economy and in ways that are consistent with its core values.
5. **Revitalization:** Hilton Head Island's revitalization of buildings and infrastructure has been institutionalized and is ongoing.

#### VISION ELEMENTS, STRATEGIES AND TACTICS

##### I. **Vision Element:** Environmental and Community Planning Leadership

**Strategy:** Hilton Head Island will be known for its leadership in environmental preservation and low impact and sustainable practices.

**Tactics:**

1. Strengthen legacy of preserving and protecting the island's environment, natural assets, scenic beauty, sub-tropical vegetation and Lowcountry waterways for future generations by selecting area of concentration for in-depth study and field demonstration.
2. Strengthen legacy of leading “environmentally friendly” approaches to community development by convening a “Sustainability Advisory Committee” to identify and advocate for low impact and sustainable practices.
3. Create a Task Force to establish programs to attract businesses pursuing environmental and “green” technologies, innovation and creativity embodied in the Island's Core Values and turn over recommendations to the economic development body, as referenced later.

## EXHIBIT 3

4. Establish a “Hilton Head Island Institute” for the study of community health, wellness, lifestyle, ecology, planning and design where experience, theories and knowledge are shared and leveraged for the benefit of this and other communities.

### **Key First Steps:**

1. Appoint a “Sustainability Advisory Committee” to identify and advocate for low impact and sustainable practices and environmental preservation. It is believed that in order to strengthen the island’s leadership legacies and to attract “green” businesses and “green oriented” travelers, the island must identify and incorporate new environmental and resource conservation programs and policies. The Advisory Committee may consist of representatives from Town and County Government, public sector utilities and agencies, private sector business interests and island residents. Members will recommend affordable environmental and resource conservation efforts; explore benefits of cross-agency collaboration; evaluate cost implications; consider incentive based policy options and make recommendations regarding issues such as water resources, recycling, energy, public and private transportation alternatives, construction techniques, etc.
2. Establish a “Hilton Head Island Institute” for the study of community health, wellness, lifestyle, ecology, planning and design where experience, theories and knowledge are shared and leveraged for the benefit of this and other communities. An institute, dedicated to enhancing communities, would, by association, elevate Hilton Head Island reputation as an extraordinary and desirable place to live and visit. But, more importantly, it would institutionalize the island’s leadership in community planning and keep “Quality of Life” in the forefront of island thinking.

## II. **Vision Element:** Hospitality, Residential and Retirement Sanctuary

**Strategy:** Hilton Head Island will be positioned as the number one hospitality destination, residential and retirement sanctuary on the east coast.

### **Tactics:**

1. Enhance access to technology and infrastructure to support residents, visitors, convention business, and to recruit new technology oriented businesses:
  - Improve cell tower coverage;
  - Provide Island-wide high-speed broadband service;
  - Enhance fiber and cable communication infrastructure.
2. Provide exceptional K-12 and higher education learning opportunities.
3. Expand offerings of first-class active parks, recreation facilities, programs and services for families.
4. Become the preferred hospitality destination for youth and adult learning and creative thinking in a variety of areas:
  - Identify and develop great historic and cultural sites as learning and interpretive centers, such as Honey Horn, Mitchellville, historic forts, cemeteries, pre-historic sites;
  - Build a center for the performing arts and intellectual and cultural activities;
  - Place public art in the public realm and support an art-based culture;
  - Encourage the development of a “Culinary Arts Institute”.
5. Become the No. 1 coastal eco-tourism destination for all ages in the South East:
  - Encourage great eco-tourism/nature based attractions, activities and opportunities;

## EXHIBIT 3

- Create nature-access parks including beach access, canoe and kayak access points, parking and maps to natural wetland preserves;
  - Encourage adventure-sport businesses such as wind surfing and kite surfing, canoe and kayaking, boating, fishing.
6. Enhance visual and physical connections and access to marshes and water bodies:
    - Maximize and develop waterfront experiences along creeks, rivers, waterways and beaches wherever possible;
    - Establish waterfront village in the Shelter Cove Mall area for shopping, dining and living;
    - Establish oceanfront village at Coligny;
    - Build boardwalks linking Chaplin park to Shelter Cove area and create “Central Park”;
    - Build public parks and water access along Skull Creek with boardwalks linking the traditional maritime uses, such as the Boat House, Hudson’s Restaurant, Bennie Hudson’s Seafood and the Shrimpers Co-op site;
  7. Create and integrate family oriented “experiential institutes” focused on unique aspects of the area:
    - Establish a “concierge service” for residents’ and guests’ convenience in choosing island-wide environmental, educational, historical, cultural and recreational attractions, activities and programs.
    - Market these public, for-profit and non-profit “Island Opportunities” in coordinated fashion.
    - Offer list of “Island Opportunities” when reservations for accommodations are made.
  8. Implement an “Island-wide Visitor Ambassador” program and create a welcoming attitude to all visitors.
  9. Increase funding and promotional efforts to promote Hospitality, corporate conference business and Retirement:
    - Evaluate current methods, practices and spending patterns;
    - Prepare a strategic master plan to assure highest and best use of funds;
    - Coordinate marketing message of Hospitality and Retirement and jointly market as reasonable.

