

TOWN OF HILTON HEAD ISLAND
SOUTH CAROLINA

MAYOR'S TASK FORCE FOR THE ISLAND'S FUTURE

VISION 2025

Final Report

AUGUST 2010



HILTON HEAD ISLAND
SOUTH CAROLINA

VISION 2025

MAYOR'S TASK FORCE FOR THE ISLAND'S FUTURE

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HILTON HEAD ISLAND
SOUTH CAROLINA

FORWARD

The Honorable Thomas D. Peebles, Mayor
Town of Hilton Head Island
August 31, 2010

Dear Mayor Peebles,

On behalf of the members of The Mayor's Task Force for the Island's Future, I am pleased to present our final report with its vision and recommended strategies. So much of what the Task Force sees as the island's tremendous potential rests on the foundations that you, this council, prior councils and many islanders have created and, most recently, produced in the form of the Comprehensive Plan.

This island's beautiful and bountiful natural setting and its capable and caring people distinguish it and present it with uncommon opportunities. The Task Force has attempted to identify and leverage these for the benefit of residents and guests. The proposed, bold vision reflects this potential and the strategies point towards realizing that vision. Its recommendations spring from the island's core values and commitment to excellence. And too, it believes the island's valuable legacy of leadership in community planning and environmental stewardship is critical to its future and should be fostered at every level.

From the outset, the challenge before the Task Force has been to understand what will protect and sustain Hilton Head Island's very special quality of life, and then, to recommend the most critical, necessary actions in order to move forward confidently and invest wisely towards that goal.

The Task Force understands that its recommendations are only ideas until the public endorses them and the Town Council adopts them. We hope this report will be the basis of a constructive public discourse during the next few months with a goal of its proposals being acted on this year.

In closing, you honored me by appointing me chairman of the Task Force. I greatly appreciate the opportunity to have been involved in this important work. But, it has been the combined talent and experience of members of the Task Force that have formed the recommendations of this report. You chose a group of citizens, some pragmatists, others conceptualists, who oftentimes saw the future of the island in very different ways. And yet, it was this grist that polished the report's final recommendations. On behalf of Task Force members, thank you for the opportunity to serve our community.

Optimistically,



David W. Ames, Chairman
Mayor's Task Force for the Island's Future

MAYOR’S TASK FORCE FOR THE ISLAND’S FUTURE

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INTRODUCTION & BACKGROUND

MAYOR'S ASSIGNMENT

Town of Hilton Head Island Mayor Tom Peebles formed the Mayor's *Task Force for the Island's Future* on December 1, 2009. The thirteen-member citizen task force was created to review and affirm the community's core values and provide a set of key strategies to guide the Town over the coming decades.

Mayor Peebles stated "I want to build upon the great work done over the past two years by our Planning Commission and Town Staff in developing our new Comprehensive Plan. I want this group to take that foundation, and combine it with the vision that Town Council has crafted over the past years at our annual goal-setting workshop, and draw in the work of Dave Ames and others who have spoken so eloquently on the need for a new focus for a new, more mature stage in the Town's evolution."

The Task Force was formed to refine the Town's vision, to provide a set of key policies and suggestions for their implementation to chart the course for the Island's future.

Duties and Responsibilities:

Review, refine and recommend a set of core values intended to guide both commerce and government actions for the future of the island.

Develop a succinct Mission or Vision Statement addressing who we are as a town and how we should position ourselves in the marketplace.

Identify no more than 5 key areas of focus for the Town, based on the core values and the mission statement, over the next 25 years.

Recommend strategies for implementation of these key focus areas.

RESOURCES

Draft 2010 Comprehensive Plan as a base of information and guidance

Work product and resources from Town Council Planning Retreat

Input from community organization and individuals

Hilton Head Island Residential Survey, by Dr. John Salazar, Ph.D.

Portrait of Affluent Travelers, by Peter Yesawich

2008 HHI Gross Sales: Estimating Tourism's Contribution, by Dr. John Salazar, Ph.D. - USCB and Bob Brookover, Ph.D. – Clemson University

Other resources deemed appropriate by the committee

REASON, PURPOSE, KEY ASSUMPTIONS & METHODOLOGY

REASON AND PURPOSE

The Mayor's Task Force was created during a protracted period of economic recession, which served to highlight distressing trends on the island. Despite a high level of general satisfaction, many citizens recognized that the island's position as a leader in the market place and its special identity were eroding. They spoke of the reliance on tourism as the sole economic driver, declining visitation numbers, anemic demand for and the generally poor condition of many commercial buildings, the slow pace of island reinvestment and revitalization, the lack of great public gathering places, of others usurping the "Hilton Head" name and brand, and off-island population growth and its many impacts. Due to these trends and the economic downturn, it was not surprising for islanders to experience significant declines in real estate values and impacts on their lives and economic well being. For these reasons, civic and community leaders made revisiting the Island's "*Vision for the Island's Future*" a high priority.

The hope of the Mayor and the purpose of the Task Force were to identify strategies to reverse these trends and chart a course for the island's future health and prosperity. Two important words were at the forefront of the Task Force's inquiry: *context and focus*. The island's *Vision* and *Core Values*, touchstones to protect and preserve the community's character and uniqueness, provide the needed *context* for future public and private sector decisions. The proposed strategies *focus* attention on what is critical in order to perpetuate the island's reputation of excellence and its position of leadership. *In the end, however, it will be the endorsement of citizens and the collaboration of both the public and private sectors that will make this effort successful.*

KEY ASSUMPTIONS

In order to maintain the island's quality of life without substantial increases in local taxes, the island must continue to attract non-resident dollars, first and foremost, by having a thriving hospitality sector.

The island's three principle economic drivers, or business sectors that bring dollars into the island's economy, are *Hospitality* or tourism, *Retirement* and *Businesses* independent of the Hospitality and Retirement sectors.

In order to enhance the Island's quality of life for *all residents*, the experience for *visitors* and the investment opportunities for *businesses*, all three sectors must be able to prosper.

In this way every segment of the island population benefits: "A rising tide lifts all boats."

TASK FORCE STUDY METHODOLOGY

The Mayor's challenge to the Task Force was to distill hundreds of ideas offered by island residents, community leaders, workshop participants and Task Force members and the many ideas included in the Comprehensive Plan into a short list of priority recommendations having the greatest "bang for the buck". In order to accomplish this assignment in a relatively short time period, the Task Force focused its efforts on understanding the island's most important economic sectors and its most distinguishing qualities. These were then leveraged towards achieving the *Vision 2025* as outlined herein.

The Task Force began this study by identifying the island's *Core Values* which represent the founding qualities and characteristics of the community. They define who and what residents are. They distinguish the island; safeguard its "brand"; influence who is attracted to the island and how residents and guest's lives are enriched; how we interact with each other; how the island's natural assets are preserved and protected; and what and how the community chooses to build and revitalize. *The Task Force believes the Community must not lose sight of its Core Values or allow them to be diluted by inattention or expediency.*

While *Core Values* were being documented, the Task Force undertook a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to establish a baseline for further assessment and review.

Next, three sub-committees were formed and began analyzing the impact of the Island's principal economic drivers, *Hospitality, Retirement and Business* as defined above. The goal of this exercise was to identify what would be required to foster future prosperity of each economic driver and the community as a whole.

Hospitality: The Island's high quality, family-friendly resorts and our hospitality industry have helped shape the community's image and provide a steady stream of future residents and real estate prospects. A healthy and prosperous hospitality sector in effect, undergirds property values. *The island's prosperity and its quality of life are linked in many ways to and depend on a healthy hospitality and tourism industry.* It is the island's primary economic driver and will be for the foreseeable future. Recommendations included in this report suggest diversifying the Island's economy and making it less dependent on this dominant economic driver.

Retirement: Affluent retirees account for a significant proportion of the island's fixed asset investments and commercial stability. Retirees contribute in many vital ways to the qualities we value in this community and it is essential that this sector of our economy continues to prosper. *It is retirees' individual and collective experience, education, capability, and energy that enhance our community and support the continuance of a bold vision for the island's future.*

Business: Finally, the Task Force identified the third leg of the economic stool as businesses that reinforce the island's *Core Values* and "export" ideas, goods and services. These businesses generate the third source of cash flow and investment. Although this sector is not a significant contributor to the island's economy at this time, the Task Force believes that it should receive significant emphasis because of its potential benefits in broadening the economy. In addition to diversifying the economy, new businesses can open career opportunities for younger islanders and even second careers for retirees. *Creative endeavors, entrepreneurial initiatives and intellectually charged businesses can give rise to new community energy, very different from that*

in the Hospitality sector, but complementary to it. It will broaden the island's sense of purpose, enrich quality of life and strengthen its reputation over time.

Sub-committee reports were prepared and presented in May and June and included herein.

During this period, two workshops were conducted. The first workshop, in which more than fifty people participated, was conducted for public input and brainstorming. The second workshop focused on visioning, which included 15 professionals and thought leaders from across the state and region. Additionally, members of the Task Force made presentations on quality of life factors and on an overview of the island's economy. Representatives of a *Young Islanders Family Coalition* and of cultural groups made presentations as well. Throughout the process, the public added its diverse opinions and ideas verbally and in writing.

In late May and June members of the Task Force with the aid of facilitators distilled their findings into overarching goals, a vision, and strategies and their underlying tactics. It is this work that is being presented in this report. The strategies in the Implementation Plan represent only a fraction of the complete list of possibilities. Please, refer to the Sub-committee reports and the appendix to review the full list of ideas discussed.

EXECUTIVE SUMMARY

CIVIC PLEDGE AND CORE VALUES

Civic Pledge: “We will preserve Hilton Head Island’s identity by protecting the island’s unique qualities and its appeal to residents, visitors and businesses and by holding all policies, programs and initiatives to the principles embraced in our core values.”

Core Values:

1. We protect the natural beauty, environmental resources and unique sense of place of our Sea Island.
2. We embrace living in harmony with nature.
3. We sustain our community’s prosperity by broadening and deepening our economy.
4. We strive for excellence in everything we plan, build and do.
5. We cherish our history, the arts, cultural diversity and the pursuit of meaningful experiences.
6. We are a hospitable, open and friendly community.
7. We provide a serene, safe and healthy living environment for all.
8. We work together and volunteer for the greater good of the community.

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.

KEY FIRST STEPS: A SUMMARY OF RECOMMENDED ACTIONS

Town officials have many choices in initiating *Vision 2025*. Certain recommendations may be set in motion soon, but will take years to be fully realized. Still others will be ongoing and lead to long-term benefits. Some actions can and should be taken quickly, thereby producing measurable results soon. The Task Force is highlighting several actions below as key first steps.

Key First Steps are meant to be doable, concrete actions with leveraged impact and relatively quick results. Their purpose is to enrich the experiences of residents and guests, to accelerate private sector investment in the three primary economic drivers, to strengthen the island's leadership legacy of being a "green" community and/or to underscore its commitment to its Vision and Core Values. All are intended to enhance quality of life for both residents and visitors.

The following are recommended as Key First Steps in no particular order. See the *Implementation Plan* section of this report for additional details on these steps.

1. *Enhance the long-term position of the Heritage Classic Golf Tournament with short term public support to help bridge the gap while promoting and supporting PGA efforts to seek long term private sponsor.* This is a high priority due to the tournaments estimated \$80 million impact and visibility to the community.
2. *Create an Island Master Plan to identify priority revitalization and investment zones and areas suitable for "village center" redevelopment.* This master plan will clearly communicate public commitments, incentives, priorities and revitalization options available to property owners, business owners and investors who may then choose to redevelop.
3. *Institute Town ordinances, policies and procedures that stimulate private sector investment.* In the simplest terms, steps should be taken to encourage and facilitate private sector investment consistent with island *Core Values*.
4. *Create a "Redevelopment Authority" or "Community Development Corporation" to devise and promote revitalization programs identified by the Island Master Plan mentioned above.* This autonomous or semi-autonomous body will be created to facilitate effective and timely revitalization of key areas. Although several areas on 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.
5. *Establish an Island "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 Town and County the most effective structure for stimulating economic diversification. In the long term, this effort may include *the addition of a permanent Town staff position to collaborate with county, state and regional economic development agencies.*
6. *Establish a private sector sponsored venture capital fund called "The Hilton Head Island Angel Fund" to kick-start business ventures.* The island is fortunate to have the potential of having its own "Angel Fund" and the experience and knowledge to run it. This effort would send a strong message to prospective businesses and entrepreneurs and set the island apart from other communities.
7. *Appoint a "Sustainability Advisory Committee" to identify, explore and promote environmental and "sustainability" options, policies and practices.* The *Advisory Committee* will consist of representatives from the public and private sectors. The purpose of the committee would be to strengthen the Island's environmental leadership position, enhance long term economic and environmental sustainability and attract "green" businesses and "green oriented" travelers.

8. *Enhance access to technology and improve technology infrastructure.* Access to technology has become an essential basic infrastructure requirement of the Island's resort, residential and business community. All three economic drivers depend on and will benefit from improved access to technology infrastructure.
9. *Increase funding for and coordinate the messages of resort and retirement marketing.* The intent is to reinforce the "island message" while stimulating demand for real estate, accommodations and services. With increased occupancy and stronger balance sheets, private sector reinvestment is more likely.
10. *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's 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.
11. *Become the preferred hospitality destination for youth and adult learning by developing great historical and cultural sites and by building a center for the performing arts and intellectual and cultural activities.* These endeavors underscore the community's commitment to its core values and will be most appealing to residents and guests who share those same values.

IMPLEMENTATION PLAN

MOVING FORWARD

Islanders cherish and wish to preserve the Island's unique qualities. They are indebted to previous visionaries, civic leaders and elected officials who laid the foundation for and created this special place. However, as the community has matured, the Task Force is mindful of the fragile nature of much of what residents and guests have come to love about the island. The Task Force believes purpose-filled action is necessary to safeguard island character. If the community acts upon its *Core Values*, it can successfully chart and navigate a true course for the future. The Implementation Plan that follows identifies Goals, Vision Elements, Strategies and Tactics. They are meant to achieve a healthy and sustainable Hilton Head Island in the year 2025.

NEED FOR CONSENSUS AND ACTION

Hilton Head Islanders are proud of their community and justifiably so. There are so many examples of exceptional beauty, achievements and facilities that Islander's have come to love and cherish. But, with a genuine desire to protect the island's name and enhance its reputation, they offered the following concerns during the course of the Task Force study period:

- Visitation numbers have been trending down over an extended period;
- Built facilities across the island are in state of decline and in need of revitalization;
- Hilton Head Island lacks any five star destinations;
- The number of top quality commercial centers has been reduced over recent decades and business flight to outlying regions continues;
- There are no "Heart" or destination village centers with civic open spaces for public gatherings on Hilton Head Island;
- Hilton Head economy is too dependent on hospitality industry and lacks diversity;
- Both commercial and residential property values are declining;
- Public policies, procedures and attitudes are anti-development and have discouraged private investment;
- The importance of Island history, arts and culture to a healthy Island community;
- There is inadequate funding for marketing and promotion for hospitality industry and business and convention industry;
- The community lacks proactive revitalization vision;
- Many residents and retirees lack understanding and appreciation for hospitality industry's impact on quality of life and economic well being of community;

STRETCH GOALS

Hilton Head Island has a significant opportunity to take advantage of its potential right now. The current economic downturn and depressed real estate market present a rare chance for islanders to pause and reflect on possibilities for the island's future. The time is right for stretching the island's collective imagination.