### **Key First Steps:**

Several of the above tactics are important enough to justify immediate attention by sponsoring groups. The Task Force is limiting its first step recommendations to the following:

1. Increase funding for and coordinate the messages of resort and retirement marketing. The intent is to reinforce the “island message” and to stimulate demand for island accommodations and services. With increased occupancy and stronger balance sheets, private sector reinvestment is more likely.
2. Enhance access to technology and improve technological infrastructure. The conclusion of the Task Force is that access to technology has become a basic infrastructure of a competitive resort, residential and business community. All three economic drivers depend on this access.

### III. **Vision Element:** Proactive Governance

**Strategy:** Hilton Head Island will become a more proactive, customer-focused governance entity.

## EXHIBIT 3

### **Tactics:**

1. Institute ordinances, public policies and procedures that stimulate private sector investment in redevelopment and revitalization and are consistent with the Island's Core Values including:
  - Redefine the Town's role and purpose;
  - Institutionalize management techniques to promote ongoing visioning and long range community planning;
  - Foster a proactive, business-friendly, customer-focused, "can do" attitude in all aspects of Town Governance;
  - Assign "Project Advocates" from Town Staff to facilitate and expedite approvals;
  - Rewrite LMO as appropriate;
  - Shorten approval time and minimize uncertainty of outcomes;
  - Foster public/private partnerships for redevelopment and revitalization.
2. Create public policies that encourage an "authentic" Hilton Head Island built environment and strengthen its unique sense of place.
3. Institutionalize fact based decision making via partnerships with universities or other institutions for measurable indicators and planning tools.

### **Key First Step:**

The Task Force recognizes that Town policies and, to some degree, attitudes are a reflection of voter desires. Thus, the community's endorsement of *Vision 2025* and its strategies is a critical first step. The Task Force recommends:

1. Institute ordinances, policies and procedures that stimulate private sector investment. In its simplest form, this is meant to encourage and facilitate private sector investment consistent with island *Core Values*.

## IV. **Vision Element:** Economic Diversification

**Strategy:** Hilton Head Island will have an economy that grows deeper and broader consistent with its core values.

### **Tactics:**

1. Deepen the economy by increasing the economic impact of the hospitality sector by \$500 million over the next 5 years:
  - Enhance the long-term potential of the Heritage Golf Tournament through strong community effort to promote it and its estimated \$80 million impact to potential sponsors;
  - Expand opportunities for continuing education and become a destination and thought-leader in learning, innovation, "green" community planning, hospitality education and training;
  - Become a destination for ecotourism, nature based recreation and adventure sports to appeal to younger travelers;
  - Encourage improvements to resort properties through revised Town policies and ordinances to promote and facilitate revitalization.
  - Establish an ongoing communication plan to convey the value and importance of the hospitality industry to the economy, property values, quality of life and residents' well-being;
2. Reduce economic dependency on the Hospitality sector:
  - Promote, advocate and facilitate development of new business opportunities by establishing an Island economic development leadership body;

## EXHIBIT 3

- Establish a private sector sponsored “Hilton Head Island Angel Fund” for business ventures;
  - Lead in entrepreneurial incubation by leveraging off the convergence of healthcare and technology, retiree talent and island’s quality of life;
  - Provide infrastructure for new knowledge based businesses, including Island-wide broadband, innovation education, and tax incentive packages such as Fee-In-Lieu of Tax (FILOT);
  - Build on medical presence and expand medically related businesses including Medical Tourism and Wellness (Mind, Body, Spirit);
  - Leverage healthcare as a potential economic driver, technology based healthcare, information and knowledge, CME/Continuing Education, University partnerships with Specialty centers, Specialty education and high tech communication to support remote education and telemedicine.
3. Strive for excellence in the quality of K-12, and adult education to facilitate growth of a knowledge-based economy, attract young families and support island’s quality of life.