The Task Force generated the following stretch goals, which became targets during the study process:

- Become the No. 1 hospitality and family-friendly, beach destination in the SE;

- Provide cutting edge technology and Island-wide connectivity;
- Become the No. 1 in K-12 education for all SE coastal towns;
- Become the SE's model community with sustainable practices and environmental policies;
- Become the cultural/arts destination of choice in the SE;
- Become the No. 1 historic learning and interpretation destination in the SE;
- Become the No. 1 eco-tourism destination in the SE;
- Broaden and deepen the economy;
- Become a great learning center destination;
- Revitalize our built environment and create great destination villages and public gathering places;
- Become a welcoming community to residents, visitors and businesses;
- Protect our environment and natural systems;
- Lead in the quality and diversity of parks and recreation facilities.

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.
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;
 - 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.

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;
 - 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.
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.

COMMITTEE REPORTS

The Task Force formed three sub-committees to focus in depth on key aspects of community including Retirement, Hospitality, and Business. The following reports reflect the findings of each sub-committee.

Mayor's Task Force for the Island's Future

Retirement Sub-Committee

Report

Note: The findings, recommendations and critical elements presented in this report were considered in the broader context of all three Sub-Committee reports. The Task Force reviewed the recommendations included in each report to determine which key implementation strategies had the greatest potential of benefiting all three economic sectors and of achieving the Island's twenty-year vision and should be advanced. Some of these recommendations are included in the Implementation Plan. Others may be considered by community leaders for advancement in addition to those recommended by the committee.

RETIREMENT SUB-COMMITTEE REPORT

The purpose or goal of this Retirement Subcommittee Report is to identify those [accomplishable] features, which presently attract and, within the 20-year future, will attract potential retirees to become part-time or permanent residents on the Island in their retirement years.

Present attractions: Natural Island environment; highly educated retiree demographic; above-average annual income; unusually active volunteer involvement; above-average intellectual achievement; and responsive support of arts and cultural events. These and many other features attract an affluent retiree whose spending level helps drive the economic base of the Island.

The Challenge: Identify what needs be done in the next 20 years to attract the “desirable” retiree.

The Retiree Sector as an Economic Driver:

1. Local businesses—those that also serve Island visitors--depend on the retirees’ core purchasing power to stay healthy, particularly during the “off-season” times of the year.
2. Retirees, over the years, made and continue to make for an active, if not now thriving, real estate market. The purchasing power, which they have brought to the Island and their desire for quality, environmentally compatible dwelling sites has made for an active, economically driven market. The benefit to developers, builders, realtors and ancillary businesses has been extremely important to the economic health of the Island.
3. Retirees, a large number of whom are well to do and well educated, have brought to the Island not only their acquired wealth but also their interest in being active and involved in a multitude of Island activities, events and services. Our Island has a wealth of volunteers who are interested in helping others while they also enjoy working with others in the same endeavors.

Executive Summary:

1. Knowing the value that retirees bring to the health of the Island, it is imperative that their presence, habits, desires, attitudes and concerns for the future be recognized.
2. In a word, retirees provide the year-round economic and services base for the Island. The visitor component is a critical part of the Island’s economic health but the retirement component provides the steady, predictable base, which keeps in business those operations furnishing year-round quality services.
3. The Island benefits immeasurably by the presence of the retirement element of the population. Not just in their contribution to serving their fellow retirees and all other residents on the Island but also by their economic wealth-sharing they make the Island a highly desirable place to live.
4. Retirees make up one of the largest voting blocks on the Island and they do participate in the election process. Convincing them of the value of following recommendations will be critical to the success of this endeavor.

Recommendations:

1. Concentrate more tax and business dollars on advertising/marketing the Island to the universe of potential visitors and retirees over the next 20 years. The large tract developers are gone and so are their marketing dollars. The Town needs to fill the void left by the developers in marketing the Island to potential retirees and visitors.
2. To address the deteriorating condition of the Island's commercial and residential properties, the Town Government should amend or replace the Land Management Ordinance to such a degree as would make it easier for retirees and businesses to improve or replace their properties, consistent with quality development standards.
3. Maintain a commercially viable airport service on the Island while being as sensitive as possible to the impacts to the surrounding community.
4. Improve cell tower coverage, develop Wi-Fi areas and provide Island-wide high-speed broadband service.
5. Town Government and affected organizations should plan for the construction and maintenance of a center for world quality intellectual, performing and visual arts, and cultural events, contemplating a year-round series of activities and programs of service to residents, visitors and businesses; and it should establish a vibrant "downtown", serving as a focal point for government, shopping, theater, outdoor events, concerts, memorial park setting, and dining.
6. Make the Island a Medical Mecca for advanced studies and clinical trials of cutting-edge medical practices and technologies.
7. Develop an ongoing program of market analysis both for local and national trends. The data collected will be used to develop and emphasize the products and services in demand by both retirees and visitors.

Who should be attracted?

1. It is intuitive to conclude that the Island wants to attract affluent, well-educated visitors/potential retirees who respect our natural environment, Lowcountry culture, and peaceful semi-tropical setting; and who want to maintain the "Island Paradise".
2. Perhaps a Canadian couple who recently wrote to The Packet stated it best:
"We are Canadians who have wintered on Hilton Head Island for the past 11 years, approximating [one-fourth] of our lives. "We come to Hilton Head because there are no trains, motorcycles, power boats, street cars and ostentatious billboards polluting your streets. We come here because of bluebirds, cardinals, ospreys, alligators and other wildlife. We come here for the quality of life, your churches, the miles of pristine beaches, the century-old live oaks, your outstanding eateries, world-class golf courses and bicycle trails.

"Stated simply, the governance of Hilton Head and our perception of the attitude and posture of your citizenry is the reason we visit, and the reason we will continue to visit this garden paradise, as long as we are able."

Mayor's Task Force for the
Island's Future

Hospitality Sub-Committee

Report

Note: The findings, recommendations and critical elements presented in this report were considered in the broader context of all three Sub-Committee reports. The Task Force reviewed the recommendations included in each report to determine which key implementation strategies had the greatest potential of benefiting all three economic sectors and of achieving the Island's twenty-year vision and should be advanced. Some of these recommendations are included in the Implementation Plan. Others may be considered by community leaders for advancement in addition to those recommended by the committee.

HOSPITALITY SUB-COMMITTEE REPORT

Executive Summary

A. Purpose of Report:

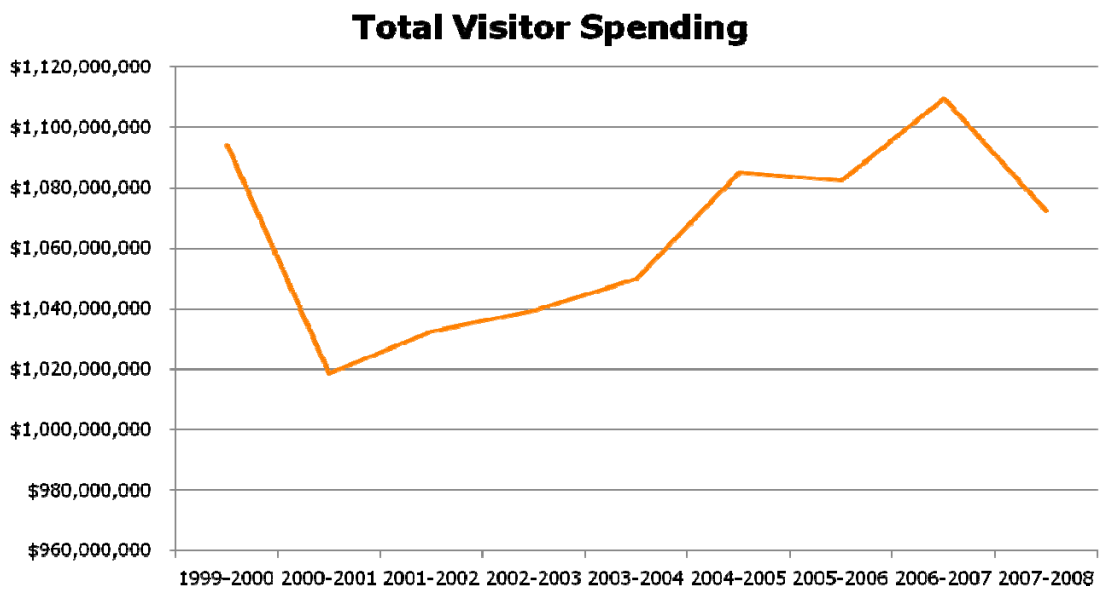
The purpose of the Hospitality Sub-committee report is to:

- Review the current state of the Hospitality industry on Hilton Head Island
- Consider the importance of a thriving and prospering Hospitality industry to the overall “quality of life” for all residents and guests of Hilton Head Island
- Identify essential elements required to allow the Island’s Hospitality industry to grow and prosper
- Recommend implementation strategies needed to create an environment for future success of the Island’s Hospitality industry

B. The Hospitality Sector as an Economic Driver

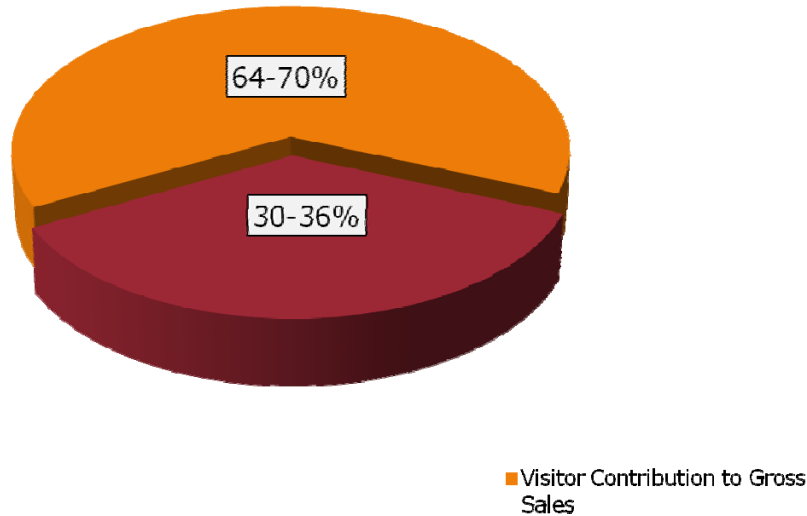
Tourism and hospitality is currently the primary and largest economic driver of the Island’s economy. This important sector of the economy is summarized as follows:

- Over \$1 billion in annual visitor spending
- Produces a large majority of all gross sales
- Largest employment segment of our economy
- 71% of current residents first traveled to HHI as a leisure, convention or business guest
- Visitors are our future neighbors!



Source: Town of Hilton Head Island

Visitor Contribution to Island Economy



Source: USCB Report

Visitor spending on Hilton Head Island supports the quality of life for all Island residents. Some of the many benefits of visitors spending are:

- Funds beach re-nourishment through additional tax on overnight accommodations
- Generates other taxes (sales tax, admissions tax, accommodations tax)
- Support business community allowing businesses to flourish (restaurants, retail shops, stores, nearly every Island business)
- Supports the Arts Center and cultural activities
- Supports Island events (Heritage, Concours, Winefest, etc.)
- Supports non-profit organizations

C. Recommendations:

The following prioritized implementation strategies are recommended:

1. Revise the current Land Management Ordinance:
 - Review and revise the LMO to vigorously support redevelopment of aging commercial buildings and infrastructure;
 - Encourage revitalization of commercial buildings and hospitality assets.
2. Improve Hilton Head Airport:
 - Enhance airport facilities including lengthening the runway to support commercial and private aircraft required to sustain a health, vibrant and growing community.
3. Improve and expand destination marketing efforts:
 - Review efficiency and effectiveness of current marketing programs;
 - Current programs are significantly underfunded;
 - New sources of destination marketing funds should be identified and implemented;

- Collection of accommodations tax from all short-term rental units included those listed in on-line sources such as VRBO.com.
4. Improve vehicle access and road system:
 - Encourage the widening of I-95 and I-26 and expand Highway 278 to Hilton Head Island;
 - Continue improvements to secondary road systems and parallel connectors on the Island;
 - Explore public transportation alternatives to reduce car traffic on the Island.
 5. Create destination village centers:
 - Mixed-use centers with civic open spaces;
 - Community gathering spaces.
 6. Create new attractions capitalizing as strengths and natural environment:
 - Consider the historic Mitchellville concept;
 - Aspen Institute, Anderson Ranch, medical/health/wellness offerings;
 - Gullah cultural offerings and other historic attractions;
 - New destination events in shoulder/off-season months.
 7. Improve and maintain marinas, waterways and water access:
 - Identify, support and implement long-term dredging solution for harbors and waterways;
 - Improve water-based recreational facilities to allow access for sailing, rowing, kayaking, regattas, etc.
 8. Implement community-wide sustainable programs:
 - Become a leader in sustainability and recognized as the “green island”;
 - Recycling programs, energy conservation, renewable energy, water conservation, etc.
 9. Re-implement and energize the “Island Ambassador” program:
 - Involve the Hospitality industry and Business community;
 - Encourage participation from all Island residents;
 - Focus on improving welcoming spirit and hospitable environment;
 - Highlight strengths, national resources, history and culture.
 10. Improve technology, wireless networks and fiber-optic connections throughout the Island.

D. Decline in Visitors:

Visitation and visitor spending has experienced a decline in recent years. This trend is a major concern for the future of the Island. The decline has been caused by:

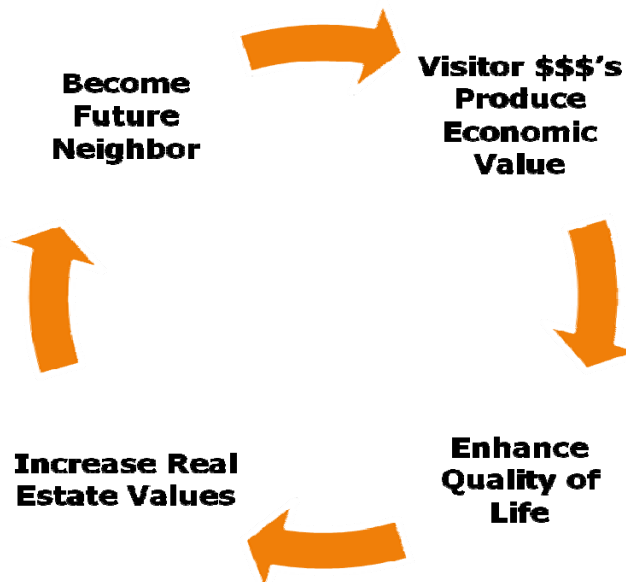
- Aging infrastructure and resort facilities
- Lack of well-funded, well-organized marketing message
- Newer, trendier competitive destinations
- Limited new guest experiences
- Difficult vehicle access on peak arrival/departure periods
- Lack of great gathering places
- Decline in welcoming, hospitable atmosphere

The decline in visitation represents an estimated \$400-500 million in potential economic activity. This disturbing trend must be reversed in the near future to protect and enhance the quality of life for all Island residents.

Visitors who choose to become residents of the Island are very important to the future:

- They are our future neighbors and community volunteers
- They begin the process of preserving our way of life and quality of life
- Bring essential financial, intellectual and creative capital
- Allow HHI to become less dependent on Hospitality in the future

Visitor Economic Cycle



E. Island Strengths (as identified in SWOT analysis):

1. An Island, natural beauty, beaches, water, marshes, trees, temperate climate
2. People: educated, engaged, caring, giving, affluent population
3. Brand name recognition
4. Variety and number of high-quality amenities/events/cultural activities
5. Quality of planned communities

F. Potential Visitors:

By highlighting our natural resources and capitalizing on our strengths and Core Values, the following potential visitors have been identified:

1. Classic families:
 - Largest segment of current travelers;
 - Immediate families and multi-generational;
 - Frequent/repeat visitors to HHI.
2. New, first-time visitors
 - Younger travelers (25-45 years of age);

- Interested in outdoor activities and exploration;
 - Gen X and Gen Y's.
3. Affluent travelers
 - Oceanfront homes/villas, boutique Inns;
 - Diverse interests;
 - Multiple vacations (5-6 vacations annually).
 4. Meeting, retreat, and corporate group attendees
 5. Golf and Tennis Groups
 6. Other Sports and Recreational Groups
 7. Other potential visitors
 - Arts and Cultural-based travelers;
 - Health, Wellness and Life-Enrichment visitors.

G. Essential Elements:

The following essential elements have been determined critical to the future success of the Hospitality sector on Hilton Head Island:

1. A welcoming, enthusiastic community that fully embraces our Visitors:
 - Guests feel welcomed to visit and return to our Island paradise;
 - Town environment receptive to redevelopment and revitalization;
 - Sense of community and overall hospitable environment.
2. Easy and convenient access to the Island
3. Energetic and dynamic workforce supported by a growing and dynamic community:
 - Affordable housing options;
 - Outstanding school system and school choices;
 - Excellent medical facilities and medical professionals;
 - Premier parks and recreational facilities;
 - Activities of families, children and teens;
 - Churches with a variety of faiths.
4. Access to capital resources

H. Conclusions:

1. Visitor trend is declining.
2. The Hospitality industry is the lifeline of our Island economy.
3. Increasing visitors and visitor spending is essential for future revitalization investment.
4. Progress is required to make Hilton Head Island a desirable place to visit, live, retire, work and invest.
5. Without future progress, our tax base will erode and property values will decline.
6. The community must come together to reverse the visitor trend and improve our Hospitality industry.

Mayor's Task Force for the
Island's Future
Business Sub-Committee
Report

Note: The findings, recommendations and critical elements presented in this report were considered in the broader context of all three Sub-Committee reports. The Task Force reviewed the recommendations included in each report to determine which key implementation strategies had the greatest potential of benefiting all three economic sectors and of achieving the Island's twenty-year vision and should be advanced. Some of these recommendations are included in the Implementation Plan. Others may be considered by community leaders for advancement in addition to those recommended by the committee.

BUSINESS SUB-COMMITTEE PRIORITY RECOMMENDATIONS

Priority Recommendations:

1. Create a new Vision for Town, Master Plan for Town.
2. Reclaim - Hilton Head Island's brand equity – prevent further erosion.
3. Leverage of existing main economic drivers (Hospitality, Healthcare) to broaden economic base.
4. Form “Redevelopment Commission or Authority” – public or private to implement recommendations.
5. Three legs of stool –(1) Healthcare (2) Education and (3) New Knowledge Flow” businesses:
 - A. Health Care:
 - Leverage off of existing Healthcare system and create one of the best healthcare destinations in the Nation;
 - Build brand recognition for Island Healthcare with University affiliations;
 - Expand services offered by Island Healthcare;
 - Expand healthcare continuum and emerging medical opportunities;
 - Promote Medical Tourism.
 - B. Education:
 - Improve public K-12 schools – Goal – to be ranked one of the best schools in nation by U.S. News and World Report;
 - Create “Centers of Learning” – Culinary Center, Arts Center, Urban Planning Center etc. – for the young, visitors, residents;
 - Provide support to “Knowledge Flow Businesses”;
 - Be a “University Town” by partnering with State Universities and Colleges and offering on-island learning opportunities and experiences;
 - Reverse brain drain by becoming a “Cool Town” destination for young families and working professionals.
 - C. “Knowledge Flow Businesses”
 - Create a “climate” to attract “Knowledge Flow” businesses;
 - State of the art wireless technology;
 - Create “Angel Network” Foundation;
 - Create “Town Center” to create energy and attracting new knowledge flow businesses.

Executive Summary:

A. Purpose of Report

The purpose of the Report is twofold:

1. To identify elements critical to a fertile, island business environment and;
2. Recommend implementation strategies needed to establish that environment.

Businesses of this initiative are defined as businesses that have products and/or services *not dependent per se, on the hospitality and retirement sectors* of the Island's economy.

It is however, intended to take advantage of the capital and talent available attributable to those two sectors and reinforce and/or capitalize on the Island's core values.

B. Justification for recognizing these sectors as economic drivers:

1. Economic impact:

The growth of these businesses will broaden the base of the economy over time. By doing so these businesses will reduce the reliance on the historically attractive, but overwhelmingly dominant, hospitality segment.

A steady and careful restructuring the Island's economy by encouraging entrepreneurial, embryonic, compatible, business growth will mitigate macro-economic swings to the island's economy.

This strategy of attracting businesses outside of the hospitality and retirement sectors of the island's economy will diversify the economy; harness the flow of capital and talent of tourists and residents, provide high value job opportunities, create community wealth in addition to the two other sectors and leverage island assets for the long term.

2. Benefits to quality of life for Island residents and guests:

A commitment to this strategic initiative will result in the gradual, positive realignment of the island's economy with the benefit of enhancing the quality of life of all residents.

Establishing a climate for businesses that engage the intellectual, cultural and business passions of residents and guests will transform the island's quality of life. Business growth will translate into attracting and retaining young families, the future leaders of the island. Added community wealth will spill over into support of the arts, recreation facilities, non-profits and schools, all staples of our island way of life. A vibrant, stimulating business sector will undoubtedly be a source of community pride. The kind of energy and opportunities found in a university setting is possible. Perhaps most importantly, the economic realignment will offer residents and guests an updated, relevant 21st Century vitality and purpose, a contribution beyond its shores.

3. Targeted Market Opportunities:

Hilton Head Island's opportunities for business development depend on the continued flow of high value, knowledgeable and talented tourists because many visitors become part-time and fulltime residents. It is their intellectual capability, educational attainment, creativity, business acumen and networks that represent the Island's greatest opportunity to build a solid third leg of its economic stool.

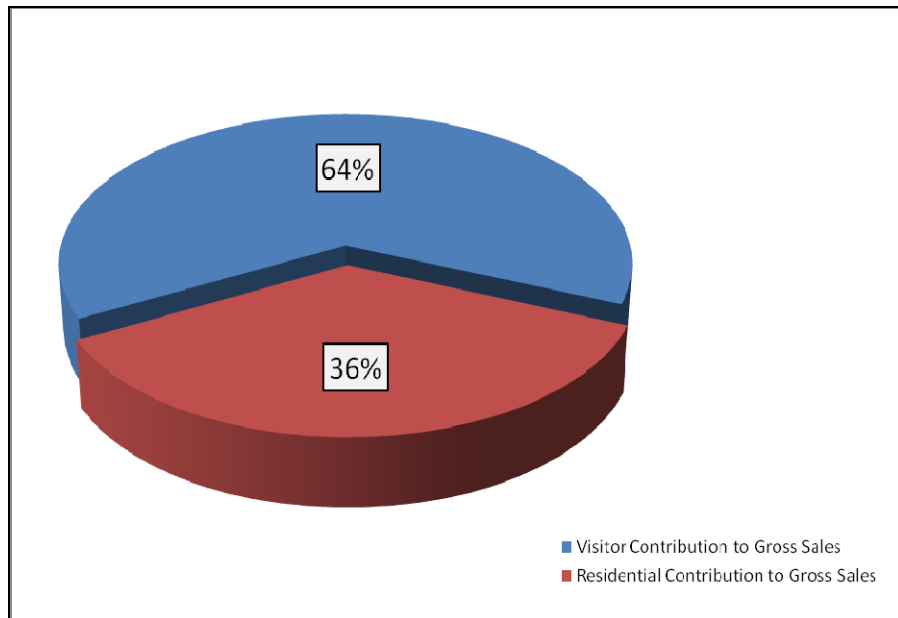
Hilton Head Island is a niche business market that rises or falls with the island's quality of life and the people who are attracted here.

The target markets, which reinforce and/or capitalize on the Island's core values, talent pool and reputation, are entrepreneurial activities, often referred to as "knowledge flow" and "creative" businesses, education related businesses and health services.

- a) Health services – leveraging of existing infrastructure and improving quality of service while affiliating with recognized Hospital/University organizations which in turn would promote an "Angel Network" for health services on the Island.
 - b) Education – enhanced and on-going learning in different fields
 - c) "Knowledge flow" ideas. Multiple entrepreneurial activities in the growing field of Knowledge Flow. "Knowledge flow" business may be ideal in that they develop ways to connect between people and institutions possessing new knowledge. Such businesses have little or no negative environmental impact, require learned competency but are highly leverage-able when established. Some examples which may leverage off established and growing HHI businesses could be Remote Medical Diagnostics (RMD), Healthcare Information Technology Applications (HIT) and Wide Area Network (WAN) Acceleration applications for colleges, law offices, hospitals and medical practices.
4. Snap-shot of Island's economy: A synopsis of Island's' economy development over time indicates dominance, and dependence, of hospitality segment. *It is the Island's economic driver.*
- a) Currently tourism represents a conservative 64-70% of gross retail spending on the Island with a gross income (gross retail spending) of \$1 BN/year and upwards over time.
 - b) While the estimated number of tourists has declined by 20% since its high FY 2000, the gross total dollar income has declined by only 2% due to the increase in tourism per capita spending. Had the tourism volume been maintained at its FY 2000 level it would have generated an additional \$250 - 300 M/year for the Island's economy.
 - c) Moreover, many visitors – a reasonable estimate will come from "cluster" analysis by USCB based on wide survey response – migrate ("segment spillover") over time to become future residents.
 - d) This migration from tourist to residential segment is serendipitous to the sustainability of the economy over time. It is serendipitous since it was not intentionally created or designed. It occurs because the quality of life on the Island is sampled – essentially "beta testing" the Island as a future home – by visitors prior to investing in permanent homes or property.
 - e) The serendipitous spillover from visitor to resident segment is reasonably reliable. Attached charts presents an economic picture of the Island over time and the significance of hospitality to the Island's retail economy.
 - f) A key question for strategic Island governance is how can we manage and harness the energy (funding capacity) that tourism provides in order to transform and broaden the base of the Island's economy to produce a more stable economy that

may be less sensitive to the macro economic swings of tourism and yet is consistent with our core values?

- g) Having an economy that is 70% +/- dependent on a single segment is not a particularly good recipe, or sound basis, for sustainability over time (one leg of the stool carries far too much weighting representing poor risk management).



5. Priority recommendations:

- a) Educate and fully inform citizens of the trends and rationale for recommendations.
- b) Provide a business friendly climate at Town Hall – “Ready Angel” to provide a nurturing environment and walk applicants through the application process.
- c) The Town laws, the Community and Staff attitude, processes within Town Hall have to be greatly changed to be courteous, friendly and streamlined.

- d) Form a Town Economic and Redevelopment Commission (similar to the Planning Commission). This Commission would focus on the various ideas presented by the Task Force in addition to ways to change and streamline the LMO.
- e) Creating a non-profit foundation to promote entrepreneurs with new ideas – Such as operation “Jumpstart” and “Encore Groups”. (Please see Market Segments below).
- f) Update/improve Island wide wireless and telecommunication capability to the 21st century.
- g) Identify key locations for the “Knowledge Flow” and “Learning Centers”.
- h) Improve air and road access to make Hilton Head Island more accessible.
- i) Establish a “*Targeted Business/Recruitment Marketing Function*”.

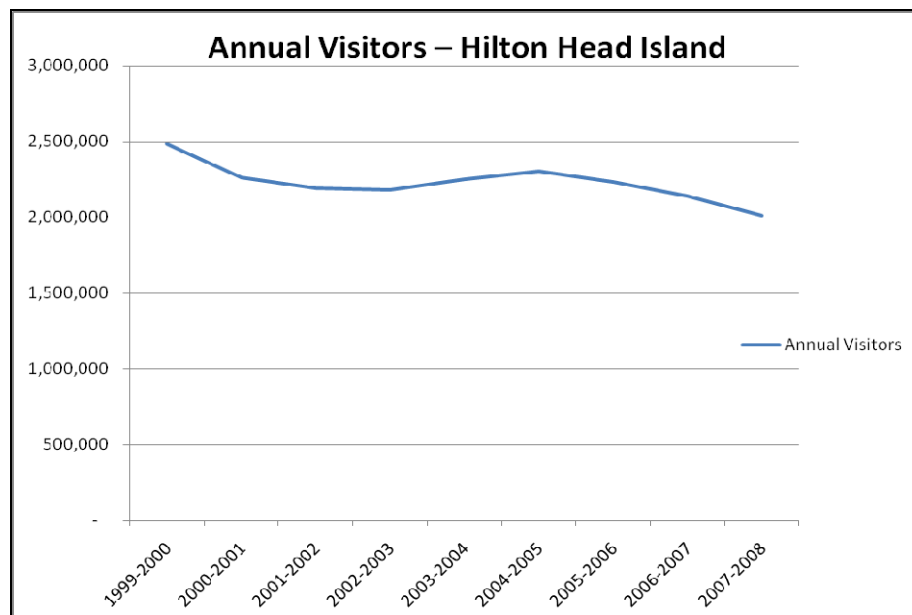
6. Stating the Case:

- a) Rationale and Market segment(s):

Can Hilton Head become a “Cool Town” to live, work and play in? “ The pursuit of the Creative Class as outlined in Richard Florida’s *The Rise of the Creative Class*, and the opportunity to reverse the brain drain that has plagued communities has become a hot topic throughout the United States” - From “Can Small Towns Be Cool? – Study by Dave Ivan – Michigan State University.

The Visitor and the Retiree market segments of the Island are well known; so is their contribution to the Island’s economy. However, the visitor segment of the market has decreased over the years since 2000 and the *rate of growth* of permanent residents has declined as the Island reaches build out. This is due to the density caps adopted by the Town in the various residential communities and the PUD’s as part of the incorporation. Hence the contribution to the economy by this segment is also reaching maturity.

The decline in visitors (and the economic impact of the decline) is due to a variety of reasons and is not part of this Report and is anticipated to be addressed by the Hospitality Sub-Committee.



Source: Town of HHI Comprehensive Annual Financial Report

The decrease in the number of visitors and the *rate of growth* of the permanent residents is also due to the lack of Island wide, coordinated and targeted marketing.

In addition, the segmentation, of the permanent resident population shows that 51.30% of the local population is over *the age of 45* and the population over the age of 65 is 24.0% (US Census, 2000). *We believe the 2010 census will confirm the increasing and aging demographics of the Island.*

The facts above - not only makes the point of the aging demographics of the Island, but also the “brain drain” of the most desirable, educated youth due to lack of new and exciting job opportunities on the Island.