### **Key First Steps:**

Both above tactics are essential, but not all sub-tactics within them can be accomplished in the short-term. Thus, the Task Force recommends the following first steps:

1. Enhance the long-term potential of the Heritage Classic Golf Tournament through a strong short term support and a long term community effort to seek private sponsors and promote it and its estimated \$80 million impact. The Task Force believes this is a high priority for several reasons.
2. Establish an “Economic Development Leadership Commission” to promote, advocate and facilitate development of new business opportunities. At the outset this may be a task force with the goal of recommending to the County and Town the most effective structure for the island’s economic diversification efforts.
3. Establish a private sector sponsored venture capital fund called “The Hilton Head Island Angel Fund” for business ventures. The island is fortunate to have the potential to have its own “Angel Fund” and the experience and knowledge of residents to run it. If done, this would send an incredibly strong message to prospective businesses and entrepreneurs and set the island apart from competitors.

## V. **Vision Element:** Revitalization

**Strategy:** Hilton Head Island will promote and institutionalize island-wide revitalization of the Island’s buildings and infrastructure on an ongoing basis.

### **Tactics:**

1. Create a Redevelopment Authority or Community Development Corporation to implement revitalization programs in key geographic areas:
  - Authorize body to buy land and prepare it for revitalization, implement public infrastructure projects, issue bonds to fund improvements, partner with private sector parties and solicit proposals for revitalization projects in keeping with community master plans and vision;
  - Partner with private landowners and developers to implement revitalization goals and vision;
  - Invest in public infrastructure projects in priority revitalization areas to leverage private sector investment.

## EXHIBIT 3

2. Create an Island-wide master plan depicting key areas and re-investment zones where Village Centers and revitalization should occur.
3. Create village atmosphere at Coligny and Shelter Cove areas with mixed-use, commercial and residential land uses organized around and supported by world-class, civic open spaces for public gatherings and festivals:
  - Create “body heat” and numerous activities for younger and older sets, but particularly important to Gen X’s and Gen Y’s, the future leaders and business owners of the island;
  - Develop additional centers of active recreation for residents and guests, such as, swimming, sailing, crew, kayaking, and youth athletics.
4. Continue working with State, Beaufort County and the Town of Bluffton complete Hwy 278 lane expansions and improvements to I-95 improving transportation access to the Island; Consider long term goal of a possible second bridge to Parris Island/Beaufort via Beach City Road.
5. Continue improving local streets and road system to include interconnections and parallel connectors with alternative circulation routes;
6. Address commercial/corporate airport limitations. Improve HHI Airport to accommodate commercial air service and corporate jets.
7. Encourage exploration of public transportation shuttles with transfer points for resort community connections, and infrastructure and consider alternatives such as electric personal neighborhood vehicles, bicycles and hydrogen fuel vehicles;
8. Become a “bicycle friendly” community.
9. Facilitate revitalization of an existing property to become a 5 Star resort hotel destination.

### **Key First Steps:**

1. Create island-wide Master Plan to identify priority reinvestment areas and areas suitable for “village center” redevelopment. Such a plan will send a clear message of commitment and priority to business owners and investors.
2. Establish a Redevelopment Authority or Community Development Corporation to implement revitalization programs in priority re-investment areas. This autonomous or semi-autonomous would be created to facilitate effective and timely revitalization in key areas. Although several areas of the island could benefit from these efforts, reinvestment in the Coligny Area should be prioritized, due to its potential for greatest leverage, its popularity and epicenter qualities.
3. Create a village atmosphere in and around Coligny Beach Park. This initiative addresses the common complaint that Hilton Head Island lacks a true civic gathering spot for all islanders, but most important for younger islanders and island visitors. Other areas, such as Shelter Cove, would follow Coligny’s success.

**EXHIBIT 4**

**HILTON HEAD ISLAND  
VISION 2030**

# **HILTON HEAD ISLAND VISION 2030\***

**World Class Beach and Waterways: Clean, Beautiful, Accessible to Enjoy, Oystering**

**Preservation/Enhancement of Natural Environment: Views that let you know “Your Home”, Beautiful, Environmentally Sound**

**One Hilton Head Island Community: Places to Gather, Opportunities for Engagements, Strong Community Identify and Pride, Residents Contributing to and Benefiting from the Community**

**Community for All Generations: Young Professionals/Young Families – Housing Opportunities, Leisure/Recreational Activities for All**

**Celebration of Arts, Culture and History: Mitchelville, Performing Arts Center, Historical Sites Marked and Celebrated, Community Events and Festivals**

**Quality Infrastructure Town Wide: Sewer Service, Water, Roads, Lights, Planning for Bridge Dredging, Telecommunication**