The 2000 Census data reports 45.9% of Hilton Head Island residents have a bachelor’s or a post-graduate degree, compared to 33.2% and 20.4% for Beaufort County and the State of South Carolina, respectively.

As we, mature as a community, and look towards the future and the next 20 to 30 years, we need to come up with *alternative businesses strategies* consistent with Island’s Core Values that provide not only economic prosperity, but also reverse the “brain drain” and provide for the return of our promising youth.

With the facts, mentioned above – the business sub-committee looked at businesses that were not dependent on either tourism or retirement segments, but could leverage of those key market segments. We came up with three market segments in order of priority:

- Enhanced Health Care services
- Education – higher learning
- “Knowledge Flow” Businesses

7. Enhanced Health Care services:

The health, well being and safety of the Island community depend on the quality of its Health Care system. Furthermore, an excellent healthcare system is an economic driver for the community.

The health care industry is already a large contributor to the Island’s economy and residential population. Nationally health care is a growth industry by virtue of the growing aging population as well as health care reform expanding access to healthcare. Health care reform will also call for a renewed focus on wellness and prevention with financial incentives. While health care is a desirable business in itself for Hilton Head Island, it also supports growth of the general business and residential sectors as well as tourism. Local, high quality healthcare is a prerequisite for many potential businesses and residents

The island’s existing acute hospital acts as an anchor for other types of health care to operate on Hilton Head Island. It provides medical back up and access to ancillary services required for virtually any type of healthcare provider.

One challenge to new medical offerings will be large footprint physical plants and zoning. Staffing for new providers is also a concern, but fortunately, we have a University and Technical school to partner with for staff training and recruitment.

Communication technology and “wired” availability must be in place for maximization of opportunities.

Another challenge that is not unique to healthcare is funding of new projects. An “Angel” network would be hugely advantageous to development of healthcare and wellness businesses.

The ability to leverage off the existing health care foundation could take multiple channels:

- a) Destination and medical tourism
- b) Centers of excellence
- c) Traditional expansion of the current health care continuum
- d) Emerging or “Wildcard” healthcare opportunities

8. Below are examples of opportunities:

- a) Medical Tourism/Destination
 - Wellness: Hilton Head Island is uniquely positioned to leverage existing natural beauty and local talent to build a wellness destination. Existing models of wellness destinations could be employed and modified to fit our core values. Components could include medical spa, spa, weight loss, holistic wellness, meditation and nature package for a physical and spiritual experience.
 - Substance Abuse Treatment: Inpatient and outpatient confidential high-end rehabilitation for substance abuse would be a good fit for the Island. As in a wellness destination, the natural beauty and multiple options for outdoor and nature activities would greatly enhance the attraction.
- b) Centers of Excellence
 - Partnerships: Partnerships with Medical University of South Carolina and local healthcare could be utilized to create specialized Center’s such as a Cancer Center offering regionalized care and research.
Another type of partnership is one in which Hilton Head Regional Healthcare, the Chamber and the Town of Hilton Head could take advantage of each other’s strengths. Link to each other’s websites, be partners in recruiting. For instance, the Town or Chamber could meet with potential new physicians to talk about the quality of life. Include the hospital in recruiting new business to highlight access to healthcare and the existing Centers of Excellence with Hilton Head Hospital.
- c) Cutting Edge Center of Excellence: Explore opportunities such as a partnership with Novartis to draw from beyond the region to include national and perhaps international patients. Novartis works with micro-chip technology for humans who will be expensive and not broadly available to most patients with physical needs. By partnering directly with a medical product leader such as Novartis, financial partnerships with the Town of Hilton Head may be possible.
 - Expanding Healthcare Continuum: The third area of new healthcare business along with one and two is the recruitment of physicians and post acute facilities such as Skilled Nursing facilities and assisted living. The state health plan has

identified the needs in all the traditional healthcare categories and would be a guide to prioritizing what types of facilities are needed.

- Emerging or “Wildcard” Healthcare Opportunities: This is an exciting area and will be driven by entrepreneurs seeking alternative, cost effective solutions to healthcare delivery. A current example is 1-800 MD offered by Integrated Select here on Hilton Head. This is an example of expanding access to physician care in cost effective manner. The application of telephonic primary care MD visits include employer cost reduction and potentially reduction in premiums, individual convenience in managing short term and chronic illness, access to a physician when traveling and medical record availability anywhere. The Wellness council of America estimates 70% of non-emergent medical conditions can be addressed telephonically or via email. This is a clean business with a small footprint that could add significantly to wealth in the community while operating nationally.

The larger universe of potential is the technology and software required to support remote and telephonic physician coverage. Software developers and boutique telecom/communication linkage and information flow related companies are burgeoning with new ideas about meeting new demands on healthcare and could be a great fit for the Island.

It is the recommendation of the committee that the Town explore (with the cooperation of the Hilton Head Hospital) expanding the affiliation with MUSC. This would enhance the branding image of the Hospital and the Island as a health care destination and greatly enhance the feasibility of the “Angel” network.

9. Education – higher learning: The importance of on-going education and providing intellectual outlets and learning for the quality of the Island cannot be over emphasized. In fact it is critical for the on-going success, vitality and sustainable economic prosperity of the Island.

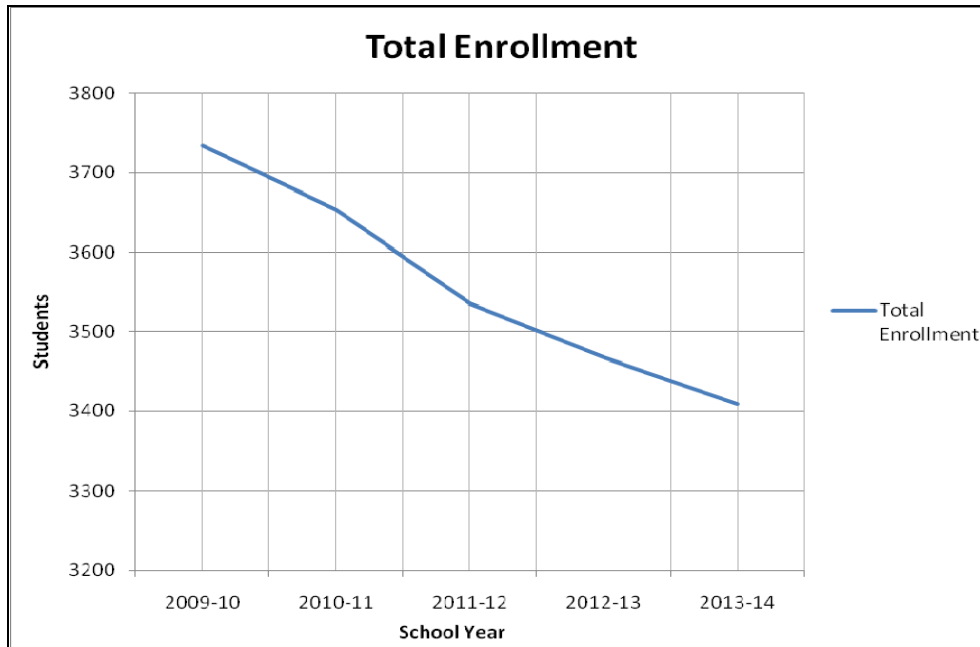
In addition – the education market will be an economic driver in itself, while attracting educated professionals to live, work and share their knowledge on the Island.

This market segment on the Island can be divided into two sub categories:

- a) Education – Kindergarten through 12th grade
- b) Higher alternative learning

10. Education – Kindergarten through 12th grade:
The critical importance of having high quality schools cannot be over emphasized in establishing *the foundation* of any prosperous community. In addition, nationally recognized schools attract the younger population base which this Island is losing.

Enrollment in the public schools has declined over the past few years - from 4,088 students in school year 2004-2005 to 3,984 in school year 2008-2009. Projected enrollment for the school year 2013-2014 indicates a further decline in enrollment to 3,409 students.



This is disturbing trend leading to a downward cycle of reduced funding, poorer facilities, teachers and further erosion of enrollment. This downward cycle has to be stopped.

The public schools in Hilton Head are good. The private schools cater to parents who demand better with a higher price. The mixed reviews are not good enough for a bold island vision. To reverse the decline in student enrollment, the island needs to devise a way to have Hilton Head Island schools ranked in the top tier of national schools as measured by U.S. News and World Report.

The sub-committee lacks the expertise, to provide specific ways and means to accomplish this goal. It is the recommendation of this committee for the Town to explore ways that this goal may be accomplished using professional consultants, teachers and parents.

11. Higher alternative learning:

82.4% of the residents on the Island, in response to the Hilton Head Island Resident Survey of March 24, 2010 report a bachelor's degree or better. The same survey also reports that 83.6% of the respondents are over 50 years old.

The approximately 2 million visitors are looking to enrich their vacation experience with cultural and learning experiences. It is also the desire of the Island not only to increase the number of visitors, but also the quality of visitors.

The facts given above challenge the Town and the residents to create an environment and promote actively "Learning Centers". The Town should act merely as the catalyst, encouraging - through appropriate consultants and location considerations an atmosphere where these Learning Centers can thrive. These Learning Centers should all be privately funded and would be profit motivated.

Properly envisioned and executed, these Learning Centers will have an appeal across a broad cross section of the community. These Learning Centers will enhance the quality of life for the residents, appeal to the visitors and most importantly *leverage* of the existing assets of the community.

The opportunities in this segment are so numerous and also positively impact the proposed "Knowledge Flow Businesses" that it is exciting to envision the Town being a "cool" place to visit and live.

A partial list of these Learning Centers to consider includes:

- a) A Hilton Head Island Institute for Community Planning: This Center would promote the study of "Community Health, Wellness, Lifestyle, Ecology, Planning and Design". This Institute would leverage of the planning genius of Charles Fraser, the excellence of planning on the Island and its ecology.
- b) Center for Gullah Studies: This Center could be a setting for quality and in depth scholarship on Gullah history, language, art and folklore. A possible location for this Center could be Mitchellville.
- c) School for Culinary Arts: To promote the study of local and international culinary arts for residents and visitors. Promote Culinary Tourism as is currently done in Italy and other countries. Invite celebrity chefs to conduct weekly seminars that will be nationally televised.
- d) Learning Center for the Arts: Similar to School of Culinary Art can be designed to promote learning of music, sculpturing, painting, photography, pottery and other arts. Visitors can be encouraged to participate and can be packaged in vacation packages.
- e) Learning Center for Languages: One week immersion courses can be offered for languages such as Spanish, Italian, French, German and others. In addition continuing classes for Island residents. Visiting professors can offer week long courses. Collaboration can be done with Rosetta -Stone and other language teaching companies and vacation packages promoted. With a global economy, this need is becoming more acute for business and world travelers.
- f) Center for Ecology and "green" buildings: In cooperation with LEED, set up a Learning Center to teach sound environmental building techniques. This again can be packaged promoted for visitors and home builders.
- g) Center for Outdoor Recreational Sports: leveraging of the many natural amenities this Island offers, this center can promote sailing, kayaking, fishing, nature tours, bicycling and running. This school would offer the visitor an opportunity to learn about the attributes of outdoor sports.

The list of Learning Center possibilities is endless. The dimension it adds to the prosperity and the well being of this Island, while increasing the quality of visitors to the Island are obvious. *It is the recommendation of the Business sub-committee that Learning Center*

concept be implemented by the Town together with the “Knowledge Flow” businesses in a “Learning Center Campus” to be conveniently located in the Center of the Island with the most up-to-date communication technologies.

12. Knowledge Flow Businesses:

“Knowledge Flow” businesses can be defined as entrepreneurs finding ways to connect usually *new, or otherwise customized*, knowledge typically between users and institutions possessing, or developing, that new knowledge. It is a rapidly growing new business model field of enterprise distributive management. Typified by companies such as Apple, Cisco and Oracle who now may have as many as 3x the number of resources operating remotely, as individual entrepreneurs, or in entrepreneur clusters, as they have internal resources (employees). These businesses are readily leveraged across all business sectors such as indicated below.

Such businesses have little or no negative environmental impact, but require learned competency and are highly leverage-able when established.

Some examples which may leverage off established and growing Hilton Head Island businesses could be Remote Medical Diagnostics (RMD), Healthcare Information Technology Applications (HIT) and Wide Area Network (WAN) Acceleration applications for colleges, law offices, hospitals and medical practices

There is a significant amount of intellectual and funding capabilities amongst the retirees on the Island. In addition, many of these retired executives have a philanthropic bent of mind and want to help the younger generation with good business ideas to succeed.

The significant amount of *“intellectual, financial and referral capital”* has so far not been coordinated into a *formal forum* and tapped into. It is the recommendation of this committee to form a non-profit foundation (such as the nonprofit corporation called Jumpstart in Cleveland, Ohio). This would be a cooperative venture business leaders, Town government and Foundations.

Other alternative forms of non-profit organizations that transfer intellectual, financial and referral capital have sprung up in Silicon Valley in response to the need for the rapidly growing distributive forms of entrepreneurial, knowledge flow, embryonic businesses.

One, well organized, form is known as “Encore Groups” where experienced “elders” (50+) who have retired with outstanding track records give of their time and knowledge (typically 25 Hours/week) and often financial donation in a private “fellowship” that encourages social and business entrepreneurship through the critical ideation and start up phase and often beyond through beta test and product launch.

Another form in Silicon Valley that is very popular, but highly selective, is the smaller – usually limited to 4-5 “small angel” organizers and mentors who typically contribute around \$100K each (total pool of \$500K) and who similarly encourage, and mentor, budding entrepreneurs from ideation thru beta test; and in this case also facilitate potential customer connections while funding the effort “end to end”. These are called “Incubator Groups” and are usually highly selective in their choice of candidates. A formal business plan

needs to be written with clear objectives and a CEO and Board of Directors appointed for these corporation.

Membership into this organization would be *restricted and selective*. The success of this organization depends on the commitment of the CEO and its members. It should be developed in such a way there is a great *sense of pride* associated with belonging to this organization to create and build its on-going success. An “Angel Network” would be part of this Foundation would provide the seed money to entrepreneurs once their idea has been reviewed and vetted by the Board Members.

The City of Littleton’s “Economic Gardening Program” outlines three critical themes for the success of this program:

- a) Infrastructure: building and supporting the development of community assets essential to commerce and overall quality of life (e.g. transportation, education and cultural amenities)
- b) Connectivity: improving the interaction and exchange among business owners and critical resource providers (e.g. industry trade groups, public sector supporters and academic institutions); and
- c) Market information: access to competitive intelligence on markets, customers, and competitors comparable to the resources historically available only to large firms. It is beyond the scope of this Report, to complete an in-depth analysis of this market segment other than to state that this is a viable and imperative strategy for the Town to adopt.

Other communities in transition have adopted this strategy and the Town of Hilton Head should learn from the experiences of these communities in implementing this strategy. Suffice to say that the economic impact on two communities which adopted similar programs is compelling enough for Hilton Head Island to consider and adopt this strategy for the future.

- a) Cleveland, Ohio: “Jumpstart” - in 2008 – for the \$9 million invested generated \$75 million in local spending in addition to the \$8 million Cleveland made through payroll taxes.
- b) Littleton, Colorado: Since inception of the economic gardening program in 1989, the number of jobs doubled from approximately 15,000 to over 35,000. Sales tax revenue during this period tripled from \$6.8 million to \$19.6 million in spite of two recessions.

13. Compatibility of group/business with HHI’s core values

The strategies and recommendations mentioned above are in keeping with and enhancing the Core Values of Hilton Head Island. They enhance Involvement, Learning, Legacy and Sense of Place and Prosperity.

14. How should these recommendations and strategies be realized?

- a) Positive assets currently in place that will support market segments:
 - Hilton Head is beautiful place. Thankfully Mr. Charles Fraser had the wisdom and genius to set the standards for the Island. The excellent assets, the beach, the physical infrastructure, the golf courses, the airport, other amenities and the recognition of the Hilton Head name serve as a spring board for the community

to act, sustain and improve the quality of life for the Island residents and its visitors.

- Tourism has always been, and will be the economic engine for the foreseeable future for the Island. Utilizing this economic engine and carefully laying out a vision and a master plan for the future with the market segments outlined in this Report can be accomplished for the overall well being and prosperity of the Island.

- b) Barriers and Response: The biggest barrier is the apathy and lack of a community awareness of the facts and the trends. After finalization of the Task Force recommendations – a series of public education meetings need to be held, backed by facts and power point presentations – to educate and inform the community at large for the recommendations of the Task Force. Any community is going to have its contingent of nay-sayers and citizens who do not want change of any kind.

Response: It is the Task Force’s responsibility to *educate, inform and implement* the changes through the community, the elected officials and through the Town Staff.

Priority list of Essential Conditions - The list of priorities of essential conditions for the strategies and recommendations outlined above are:

- An educated and fully informed citizenry that buy into the vision and direction recommended by the Task Force. This in turn will foster a Town Council and Town Staff which provides a nurturing, and business friendly environment to implement the vision.
- Form a Town Economic and Redevelopment Commission (similar to the Planning Commission) .This Commission would focus on the various ideas presented by the Task Force in addition to ways to change and streamline the LMO.
- The Town laws, the Community and Staff attitude, processes within Town Hall have to be greatly changed to be courteous, friendly and streamlined.
- Develop a Master Plan: Identify key locations for the “Knowledge Flow” and “Learning Centers”. Develop a Master Plan, change zoning if needed, utilize the lands owned by the Town if required and provide for the latest hi-speed infrastructure for communications in locating these Business Centers.
- Create a Town Center where all the synergies and excitement can contribute to the overall atmosphere of well being and a *sense of community* for the Island.
- Improve road and air access to make Hilton Head Island more accessible. With the increased congestion on the roads off Island it is important to increase access by air and to accommodate recommendations by the FAA to meet the demands of future commercial flights.
- Update/improve Island wide wireless and telecommunication capability. Improve the structure to implement the latest in technology has to offer. It is time to catch up with the 21st century and plan for the next 50 years.
- Establish a “Targeted Business Marketing Function”. Consistent with the overall vision for the future and in coordination with the goals of the Resident and Visitor segments of the economic drivers, a well planned targeted marketing approach needs to be implemented to retain and attract the businesses and the residents that the Island wishes to have over the next 20 years.

APPENDIX

The information included in this appenix was obtained, gathered or produced during the study process and is intended to provide insight and background. Much of this information formed the foundation for the final recommendations, strategies and tactics. Some ideas or suggestions were advanced and included in the Implemtation Plan, others were not, but provide clear sense of participant impressions, thoughts and priorities.

SWOT ANALYSIS

The Task Force conducted a Strengths, Weaknesses, Opportunities and Threats Assessment of the community as a basis for determining needs going forward. The following reflects a summary of committee findings and each category is sorted from highest to lowest points received.

SWOT SUMMARY

Strengths:

1. An island, its natural beauty, beaches, water, marshes, trees, temperate climate.
2. People: educated, engaged, caring, giving, affluent population.
3. Brand/Name recognition.
4. Variety and number of high quality amenities/events/cultural activities.
5. Quality of planned communities.

Weaknesses:

1. Aging commercial buildings and condos.
2. Out-of-date LMO/incompatible DOT standards.
3. Not a cohesive community/differing visions.
4. Lack of coordinated, well funded, differentiating marketing message.
5. Town government perceived as difficult to maneuver through.

Opportunities:

1. Redevelopment to promote tourism & infuse jobs.
2. Create environment that will attract industry/business in keeping with island values (Promote themes of wellness, education, sustainability, environmental stewardship).
3. Rewrite ordinances to foster redevelopment.
4. Create extraordinary public spaces for gathering.
5. Modernize community amenity package, high tech infrastructure, Wi-Fi, etc.
6. Emphasize unique themes of environment, history, culture, core values in marketing and to guests and residents on Island.

Threats:

1. Inability to come together as community, embrace and support new vision and plan for future.
2. Hurricane/Natural disaster.
3. Loss of HHI uniqueness, ambience, character, exclusivity and leadership.
4. Loss of commercial air services/sub-optimal airport.
5. Pollution of our waterways/deterioration of environment.

SWOT PRIORITIES – TOP FOUR TIERS

Strengths, weaknesses, opportunities and threats: The following includes a more comprehensive listing of strengths, weaknesses, opportunities and threats as determined by the Task Force Committee Members with rankings in priority tiers.

STRENGTHS:

1. First Priority Tier:
 - a. Island Character – Green sense of place and overarching high quality environment;
 - b. The beach, marshes, creeks and rivers;
 - c. Golf and other built amenities;
 - d. Small town character, quality of life and sense of community;

2. Second Priority Tier:
 - a. The Heritage golf tournament, Concours and other significant events on the island;
 - b. The People - Island residents, retirees, business owners and visitors represent significant asset and constantly changing body of intellectual resources and abilities;
 - c. Green Streets - Streets, paths and walkways that are green and natural feeling unlike typical cities which are urban and dominated by cars, asphalt, concrete and congestion;
 - d. Tree canopy and vegetation;

3. Third Priority Tier:
 - a. Planned Communities – These large and in some cases, mixed use communities, offer high quality environments to live, work and play;
 - b. Transportation network - Vehicular, pedestrian and bicycle facilities;
 - c. Physical organization of built environment along Highway 278 and the Cross Island Parkway and interrelationships between neighborhoods, communities, commercial and resort districts;
 - d. Town owned properties and open spaces;
 - e. Developed passive and active use recreation parks and beach access parks;

4. Fourth Priority Tier;
 - a. Arts and cultural assets, programs and activities;
 - b. Health care and education facilities;
 - c. Non-profit and social support programs and facilities;
 - d. Storm water ponds and collection systems;

WEAKNESSES:

1. First Priority Tier:
 - a. Ageing buildings and infrastructure both within and outside of planned communities;
 - b. Lack of connectivity and parallel linkages within overall transportation network including vehicular, pedestrian and bicycle facilities;
 - c. No cohesive open space plan for utilization, management and maintenance of Town owned lands;
 - d. Limited activity centers with core sense of “there / there” including civic open spaces, strong public realm and gathering places at center of mixed use commercial, residential and resort areas;

2. Second Priority Tier:

- a. Highway 278 is “Main Street” connecting separate communities which are often behind gates and not interconnected;
 - b. Island that was developed using economic models that may or may not relate to today’s market place;
 - c. Loss of businesses to Bluffton and outlying southern Beaufort County regions and lack of clear progressive economic development program;
 - d. Poorly balanced mix of land uses, businesses, commercial enterprises and services throughout island;
3. Third Priority Tier:
- a. No public recreation department and limited offerings of traditional recreation programs, services and facilities;
 - b. Lack of properly developed public parks and civic open spaces for public gatherings and festivals and public art program;
 - c. Limited public transportation system;
 - d. Inadequate affordable housing;

OPPORTUNITIES:

1. First Priority Tier:
- a. Green development ethos forms solid foundation for the creation of a truly sustainable community to appeal to significant cultural shift and interest in and desire to be green;
 - b. Existing island wide storm collection water system could be used to collect and harvest rainwater for treatment, distribution and reuse for irrigation to minimize fresh water discharge into rivers and creeks and to reduce demands on potable water system;
 - c. Energy generation through off shore wave and wind sources;
 - d. Urban agriculture on some Town owned sites to minimize dependency on off-site produce;
2. Second Priority Tier:
- a. Opportunity to develop a cohesive open space plan for the utilization and management of Town owned lands;
 - b. Existing development framework can support strengthening multiple destinations to function as recognizable activity centers, or “there/there’s”;
 - c. Opportunities to revitalize existing activity centers, both inside and outside the planned communities, so that they can function as core gathering places and destinations throughout the island including civic open spaces, strong public realm and a mix of land uses to enhance overall island character and sense of place;
 - d. Many facilities and properties are near or at the end of their economic life cycle and viability and are well positioned for redevelopment;
3. Third Priority Tier:
- a. Transportation network that could be enhanced through parallel connections and interconnections;
 - b. Enhanced energy efficient, fun and exciting public transportation system linking resort core areas and activity centers;
 - c. Re-craft land use policies to allow, encourage and direct redevelopment process;
 - d. Encourage neighborhood electric vehicle use and other forms of energy efficient personal transportation to reduce carbon fuel dependency;

4. Forth Priority Tier:
 - a. Prepare and implement a scattered affordable housing program throughout the island;
 - b. Potential to recruit through re-crafted economic development policies and land use policies, new start up businesses on the island;
 - c. Opportunity to attract new businesses emerging from new economic realities and shifts in national economy;
 - d. Opportunities to attract young families to support work force demands created through economic development activities;

THREATS:

1. First Priority Tier:
 - a. Declining property values and overarching quality of environment;
 - b. Loss of Heritage sponsor;
 - c. Land use policies, regulations and procedures including submittal and approval process presents uncertainties regarding outcome and requires undue time and financial resources;
 - d. Existing zoning, land use policies and ordinances limit and discourage investment, redevelopment and revitalization ;
2. Second Priority Tier:
 - a. Limited potable water resources;
 - b. Potential loss of regional carriers and connections to and from HHI airport;
 - c. Potential loss of vegetation and green sense of place from hit by hurricane;
 - d. Continued flight of commercial businesses to off island outlying areas;
3. Third Priority Tier:
 - a. Lack of appeal to “X Generation”;
 - b. Limited capacity of bridge to mainland;
 - c. Lack of clear and cohesive business recruitment and development policies;
 - d. Over development and / or over urbanization;
4. Fourth Priority Tier:
 - a. Lack of clear definition of island character that supports revitalization, development and infill;
 - b. Ageing facilities and activity centers in resort cores;
 - c. Lack of public or commonly shared open views or “windows” to natural resources including marshes, river, creeks and beaches;
 - d. Declining water quality in surrounding rivers and creeks;

INITIAL SWOT ASSESSMENT – COMPLETE LISTING

An initial strengths, weaknesses, opportunities and threats assessment produced a comprehensive list as perceived by task force members. The following include a listing of strengths, weaknesses, opportunities and threats as determined by the Task Force Committee Members with no rankings or priorities applied.

TOP TIER STRENGTHS

- Island's Natural Beauty and beautiful beaches (10)/marshes, creeks & rivers/natural resources
- National Brand/International Name Recognition (3)
- Land Buying Program (4)
- Heritage Golf Tournament (3)
- Airport with Commercial Services (2)
- Excellent Fire and Rescue Services (2)
- Temperate climate (3)
- Uniqueness/Island Character: green sense of place & overarching high quality environment (2) & enforcement of environmental policies
- Good place to retire
- Good place for family vacations (2)
- Good place to raise a family
- Not overcrowded (space)
- Easy access to daily needs (time) (2)
- Diversity (2)
- Local not-for-profit organizations (2)/caring community residents/strong commitment to volunteerism
- Recreational Opportunities (5)/Golf courses (4)/water sports
- Being an island (2)
- Arts (3)/Culture(3)/History
- Disaster Preparedness is in place by Staff
- Bike pathways (3) and park system started
- Opportunity to develop Mitchellville
- Utilize transfer development rights
- Involving the high school & college age people in this process to get new ideas
- Small town character, quality of life and sense of community/real town with requisite services including healthcare/comprehensive medical services/quality healthcare/developed communities
- Sufficient revenue for operations and Capital Improvement Projects/adequate tax base
- Quality restaurants
- High quality private schools
- Ambience/Sub-tropical environment
- Core Values
- Human Resource (talent & experience of residents)

TOP TIER WEAKNESSES

- Aging & obsolete buildings & infrastructure (9)
 - ✓ diminished quality of hotels
 - ✓ undistinguished commercial areas
 - ✓ aging rental properties

- ✓ North end of Island undeveloped by Natives with few exceptions because of (lack of) infrastructure
- Insurance & taxes on investment properties/unfavorable tax on second-home owners
- A family resort without a lot of things for kids to do
- Limited career opportunities for young people/young professionals/next generation of native islanders
- Differing visions & attitudes of population groups (i.e., retirees, native islanders, developers, visitors)
 - ✓ resting on laurels, acceptance of status quo, retiree voting block
 - ✓ not a cohesive community
 - ✓ strength of community is mostly behind gates and what holds the private communities together is fractured, unorganized and by now often disgraceful
- Waning economic drivers
 - ✓ declining tourism numbers
 - ✓ economy dependent on tourists & retirees alone
 - ✓ economic drivers not diversified enough (2)
 - ✓ lack of non service-based business
- Decreasing town revenue with island build out & 2009 recession
- Lack of visionary leadership from Town Council, citizens & business leaders
 - ✓ no exciting Town Master Plan for the future - no vision (2)
 - ✓ we are not leading in anything
 - ✓ past& current leadership on many levels & organizations
- Water resources in danger
- Technology infrastructure
- Lack of public transportation (2)-land & water systems
 - ✓ accessing infrastructure depends on cars
 - ✓ only one way on & off the Island
 - ✓ lack of connectivity & parallel linkages within overall transportation network including vehicular, pedestrian & bicycle facilities
- Lack of coordinated information & communication to the community on the Island's values, policies, etc.
- Affordable housing for workforce (2)/affordable housing
- (Threat of) loss of Heritage & TV coverage
- Lack of focus on overall good of community
- Lack of community-supportive newspaper
- (Threat of) limited or loss of commercial air service (2)/airport runway length
- Ineffective legislative representation
- Weak state road system support
- Medium quality public schools
- Unfavorable tax on second-home owners
- In the hurricane belt
- Traffic congestion off-Island for tourists coming to HHI
- Dilution of HHI brand (2), usurping HHI name by others
- Loss of differentiating marketing message
- Loss of unique "island experience"/uniqueness, style got lost
- Outdated development ordinances
 - ✓ at times burdensome LMO (2)
 - ✓ at times too strict interpretation of LMO by staff
 - ✓ Town difficult to deal with

- ✓ LMO needs revision to allow major changes include T.D.R.
- Limited Growth (new homes & commercial)
- Other competing places have improved a lot more (in comparison) than HHI has (looking back 20 yrs.)
- Not a “green” community, nor even attempting to be one
- No economic incentives or plans to improve existing infrastructure or attract new types of businesses
- Sense of arrival (understated welcome sign)
- Police force for HHI (civility)
- Dredging our harbor
- Signage System
- Island-wide storm water drainage system & future water availability
- Marine element –
 - ✓ damage to floats & docks
 - ✓ only 32 DNR on coast of S.C./needs to be an active public dock
- Native Islanders will eventually have to leave HHI because of taxes & inability to develop the land. They need an exemption for families benefit the budget.
- No top administrative diversity.
- Under or not utilized R/UDAT Oct. 1995 and the response submitted Nov. 20, 1996.
- No cohesive open space plan for utilization, management & maintenance of Town-owned lands
- No downtown (2)/Limited activity centers with core sense of “there-there” including civic open spaces, strong public realm & gathering places at center of mixed-use commercial, residential & resort areas.