**Quality Education for a Life Time: National Recognized Schools and Educational Programs, USCB Campus – Degrees and Programs; TCL Technical Training**

**Strong Tourist Economy: including 5★ World Class Resort, Families/Corporations, Top Quality Accommodations and Amenities, Return Guests**

**Diverse Economy beyond Tourism: Quality Office Space, Residents Bringing Businesses here, Small Business Development**

**Vibrant, Attractive Commercial/Retail Centers: Appearance Code – No Dilapidated Structures; Updated/Replaced/Demolished; “Fresh” Looking Building Stock**

*\* Major themes from Mayor and Town Council discussion (12/14)*

# ***Hilton Head Island Destination 2030: Guiding Principles***

**Living in of Place Harmony with Nature and Protecting the Natural Beauty,  
Creating a Unique Sense <sup>(A)</sup>**

---

---

**Sustaining Community Prosperity through a Diversified, Strong Local Economy  
based upon Resort, Retirement and Non Hospitality Businesses <sup>(B)</sup>**

---

---

**Providing Meaningful Experiences that Cherish Our History, the Arts, Cultural  
Diversity and Enrich the Lives of Our Residents and Guests <sup>(C)</sup>**

---

---

**Striving for Excellence in Everything We Plan, Build, Do and Maintain <sup>(D)</sup>**

---

---

**Providing a Serene, Safe and Healthy Living Environment  
for Residents and Guests <sup>(E)</sup>**

---

---

**Working Together and Volunteering for the Greater Good of the  
Hilton Head Island Community <sup>(F)</sup>**

# *Hilton Head Island Destination 2030: Guiding Principles*

## **PRINCIPLE A**

### **LIVING IN HARMONY WITH NATURE AND PROTECTING THE NATURAL BEAUTY, CREATING A UNIQUE SENSE OF PLACE**

#### **► Means**

1. Preservation and management of the Island's forest
2. Continued re-nourishment of the beaches
3. Land acquisition of unique natural areas
4. Residents' choice of a lifestyle that blends with nature
5. Multi use trail system throughout the Island
6. Public sewer system throughout the Island
7. Environmental sensitive codes and regulations that promote energy efficiency and conservation, natural landscaping, etc.
8. Stormwater Management System with high standards
9. Recycling program (residential and commercial) with 100% participation
10. Active public environmental education programs for residents and visitors
11. Wildlife preservation and management, including turtle protection
12. Park system recognized and used: Honey Horn, Jarvis, Pinckney Island Wildlife Refuge, Shelter Cove Park
13. Development of linear park connecting Broad Creek and the beach
14. Low level lighting creating "Dark Sky"
15. National and international recognition for the Island as an environmentally unique place
16. Individuals using alternative transportation modes: bikes, walking, public transportation, people movers from destination to destination
17. Protection and open up view corridor

**PRINCIPLE B**  
**SUSTAINING COMMUNITY PROSPERITY THROUGH A DIVERSIFIED, STRONG**  
**LOCAL ECONOMY BASED UPON RESORT, RETIREMENT AND**  
**NON HOSPITALITY BUSINESSES**

► **Means A: Hospitality and Resort**

1. Growth in hospitality, reduced percentage of total economy
2. Residents recognizing the importance and value of the hospitality industry, welcoming our guests and selling the Island
3. Targeted guests balance affluent families and individuals, businesses, conferences, potential businesses and residents
4. Hosting the RBC Heritage PGA Golf Tournament presented by Boeing
5. Special events and festivals drawing visitors to the Island Concours, Marsh Tacky, St. Patrick's Day
6. Guests eating in restaurants, shopping in "unique" retail businesses
7. Active ecotourism program for active and passive experiences
8. State of the art center for conferences
9. Resorts and high quality hotels providing multiple experiences
10. Active promotion and marketing program for targeted audiences
11. Development of unique experiences for teenagers (e.g. Outward Bound Camp)
12. Easy access to the Island through roads and airport

► **Means B: Retirement Destination**

1. Attracting the "new" generation of retirees
2. Providing opportunities for exercise, enrichment, education, interaction, intellectual stimulation
3. Extended life long learning through link to educational institutions, volunteer teaching, seminars, etc.
4. Recognition: "Best Place to Retire"
5. Offering differing housing ownership options
6. State of the art technology infrastructure connected to the world
7. Quality healthcare services on the Island
8. Potential development of a second career or business