TOP TIER OPPORTUNITIES

- Great foundation to work with
- Can “reinvent” Island
 - ✓ create vision and set values for next 15-20 years
 - ✓ identify& support strong community leaders to carry out the vision
 - ✓ develop strategies to carry out vision in incremental stages over next 20 years
 - ✓ Create a comprehensive set of core values, vision & road map for a better future
- Can create a new Town “heart”
- To diversify economy (2)
 - ✓ expand tourism
 - ✓ global tourism, far Eastern markets
 - ✓ implement incentives for R&D & other “green” industries to locate on HHI (2)
 - ✓ use green initiatives in marketing
 - ✓ make it easier to redevelop older residential & commercial properties (3)
 - ✓ upgrade rental properties (physical plant & amenities)
 - ✓ redevelop commercial areas & visitor housing stock
- Always striving to be a community of excellence & forward thinking
 - ✓ become one of the top five communities in the USA to visit, live & retire
 - ✓ educate the world that HHI is more about a wonderful community than a sleepy small-minded town
 - ✓ differentiate HHI as accessible & livable to potential residents & tourists in light of economy, e.g., choose over other communities (Florida losing popularity)
- Always reminding residents & guests of core values to make the Island unique
 - ✓ emphasize HHI uniqueness
 - ✓ heritage& eco-tourism

- ✓ having a values-driven vision & marketing
- Being recognized as a leader in making HHI a “sustainable island community”, a “smart community”
 - ✓ become a green and sustainable community(2)
 - ✓ heightened sensitivity to environmental issues. We have been on the forefront and need to get back there.
 - ✓ introduce home gardening to the community
 - ✓ existing island-wide storm collection water system could be used to collect & harvest rainwater for treatment, distribution and reuse for irrigation-minimize freshwater discharge & reduce demands on potable water system
 - ✓ urban agriculture on some Town-owned sites to minimize dependency on off-site produce
 - ✓ energy generation through off-shore wave & wind sources
- Recreate a unique style, image & back it up with reality
- Construct a convention center to attract national organizations
- Install Wi-Fi throughout the non-gated areas of the Island
- Take the Town Staff’s customer service to a higher level/ Make it easy to deal with the Town
- Explore free public transportation on major corridors
- Create a diverse tourism industry that does not solely rely on beach & golf
- Pay more attention to 2nd homeowners, telecommuters & non-retirement & tourism related businesses
- Move from a function- to form-based LMO/LMO should utilize transfer of development rights
- Develop a long-term plan for the use of land
- Build a Town Center/Public Beach Club/Mitchellville as a national historical park
- Create public & private partnerships
- Interconnect the Island, spiritually & physically
- Make “relentlessly pursue a better future” part of the community’s DNA
- Create more national & international competition like the Piano Competition/encourage development of arts, cultural facilities and events
- Valuable culture & history that are not being utilized (2)
- The beaches and natural resources/waterways and sound’s tube utilized for economic & pleasure
- Utilize partnership with the County for growth & development//Ford Shell Ring property owned by Town & county needs to be developed with TIF & county funds.
- Airport would be wise to relocate off island before Jasper port is operational
- Workforce of the town must reflect in all categories of the population
- Make business environment friendly to high tech & light industry
 - ✓ expand use & access to technology & communications
 - ✓ update technology & communication infrastructure
 - ✓ expanding ability to run your business from anywhere on the planet
- Find development potential for affordable housing (around airport?)
- Improve road system
- Get State delegates to work with Town officials to change unfavorable tax laws

TOP TIER THREATS

- Economy (4)
 - ✓ economic conditions & trends
 - ✓ reduced traffic for businesses
 - ✓ declining property values

- ✓ loss of Heritage sponsor (2)
- ✓ price of fuel
- ✓ future of the economy:
 - Will this recession create fundamental shifts in behavior?
 - Will people travel as much?
 - Will there be fewer who can afford to retire?
- Competing resort areas (3)/competition from Bluffton
- Lack of workforce for professional industries
- Maximum population density (2)
 - ✓ no growth; decline
- Hurricane potential (4)/earthquakes/natural disasters
 - ✓ difficulty of implementing timely recovery plans
- Overarching quality of environment
 - ✓ erosion of beaches (2) & inland areas
 - ✓ too strict DHEC rules for beach renourishment
 - ✓ pollution of water way because of runoff from golf courses & septic systems (2)
 - ✓ deterioration of water quality (salt & fresh) (3)
 - ✓ rise in sea level
- Protection of cultural resources in the community
- Loss of Native Islander history/cemeteries
- Find ways to attract tourism
 - ✓ dependency on tourism
 - ✓ declining tourism
 - ✓ failure to demonstrate how tourism benefits full & part time residents
- Education loss to other areas by graduates of higher education
 - ✓ youth flight
 - ✓ Beaufort County educational dollars leave our community & leave our schools on the bottom rung economically
- Lack of public transportation
 - ✓ loss of commercial service to HHI airport
- Lack of youth motivation in the area of art and music
- Land use policies, regulations & procedures including submittal & approval process presents uncertainties regarding outcome & requires undue time & financial resources
- Existing zoning, land use policies & ordinances limit and discourage investment, redevelopment & revitalization
 - ✓ lack of redevelopment
 - ✓ lack of ability to fund & improve infrastructure
 - ✓ inability to rejuvenate
- Drugs & crime damage the HHI image & brand
- Lost uniqueness (2), ambience, character, exclusivity & leadership
 - ✓ lack of vision, strong leadership & strategic planning
 - ✓ not planning for the future or implementing plans for the future
 - ✓ capacity& will of 38,000 residents to support & carry out the vision (2)
 - ✓ starting to accept mediocrity
 - ✓ inability to think & move ahead boldly (leaders & community)
 - ✓ Inability to come together as a community, embrace & actively support a new vision
 - ✓ letting fractures of groups stop doing what is good for the majority; letting individual interests prevent doing what is right for the broader good
 - ✓ not setting high goals & standards

- Terrorism
- Complacency
- Traffic & congestion
 - ✓ Getting here:
- Regional & state road network
- Future of air & water-borne service
- alternatives to the car on the Island
 - ✓ electric and smaller vehicles
- Not sufficient financial reserves or contingency plans to deal with a crisis

HOSPITALITY INDUSTRY LEADERS WORKSHOP – FEBRUARY 2010

Leaders in the hospitality industry in the Hilton Head Island area were invited to attend a workshop session on February 3, 2010 with the intent of identifying the key issues the industry was facing today and might face in the future. The facilitator, Marc Frey, organized the input around a series of questions outlined below. These questions were sent to meeting participants prior to the meeting in the form of a questionnaire/survey. The results of this questionnaire survey are also included below.

On February 3, 2010, the workshop was conducted and meeting participants engaged in open discussion. The minutes of this workshop are also included below.

Meeting Attendees:

Ken Nason, Westin Resort & Spa
David Sulak, Marriott Hotel & Resort
Cary Corbitt, Lowcountry Golf Course Owners Association
Brett Martin, Palmetto Dunes Resort
John Munro, Sea Pines Resort
Robert Stenhammer, ResortQuest Hilton Head
Art Brown
Phil Schembra, Schembra Real Estate
Michael Marks, Coastal Discovery Museum
Carolyn Vanagel, Concours d'Elegance
Bonnie Lowrey, The Lowrey Group
John Salazar, Ph. D., University of SC – Beaufort
Rick Meccariello, Marriott Vacation Club
Walt Graver
Gregg Russell
Tom Ridgway, Hilton Head Rentals & Golf
Ray Dznowski, Heritage Golf Group
Andrew Czarnecki, Westin Resort & Spa
Ann Marie Adams, Hilton Head Hospitality Association
Frank Soule, Island Recreation Association
Julianne Young, Hilton Head Vacations
Simon Fraser

HOSPITALITY INDUSTRY PRE-WORKSHOP QUESTIONS

Initial thoughts and question to use as basis for discussion

(Sources: Town comprehensive plan, Chamber data, the term economic impact has not been fully defined, the expenditure per visitor has not been fully verified)

What tourism means to the community:

1. It all starts with the visitors, visitors are our future neighbors.
2. Tourism is the largest single economic driver to our local economy. (1.5 bio annual economic impact, 60% of jobs tourism related, provides 10,000 jobs, 20 mio visitor accommodations tax collected last year, 47 mio sales tax, 2.5 mio accommodations tax paid to local community groups and Town Government last year)

3. Without a healthy tourism industry many of the amenities our full and part time residents are able to enjoy would not be feasible (golf courses, water sports, Arts Center, restaurants, shops, marinas, beach patrol, beach nourishment , parks, bike paths to name only a few).
4. The quality and quantity of tourists affects all aspects of our local economy and local not for profit organizations and affect our property values.

The current state:

1. Tourism has been in decline for the last 13 years in HH, which is not a fluke due to outside circumstances but a trend. (2.53 million in 1998 down to 1.87 million -660,000 or 26% less visitors- which represents a loss of 660 million in economic impact to the local economy assuming an average of \$1,000 of expenditure per visitor).
(Please note that the Chamber is using 9.11 and the 2009 recession as the culprit, I do however not share this view entirely because the decline started several years before 2001 and has continued in a downward slope, the recent recession has cause a drop from 2 million to 1.8 mio a similar impact 9.11 had from 2.4 mio to 2.2 mio. With other words I suspect that there are other long-term factors in play that cause this downward slope).
2. HHI is mainly known as a beach and golf destination.
3. Our facilities are grossly underutilized and heavily depend on April (Heritage) and 10 weeks of summer vacations. (Jan 33%, Feb 41%, Mar 50%, Apr 66%, May 59%, Jun 70%, Jul 78%, Aug 62%, Sept 55%, Oct 54%, Nov 39% all 2009, Dec 30% (using 2008 figure since 2009 is not available).
4. HHI tourism marketing budget is woefully underfunded.
5. The available dollars are not managed properly.
6. HHI has missed out on becoming the destination of choice for large drive-in markets (Atlanta, Charlotte etc.).
7. HHI is not an International destination.
8. Many of the accommodations facilities are not state of the art.
9. HHI is in danger of losing the Heritage PGA event.

What change means:

1. Tourism is the one economic driver where we can directly measure an increase or decrease in the economic outcome (Example: 2 million tourists spending either \$100 more or less during their stay, has an economic impact of \$200 million on the local economy. Attracting or losing 100,000 visitors during a 12 month period equals \$100 million in economic impact.)
2. Tourism is not only the largest economic driver but the one that can be most effectively and quickly changed.
3. An increase in tourism dollars spent will have a positive trickledown effect on all other aspects of the local economy.
4. An investment in the tourism industry is likely to have the fastest pay-back compared to any other investments the town can make.

Tourism in the future:

1. People will still want to take vacations and experience something real despite that the digital world is now everywhere or just because of that. With that said, while some people want to get away and just relax others will want something more, they want to combine an “experience” or discovery as part of their vacation, they will want to learn something or they will want to be productive while they are vacationing.

Vision:

1. HHI needs to stand out as a “dream destination”, as a place where everything is still perfect and stands in stark contrast to the reality from which the visitors are coming from. It should feel like a little perfect world, the dream Island untouched by what the real world faces, natural, sustainable and where technology has been integrated without being overwhelming.

HHI needs to be viewed as one of the top 3 resort destinations on the East Coast and differentiate itself in character from anything else, more integrated and friendlier than Myrtle Beach, more interesting than Kiawah or Amelia Island, more natural than Naples etc.

Possible solutions/ideas:

1. Recognition among government, industry leaders and the community at large that tourism is THE vital economic driver that will benefit everybody and influence our property values.
2. Devise a plan to become a true world class destination.
3. Demonstrate this passion and desire in everything we plan, legislate, build and live.
4. Find funding for a proper marketing budget.
5. Set specific target and execute an effective marketing plan with a demonstrated ROI.
6. Decide who will be involved in this process and who will execute.
7. Realize that relying on beach and golf is a recipe for decline.
8. Use the idea of government/private partnership to support specific ideas and projects that fit within the overall strategy.
9. Use the existing land owned by the town within a master plan more effectively.
10. Create specific “theme/experience” areas.
11. Support the organization of many events that will broaden the tourism spectrum and make us a viable year round destination. (Note as an example: The ATAX funding request by the Hospitality Association to continue to build the Food & Wine Festival to world class event that attracts national attention and draws visitors has been declined)
12. Build a “free wireless everywhere” Island.
13. Support the building of additional attractions/infrastructure that fit within the overall strategy

HOSPITALITY WORKSHOP QUESTIONNAIRE/SURVEY RESULTS

Questionnaire/Survey Results:

A) Resort and Visitor Trends

1. What are the Trends on Hilton Head Island?
 - a. Trend is fewer visitors and less affluent visitors – down from peak of 2.5 million in 1998 to less than 2 million in 2009
 - b. Older visitor demographics in winter months – Snowbirds
 - c. People are being more selective in travel plans and expenses
 - d. Guests are less loyal and returning less frequently
 - e. “Staycations”
 - f. Singles & families traveling in groups – “Togetherring”
 - g. Stays in Condos, villas, etc. for access to kitchens and meal prep – eating in more
 - h. Shorter Stays – Thursday through Monday
 - i. Seeking discounts and affordability – Not HHI’s focus in the past
 - j. VRBO and loss of tax income
 - k. Trends holding steady for villa and MVC
 - l. People come to HHI for its gracious, understated low country setting with natural beauty
 - m. HHI has lost its way and become frayed around the edges and has less understated elegance than it used to
 - n. Visitors seeking “Green” destination

2. Is tourism on HHI declining and if so, why?
 - a. Less money to spend
 - b. Old and tired properties
 - c. Lack of activities for teens
 - d. Not enough promotion and marketing
 - e. Too reliant on golf and tennis
 - f. Need to develop complementary facilities and activities
 - g. Too reliant on repeat customers that are aging

3. What Destinations does HHI compete with?
 - a. Amelia Island, FL
 - b. Kiawah Island, SC
 - c. Charleston, SC
 - d. Sea Island, GA
 - e. Destin and the Gulf Coast – Panhandle area of FL
 - f. Orlando, FL
 - g. South Florida
 - h. Outer Banks, NC
 - i. Myrtle Beach, SC
 - j. Marco Island
 - k. Cruises
 - l. Monterey, CA
 - m. Caribbean
 - n. Europe
 - o. Jersey Shore, New York Shore and Maryland

p. Jacksonville, FL

4. Why do visitors choose other destination over HHI?
 - a. Better marketing and promotion
 - b. More activities for the entire family
 - c. Activities for kids
 - d. City life and access to urban activities
 - e. Themed destinations
 - f. Ease of travel and access to the Island
 - g. Better air access
 - h. Blue water
 - i. Closer to home
 - j. More distinctive destination with unique qualities and “Wow” factor
5. What can we learn from our competition?
 - a. Packaging
 - b. Public transportation
 - c. Festivals and special events
 - d. Marketing and promotion
 - e. Better planning and mixed use areas in resorts and outside resorts
 - f. Increase active in shoulder seasons
 - g. Better marketing and promotion

B) Place and Experiences:

1. What kind of place (Qualities and Characteristics) are visitors seeking?
 - a. High quality facilities and décor
 - b. Electronics and technology – Wi-Fi and Flat Screen TV’s
 - c. Overall natural appearance
 - d. Family oriented community and amenities
 - e. Safe and clean destination
 - f. Water related activities and places
2. What activities and experiences are they seeking?
 - a. Golf, tennis, beach and fishing
 - b. Good dining and entertainment
 - c. High quality shopping
 - d. Access to nature
 - e. Family entertainment like Greg Russell and Shannon Tanner
 - f. Arts for children
 - g. A place to get away from stress of daily lives
 - h. A relaxing environment
 - i. Southern hospitality and a welcoming environment
 - j. Alternatives to golf and beach such as bike riding, kayaking and access to nature
 - k. Running and roller blading
 - l. Bike friendly community
3. Are special events important? And if so what events?
 - a. Heritage golf tournament
 - b. Concours d’Elegance

- c. Youth activities, youth concerts, etc.
 - d. Fireworks on Tuesday night
 - e. Food and wine festival
 - f. Music festivals
 - g. Nature tours / events
 - h. Historical events
 - i. Educational events
 - j. Free events for families
 - k. Events for the entire family
 - l. Year round events and activities
 - m. Off-season events
 - n. Arts events
 - o. Music and dance festivals
 - p. Strategically plan events to expand shoulder season and add value to peak season to stimulate demand
4. Are history, culture and Arts important? And if so what elements?
- a. Yes – alternatives to beach, golf, tennis and shopping
 - b. Activities for Snowbirds in winter
 - c. Feature Island's rich history
 - d. Access to Heritage experiences to compliment other activities

C) General topics:

1. What does HHI need in order to better compete?
 - a. Seek international travelers
 - b. Upscale mall and convenient access to shopping
 - c. Rainy-day activities
 - d. Activities for teens – middle school to high school age
 - e. Water parks
 - f. More attractions – reason to come
 - g. More bike paths and connectivity
 - h. Local produce for restaurants
 - i. Fine dining
 - j. Waterfront restaurants
 - k. Public transportation
 - l. Scenic vistas to natural, historic and cultural assets
 - m. Sea Island ferry to Bluffton, Beaufort, Savannah and Daufuskie to offer visitors access to water and a unique experience
 - n. Better story telling of HHI environmental preservation philosophy
2. What does HHI need to DO better in order to be competitive?
 - a. Redevelop and revitalize old and tired areas, lodging and properties
 - b. Develop and add new products to re-energize target market and bring buyers and visitors back
 - c. Change land use policies, LMO and regulations to allow and encourage redevelopment
 - d. Provide public transportation for residents and tourists
 - e. Improve beach access
 - f. Lengthen the airport runway and expand air service
 - g. Increase marketing funds and improve promotion and marketing activities

- h. Market to more affluent travelers
 - i. Promote HHI as a golf destination
 - j. Promote HHI in high income areas such as New York, Pennsylvania, Connecticut and Europe
 - k. Improve traffic conditions getting on and off Island – Visitors have a bad experience at beginning and end of stay
 - l. Redevelop old properties
 - m. Protect scale and feel of Island when redeveloping
 - n. Provide nature based and adventure activities appealing to young active demographics like sea and river kayaking bicycling
 - o. Provide soft adventure activities that require lower skill levels that are affordable and provide consumer affordable touches with novel and unique experiences
 - p. Embed history and culture into brand, marketing and promotion
 - q. Provide historic and interpretive sites, destinations and tours
 - r. Provide access to nature and pristine environment and sea island landscape
 - s. Support the arts – visual and performing
 - t. Develop work force in Lowcountry history and ecology to describe natural and historic amenities to enhance visitor experience
 - u. Work with USCB and TCL to develop workforce and conduct consumer research
 - v. Continue to focus on safety
 - w. Develop public lands into sites for events and public gatherings
3. What are visitors seeking in today's market place?
- a. Quality, value and impeccable service
 - b. A place to relax and enjoy outdoor activities
 - c. A get-away to fulfill their needs
 - d. Technology – Wi-Fi, flat screen TV's
 - e. Affordability
 - f. Family restaurants
 - g. Quality dining at a reasonable price
 - h. High quality shopping
 - i. "Wow" moments, experiences and memories
 - j. High quality kitchens
 - k. Convenient beach access and parking
 - l. Golf, tennis and beach
 - m. Vacation packages with golf, nature, exercise, water activities
 - n. Discounts and good value
 - o. HHI scale and overall sense of place is good
4. What are visitors seeking in the future?
- a. Vacation packages with golf, spa's, access to nature, etc.
 - b. Current and fresh lodging
 - c. Unique dining experiences
 - d. Recreation experiences that are more intellectually and environmentally engaging
 - e. Vacation destinations that are closely tied to its communities environment, history and culture with a product that is distinct and difficult to replicate
5. Do you see "Green" as an important factor for tourism?

- a. Green is very important to the HHI product which is positioned as an environmentally conscious destination
- b. HHI need more operational examples to support its “Green” assertion
- c. Yes – need to improve recycling and make it easier for visitors
- d. Local produce
- e. Promote natural assets
- f. Water conservation and storm water reuse
- g. Energy conservation and sustainable non-carbon based energy production
- h. Include “Green” into training and developing in the hospitality industry personnel and visitors
- i. Emphasize historical and environmental characteristics to the visitors
- j. Provide historical and environmental interpretive sign, scenic vistas, TV spots and promotional collateral

HOSPITALITY INDUSTRY WORKSHOP MEETING NOTES

TOHH Tourism Public Workshop Meeting Notes

Date of Workshop - February 3, 2010

1. Do Island residents understand the importance of tourism to the Island economy?
 - a. Many don't truly understand the relationship
 - b. Need better education and communication
 - c. Need to evaluate and relate every decision's impact on property values

2. What amenities, facilities, activities, etc. exist on HHI due to tourism?
 - a. Beach re-nourishment
 - b. Leisure trails
 - c. Championship golf – affordable
 - d. Lodging
 - e. Shopping and dining
 - f. Arts, culture and theater
 - g. Quality infrastructure
 - h. Medical
 - i. Real estate values
 - j. Outlying development – Bluffton and Hardeeville
 - k. Events that bring in tourists in addition to existing vacationers

3. Marketing and promotion comments
 - a. Need to attract new visitors in addition to repeat business
 - b. HHI misses the mark on this
 - c. HHI does a good job marketing to regional, drive-to visitors from NC, SC & GA, etc. – “we market to who we have”
 - d. Need to aggressively reach out to affluent customers in the North East - i.e., NY, PA, CT, NJ, etc.
 - e. Need to promote HHI internationally
 - f. Need to do a better job promoting conventions and meetings - perhaps separate from chamber's other marketing and promotion activities
 - g. Recognize that tourism is both leisure travel and group travel and that both are essential to Island economy
 - h. Market to nature based recreation visitors
 - i. Need to vastly increase budgets for marketing and promotion – “it's a comma short”, “we are vastly underfunded”
 - j. Raise sales tax to fund marketing and promotion to levels comparable to similar communities that HHI competes with
 - k. There is a high reliance on beach and golf
 - l. Summer season is growing shorter and shorter – 10 weeks is no longer a given
 - m. Demand is dropping off earlier and starting later
 - n. Need marketing strategies to strengthen off-season activity and lengthen the shoulder seasons
 - o. Off-season represents a big opportunity to capture affluent visitors
 - p. Need to begin marketing and promotion now to lay the foundation for 5 and 10 years out
 - q. Need to better market to younger generations which represent a big opportunity – retirees are ageing and moving on – need to attract new visitors
 - r. Need to strengthen brand message and tie it to the Sea Island, Lowcountry, green qualities
 - s. More research to determine what our target visitors want

- t. Identify good successful community models and find out what they are doing
 - u. Market to young crowd
4. What is HHI not doing and what have we missed?
 - a. Compete as a year-round destination
 - b. Strengthen arts and culture
 - c. Offer year-round programs
 - d. Protect the HHI name and brand
 - e. Better local press with a positive outlook and attitude
 - f. Partnership between businesses, TOHH and the Chamber
 5. What programs do we need?
 - a. Sports programs and facilities for youth tournaments – our facilities are not adequate
 - b. Opportunities for visitors to have unique experiences
 - c. Island-wide partnerships with events like Concours, Heritage, Gullah Celebration and others
 - d. Workforce and resident education and training on Island ecology, environment, history and culture so they can inform visitors
 - e. Opportunities for intellectual experiences such as nature based and adventure activities
 6. Redevelopment
 - a. Facilities on the island are old and tired – Island is run down
 - b. Competing destinations have new facilities
 - c. Must determine what we want to be when redevelopment occurs
 - d. Balance residents desires with need to redevelop
 - e. Redevelopment should be nature blending, but not over restrictive
 - f. Need to clean up visual sequence entering and driving through town
 - g. Can't compete with old product
 - h. Need to educate residents regarding how this impacts property values and need to change Town policies and codes
 - i. TOHH to partner with private sector to leverage redevelopment – Invest in community infrastructure and set the stage for redevelopment
 - j. ROI must make sense
 7. TOHH LMO
 - a. Does not encourage redevelopment
 - b. Town policies prevent and obstruct investment, renovations and improvements – this must change or businesses will not invest
 - c. Town has to relax codes and policies or redevelopment will not occur
 - d. HHI is the toughest place to develop and restricts to point that not financially feasible
 - e. Even small improvements are very difficult to accomplish
 - f. TOHH should be a positive force in redevelopment vs. an obstacle
 - g. Businesses need to know there is a clear outcome or they will not invest
 - h. Need new facilities and investment now
 - i. Town has an anti-business attitude
 8. What does HHI need?
 - a. The right product when people come here – HHI is ageing, tired and frayed
 - b. The community businesses, residents and Town Government need to work together to turn Island around

- c. Strategically planned events to strengthen off-season traffic and bring new visitors to the Island
 - d. Need to identify what the economic drivers going forward will be - the time share boom drove the market over the last decade
 - Will it be strategically planned special events?
 - Will it be investment in infrastructure?
 - Will it be redevelopment?
 - b. Myrtle Beach is not the model
 - c. To better engage visitors in historic and natural resources
 - d. An improved transportation system
 - Better access to and from Island – better arrival and departure experience
 - A sustainable Airport with lengthened runway
 - A fun and dynamic public transportation system for visitors and residents serving entire Island
 - More bike paths
 - Better connectivity and alternative roads on Island
 - e. Eco-friendly development
 - f. Nature based recreation facilities and products to appeal to soft adventure sports crowd
 - g. Activities for the entire family include more with youth orientation
 - h. Health, fitness and recreation facilities
 - i. Island-wide Wi-Fi technology
 - j. To re-craft who we are to appeal to younger generations
 - k. Relaxed beach rules
 - Chair rental program is controlled by Town and too expensive
 - Allow alcohol on the beach
 - Allow events on the beach
 - Change signage – first thing a visitor sees in “NO”
 - Generally needs more flexibility
 - l. Work-force housing and employment opportunities so kids can return to Island and new young people (25 to 30 yr old) can live here
9. What will HHI look like in 25 years and what will be on the Island?
- a. Be as beautiful as it is now with emphasis on natural resources and natural beauty
 - b. A ferry to allow visitors to experience the Sea Island environment and offer a unique transportation alternative for access to Bluffton, Dafuskie, Beaufort and Savannah
 - c. Land use policies that are flexible enough to respond to changing market conditions
 - d. Clean, fresh and new product
 - e. World class golf
 - f. The Heritage golf tournament
 - g. A business friendly Town Government
 - h. A year-round destination with 70% occupancy rates
 - i. An internationally recognized tourism destination with premier golf and easy access
 - j. Clean and energy efficient, non-carbon based transportation system
 - k. Luxury shopping destinations
 - l. Unique local retail shopping experiences
 - m. Attracting caring visitors to become future residents
 - n. “The place to go”!

PUBLIC INPUT SESSION – MARCH 2010

Islanders were invited to a public input session on March 8th with the intent of learning what they would like to see the island's becoming in ten to twenty years. The facilitator, Ms. Aline Carillon, organized the input around the Core Value Themes of Legacy, Learning, Community Involvement, Sense of Place and Community Prosperity. The following is a compilation of the public's input at this meeting and a description of the core value themes. The output of this meeting was later incorporated in the reports of the three economic driver's sub-committees.

It should be noted that this session confirmed many of the ideas encompassed in the Comprehensive Plan, but obtained it and organized it in a very different way, which helped confirm the public's sentiments. The following input was obtained from meeting participants:

CORE VALUE THEMES OF LEGACY

Cultural:

- Recognition of contribution by Native Islanders in the present; past
- Honor history & diversity of the area
- Use history to attract visitors

Environment:

- We work within the natural environment; we don't overwhelm it
- Unsurpassed environmental beauty and serenity
- Natural beauty
- More nature trails; connect everywhere
- Beautiful clean beaches
- "Green" community
- Greenery
- Leveraging unique natural surroundings
- Environmentally friendly
- Clean and _____ (illegible) waterways
- Environmentally responsible; "green"
- Esthetically attractive
- Green Island/Blue Water/Beautiful beaches
- Beautiful and accessible beach
- Beach maintained "as is" & beachfront
- Beaches/natural environment
- Quality vs. quantity
- Low density
- Beach always as clean as it is now
- Beaches
- Natural assets sensitively conserved
- Maintain ecology
- Retain tree cover/natural setting
- Maintain tree canopy
- Natural environment/trees, vegetation
- Maintain low signage & lush landscaping

Economic/Financial:

- Youthful – attract next generation
- No "cookie-cutter" business environment
- Critical thinking & realistic goals to build on strengths
- Great shopping

- Comprehensive plan vision realized
- Self-sustainable economy
- Vibrant economy
- Haven for green industry
- Sustained tourism

LEARNING THEMES

History:

- Flourishing opportunities in arts/culture/history and intellectual pursuits
- A town rich in history

Culture:

- Arts/Culture/Intellectual Stimulation
- Energy in Learning
- A thriving arts community
- Rich in Culture (supportive activities and events)
- National year round destination for the arts and culture
- Affordable entertainment

Religion:

- Religion

Basic Education:

- Educated, skilled workforce
- Excellence in academics
- Technology
- Higher education/learning
- Bring learning
- Public education – quality expectations
- Premier education availability
- Great public schools; nationally recognized
- Youth development within the community

COMMUNITY INVOLVEMENT THEMES

Facilitate Involvement:

- Use technology to coordinate volunteers (blogs)

People on the Island:

- Populated by stimulating people
- Cultural diversity
- Viable presence of the Native Islander population in all aspects of the Island (financial, social, etc.)
- Promotes extended family

Community Outreach:

- Volunteerism is alive and well
- Coordination of philanthropic & volunteerism to maximize impact
- Volunteer tourism
- Caring community
- Outstanding customer service in every business location
- Thriving churches

SENSE OF PLACE THEMES

Infrastructure:

- Spirit retained along with CV themes
- Equality of services available to all residents
- Improved lighting and signage to assist visitors in finding their way
- No above-ground power lines
- Sewer island-wide
- Hi-tech (Wi-Fi; optic fiber)

Medical:

- Adequate medical resources
- The best medical care (retirees)
- Medical support