► **Means C: Non Hospitality Businesses**

1. Hospital and healthcare: Early intervention of transport; partnership and link to research institutions and outside resources, integrated patient information system
2. Technology infrastructure to support small businesses
3. Development of small knowledge based businesses
4. Home offices with telecommuting for residents
5. Opportunities known to private and business investors
6. Retention, growth of current businesses
7. Tapping the entrepreneurial spirit of our residents: turn a creative idea into a business opportunity
8. Defined other targeted businesses

## **PRINCIPLE C**

### **PROVIDING MEANINGFUL EXPERIENCES THAT CHERISH OUR HISTORY, THE ARTS, CULTURAL DIVERSITY AND ENRICH THE LIVES OF OUR RESIDENTS AND GUESTS**

#### **► Means**

1. Water access through viable marinas, rowing and sailing, etc.
2. Development of historic Mitchelville with opportunities for education and enrichment experiences
3. Facilities for arts, performances and conferences
4. Continuing education programs linked to USC – Beaufort Technical College of the Lowcountry, and other educational institutions
5. Active arts community with effective coordination among art groups
6. The RBC Golf Tournament presented by Boeing and other special events and festivals attracting visitors (including Concours, Marsh Tacky, St. Patrick’s Day)
7. Coastal Discovery Museum and Sandbox/Children’s Museum providing additional opportunities
8. Community gathering places: Coligny, Shelter Cove, Jarvis, Honey Horn, Mitchelville and other locations
9. Link to other communities: Savannah, Beaufort, Bluffton, Charleston

## **PRINCIPLE D**

### **STRIVING FOR EXCELLENCE IN EVERYTHING WE PLAN, BUILD, DO AND MAINTAIN**

#### **► Means**

1. Doing everything well, taking care of the little details
2. Public projects designed, built and maintained at a high standard
3. Private developments reflecting defined and understood standards, predictable process, working with builders/developers to find a way
4. Dollars for maintenance to preserve the Island’s and Town’s assets
5. Recognizing the importance of place in creating memorable experiences
6. Striving for “green” developments and buildings
7. Institutions, businesses and individuals sharing responsibility for creating a “culture of excellence”
8. Focusing on a few most important opportunities rather than trying to do everything

**PRINCIPLE E**  
**PROVIDING A SERENE, SAFE AND HEALTHY**  
**LIVING ENVIRONMENT FOR**  
**RESIDENTS AND GUESTS**

► **Means**

1. Highly trained, professional public safety workforce
2. Timely emergency response: Ambulance, Fire, Police
3. Effective working relations with the Beaufort County Sheriff Office
4. Quick response to criminal activity in the area
5. Use of cameras in public and “private” areas
6. Water quality testing
7. Preparedness for an emergency: preparation, response and recovery
8. Sewer system throughout the Island
9. Safe, efficient movement throughout the Island
10. People feeling and being safe anywhere on the Island
11. Availability of quality water supply
12. Local produce available in the community
13. Quality public schools and educational programs for all
14. Community culture that values learning
15. Experiences for youth to learn about life opportunities

**PRINCIPLE F**  
**WORKING TOGETHER AND VOLUNTEERING**  
**FOR THE GREATER GOOD OF**  
**THE HILTON HEAD ISLAND COMMUNITY**

► **Means**

1. Strong sense of community pride and spirit – one Hilton Head Island community
2. Individuals volunteering and contributing to the Island community – personal investment
3. Tapping the residents’ experiences, knowledge and expertise
4. Community organizations and groups working together and sharing resources to achieve common goals
5. Residents well informed and engaged in community governance
6. Using citizen task forces to address critical topics: assigned tasks, time frames, deliverable products
7. Inventorying community resources: individuals, organizations, businesses
8. Mechanisms for civic, community ad church groups to contribute to the community
9. Development of community champions for advocacy and public education
10. Town acknowledging and supporting community initiatives that have community benefit

**TOWN OF HILTON HEAD ISLAND  
PUBLIC PLANNING COMMITTEE  
2016 Meeting Schedule**

Meetings Are Held On The First Thursday of Each Month at 3:00pm In Council Chambers	Meeting Deadline is at 12:00pm On the Following Dates
January 7, 2016	* December 17, 2015
February 4, 2016	January 21, 2016
March 3, 2016	February 18, 2016
April 7, 2016	March 24, 2016
May 5, 2016	April 21, 2016
June 2, 2016	May 19, 2016
July 7, 2016	June 23, 2016
August 4, 2016	July 21 , 2016
September 1, 2016	August 18, 2016
October 6, 2016	September 22, 2016
November 3, 2016	October 20 , 2016
December 1, 2016	November 17, 2016

*Submission Deadline is two weeks before the meeting date.*

*\* December 17, 2015 submission deadline is changed due to the Holidays.*