Town Government/Public Policy:

- The LMO: user-friendly for developments
- A customer-friendly Town
- The Town enters into business partnerships with local businesses
- A business-friendly community
- Paradise: a place where the native people can live respected & affordable. Obstacle: Town government

Town Center:

- Pedestrian walkways; bicycle pathways; trolleys; limited autos
- Pedestrian-friendly Coligny Beach area
- Walkable areas: live, work, play
- Brand new walkable outdoor mall (replace old mall)
- Public spaces – walkable interactive assembly
- Very walkable plaza
- More outdoor casual dining
- Great village centers
- Town center
- A city center hub with _____ (illegible) Island: government buildings (town hall; Beaufort offices); restaurants; theaters; shops
- Creation of a “downtown” Hilton Head area
- Walkable downtown or central business district with parks, etc.
- Attractive, low-key business and shopping areas
- Wonderful Town Center – gathering place

Transportation:

- Easy and reliable public transportation for all to enjoy and use
- Island-wide transportation
- Transportation
- Good system of public transportation
- Easier traffic flow

Lifestyle:

- Slow-paced
- Safe & serene atmosphere
- Warm/slow
- Relaxed lifestyle
- Families
- Maintain low lighting
- Active lifestyles
- Nantucket

- St. John
- Island is still recognizable

Accommodations:

- Affordable housing availability
- Homes
- Upgraded accommodations (outside)
- Updated current architectural pockets (Fresh Market; Pineland Station)
- Improved-current architecture “classic”
- Updated accommodations

Recreation:

- More parks like Coligny area
- Open spaces
- Outdoor recreation: boating, fishing, golf, tennis
- Recreation
- Great parks for public gathering
- More and better access to our beaches and waters
- More access points for boats (public landings)
- Community center for town gatherings/activities
- Bike safety
- Accessible by bike paths
- Continued expansion of bike paths
- Arts, History, Culture Center
- More bike paths
- Different biking needs
- State of the art multi-use athletic complexes
- Premier resort facilities throughout the Island
- Improve and expand diverse fitness/wellness amenities

Safety:

- Perception of safety
- Safe communities, Island
- Social integrated
- Clearer signage for visitors
- Strong sense of safety and security

Community:

- Education Center (Aspen Institute)
- Unity of community
- Active, involved citizens in planning & redevelopment
- Better design of urban interface: schools, shops, neighborhoods, etc....
- Community pride; great reputation
- An open community where we are not separated by a series of gates where communities function as quasi-towns.
- Friendly. Welcoming.
- Smiling faces
- Fresh appeal
- Extended family feeling in the community
- Regional awareness: Bluffton-Beaufort-Savannah= access
- Para-mutual wagering on the marsh tacky derby

COMMUNITY PROSPERITY THEMES

Business Development:

- Few empty storefronts
- Vigorous business community
- Flourishing storefronts
- Elimination of outdated commercial properties
- Mall property redeveloped with new ideas
- A Town center
- A thriving business community with all types of “clean” firms/businesses
- Economic prosperity
- Small-business friendly
- Proactive, targeted marketing plan
- No commercial development on Island
- Developing ways to educate and retain our own young people

Transportation:

- Easier access (airport/transportation)
- Airport connections from Savannah other than to Atlanta
- Airport connection to/from Savannah without having to go to Atlanta
- Bicycle friendly
- Shops and markets to preclude the need to travel across the bridge

Overall Business Environment:

- Exciting, rewarding business & employment opportunities
- New job-generating businesses (tech incentives)
- Larger business component
- Economic Independence
- Technology unsurpassed
- Economic diversity
- More balanced community
- Balanced economy
- Need new business
- Major economic benefit to Island from increased year-round visitors
- More business development opportunities led by Town
- Improved resident housing; rental housing; hotels
- Community redevelopment plan
- Development of a five-star hotel
- Resident focus

Culture:

- Native culture and history
- Full participation of native islanders in all island activities and governance
- A place where all generations can live and play and work
- Centered
- Expand historical/cultural events and facilities
- Arts and culture

Miscellaneous:

- Governance transparency
- Income generation from off-island
- Up-to-date telecommunications
- Infrastructure in place to allow each parcel to reach its potential
- Drainage island-wide
- Education becomes the focus of improvement for our county school systems
- Highest quality medical facilities

ISLAND FUTURE “QUALITY OF LIFE” - APRIL 2010

Mayor’s Vision Task Force

1. Quality of Life (an interactive workshop)
2. What does it mean?
There is no scientific definition of the term “quality of life”. QL means something different for every person. We all refer to it directly and indirectly: “I’m having a bad week”, “This is a great neighborhood”, “We have enjoyed living here”, “It is hard to find a quality job”, “and there is nothing interesting to do here”, “This place feels like home” etc.
3. There is a rational and emotional side to “Quality of Life”
The rationale side contains things that we can express in words, in numbers, that we can measure and to some extent quantify. The emotional side is much harder to express, poets, journalists, photographers, musicians, comedians, filmmakers etc. are trying to capture this side. The rational side deals more with the environment as it exists but it does not capture how well a place and its people are doing when it comes to live a “meaningful life”.
4. The definition of Quality of life changes as our needs change. Children, singles, parents, retirees have different definitions of quality of life.
5. Why are we discussing Quality of life in the context of our mission?
Because the success of a community can be measured by how much QoL it can provide to its users. If define the main users on HHI as youth, working residents, retirees and visitors we have to ask ourselves what HHI offers to these groups. With other words the better our community is equipped to offer a high satisfaction ratio to these user groups, the more desirable a place to live, visit, work and retire it is. The more desirable the community is, the more successful it will be.
6. The four basic needs:
 - ONE: The need to live
 - TWO: The need to love
 - THREE: The need to feel important
 - FOUR: The need to experience diversity(Discussion and examples behind each)
7. Rational criteria to measure Quality Of Life:

Criteria used by “Places Rated Almanac” - Hilton Head Island To Be Rated By Group:

1. Ambience
Contains items like good food, bookstores, Visible Past, Lively Arts Calendar, People (age groups, diversity, education level, affluence, political spectrum)
2. Housing
Contains criteria like choices (rental, buying), affordability, liquidity, property values over time
3. Jobs

Contains criteria like number of new jobs, growth rate, new job quality, economic stability

4. Crime

Contains criteria like police strength, property crimes, violent crimes

5. Transportation

Contains criteria like daily commute, peak freeway traffic, Interstate highways, public transit, airline service

6. Education

Contains criteria like public schools, private schools, public libraries, colleges and universities

7. Healthcare

Contains criteria like general/family practitioners, medical specialists, surgeons, accredited hospital beds, physician residency programs, hospital services

8. Recreation

Includes criteria like golf, movie screens, amusement parks, zoos, aquariums, professional sports, college sports, outdoor recreation assets

9. Climate

Includes criteria like water, latitude, elevation, wind, urban development, climate, hazard free, seasonal affect

8. A different view using the "3B" model:

- BEING (Physical being, Psychological being, Spiritual being)
- BELONGING (Physical belonging, Social belonging, Community belonging)
- BECOMING (Practical becoming, Leisure becoming, Growth becoming)

9. Two criteria that will be viewed as highly desirable in the future:

- TIME & SPACE

YOUNG ISLANDERS MEETING – MARCH 2010

In attendance: Lee Edwards, Will Settle, Bryan Hughes, Jake Gartner, Jessica Gardo, Andre White, Chris Gomez, Scott Slawson, Peter Keber, Richard Loudin, Chris Seelbach, Craig Malloy, Andrew Carmines

TF members: Ames, Baker, Richardson, Kristian, Tigges, Frey

Summary of Comments:

- Perception Town is anti-business
- HHI is not as unique as it use to be
- No place to congregate; lack of body heat.
- Need big-time destination hotels
- Airport needs to do whatever is necessary to keep commercial service
- Attitude change in Town: “What can we do to help your business?”
- If we strip away beach, what do we have that’s different?
- Need to recognize two different price points for visitors
- HHI is a driving destination for a segment of the marketplace
- Concern HHI has become a retirement community; average age is rising
- HHI should become leader in how a community can redevelop
- Leadership in being “green”
- HHIs sports facilities are second rate; County dollars going to Bluffton
- Should have the best in recreational facilities for families and youth sports
- Should attract events for fishing, regattas, outdoor sports
- Housing prices a detriment for young families, but HHI should have “starter homes”
- Lack of access to beach and water
- Visitor question” “What do we do on HHI?”
- Expanding recreational opportunities and quality of them
- HHI hospital “horror stories”; medical services should equal HHI reputation (went to Savannah to have babies)
- “If we going to do something, we should do it the best”
- No sense of arrival
- Few entry level jobs
- “Public schools should provide education to get into any college in the world.”
- High school does not have positive “institutional feel”
- Like Volunteers in Medicine, HHI needs “Volunteers in Education”
- Middle class not recognized; forgotten group
- Places for gathering like Bluffton’s Farmer’s Market and First Friday “ you will meet friends”
- Find ways to integrate, connect all islanders to achieve sense of community
- Importance of events
- Adding density is okay to achieve “body heat” gathering places

YOUNG ISLANDERS LETTER TO TASK FORCE

David,

Thank you very much for coming yesterday. I agree that it was a productive meeting as well. I was disappointed that several key people could not be there, but I think we had some good people in attendance. One thing on the notes you made may appear to be contradictory. It states that HHI is a driving destination, but it also states that we need to do whatever we can to keep/expand commercial air service. In our first meeting the airport issue was a very big item that almost everyone was very adamant that we explore the issue as much as we can to make the needed changes to the airport. Almost every person I speak to on a daily basis seems to feel that we absolutely need to make sure we have commercial service in and out of HHI.

I went ahead and made some spelling changes to some names on the attached document. In addition to those in attendance you may want to forward it to the rest of the people on the email list that you were copied on the other day.

FYI, here is a list of the people I tried to gather together, most of whom were at Yesterday's meeting, the one the week before or at least let me know they would like to be kept in mind for future action:

- Will Settle - Windmill Harbor Real Estate
 - Peter Keber - Hargray*
 - Andrew Carmines - Hudson's*
 - Matt Thomas - Ocean Woods
 - Susan Sherry - Ameris Bank
 - Baker Wilkins - Charter I Commercial
 - Walter Wilkins - "
 - Kent Eaddy - "
 - David Bachelder - "
 - Todd Smith - Island Getaways
 - Richard Crose - Beacon Insurance
 - Chris Seelbach - Charter I Residential*
 - Chip Collins - Collins Group
 - Rick Harrington - Sandcastle Construction
 - Jake Gartner - Hammerhead Construction*
 - Scott Slawson - The Greenery*
 - Chad Ford – psychiatrist
 - Christopher Gomez - Soft Spray*
 - Rich Neste - Foundation Realty
 - Jessica Gardo - Chamber*
 - Andre Perry - Town of Bluffton*
 - Bryan Hughes - MMD Commercial Properties*
 - Bill Fuge - Kinghorn Insurance
 - Bryan Byrne - Palmetto Bluff Real Estate Sales
- * In attendance at yesterday's meeting

If you have time next week I would love to get together for a few minutes. Maybe we could grab lunch on Mon. or Tues. or you could drop by my office at some point. Let me know what works for you.

Lee Edwards

YOUNG ISLANDERS REPORT TO TASK FORCE

This presentation puts forth some of the ideas generated over the past six weeks in meetings of a group of Islanders who believe they represent a different perspective from that reflected by the members of the Mayor's Island Task Force. This group of approximately twenty-five people is made up of lifelong residents as well as more recent arrivers, business owners and workers, full time parents, and younger singles.

We commend the Task Force members for sacrificing their time in an effort to plan the future of our island. However, we think that our perspective, representing the future residents of our Island, can be instructive input to your deliberations. We are Islanders, under the age of 45, that live, work, study, own homes and businesses and are raising families that will be here for many years. It is crucial that our demographics' opinions and voice be heard by those planning the future of this, our Island home.

These questions were put to the group:

- What is important to you?
- What is missing in your community?
- What is great or positive about where you live?
- What would you like to see happen in the near and long term?
- How can we improve the quality of life on Hilton Head?
- What will make this island a place that your children will want to live and raise their children?
- What must be done so they will have the ability to do so?

Responses and discussions were many and varied. After several meetings there emerged a consensus on several topics, and the group has arrived at specific points that we believe should be taken into consideration by the Task Force. While this is only a sample of the many ideas that were talked about, it is a start.

1. Promote tourism and reverse the trend of declining numbers of tourists: Hilton Head Island's # 1 industry is tourism. This will continue to be true as we are primarily a beach and golf destination as well as an excellent Southern destination for retirees. Most of our local businesses, from real estate brokers to beauty salons to landscapers, restaurateurs and builders, as well as lawyers and doctors, and many others, prosper primarily on tourism. Thus we as a community must enthusiastically support its growth and continued competitiveness on the national and international scene.

However, our tourism industry is threatened by three factors:

- Competing destinations (newer/more trendy);
- Aging "product" – meaning our accommodations and commercial centers, including hotels, homes and villa rentals as well as shopping areas, are aging;
- Inconvenient, infrequent and expensive commercial airline accommodations and lack of facilities for today's larger private jets.

2. Replace real estate development with real estate *re*-development, or other industry: In the past real estate development is what drew many young, energetic and bright minded individuals to our Island. Hilton Head was the "tip of the spear" when it came to residential planned communities, and the best and the brightest came here to learn about, create and develop successful communities. Now most of that development is complete and a drain of youth, energy, brain power and economic investment is occurring. The strict LMO, combined with limited willingness from private investors to 're-invest', will prevent our Island destination from being all that it can be and from offering the world an outstanding place to getaway, relax, rejuvenate and retire.

- 3. Continue, and even further, Hilton Head’s Founding Fathers’ mantra of Environmental Stewardship:** One of the things of which we are most proud is our Town and community’s emphasis on environmental preservation and stewardship – taking care of the precious natural resources (beaches, waterways, fauna and flora) that attract millions of visitors and new residents year-after-year. Our Island policies must somehow balance this desire (and need) to vigorously protect these resources (tree canopy, bike trails, water resources, landscaping, low-lighting and tasteful signage) with the requirement to redevelop numerous aging properties and commercial centers to support local businesses that thrive, when tourism thrives. This is possible and can go even further by making Hilton Head the model of how to make a “Sustainable Coastal Town”. Everything under discussion is preparing the island to be sustainable for generations to come. So HHI should be the model of what a sustainable coastal town can be. It will address commerce, transportation, education, recreation, food supply (farming/fishing), environment, housing, redevelopment, zoning/land use, public art, and energy. The world is searching for a sustainable model, and as HHI was viewed as the model coastal *Resort* in our past, we can be the model *Sustainable Coastal Town* in our future.
- 4. Economic diversification:** With partners such as the Lowcountry Economic Network and others who excel in new business ventures, we must attract sustainable, low-impact businesses (“green” businesses, educational fields, arts, finance and/or other high-tech companies) that are reflective of our community’s desire to protect the natural environment and ambiance of Hilton Head Island. Research should be done to find such enterprises. The perception among many is that the Town of Hilton Head is “anti-business.” Whether this is actual town policy or not, it is the prevailing perception among the majority of our group, and perception is reality. As an example, “Medical Tourism” is a big business these days. What better place to have a major medical procedure done than on Hilton Head, where one can go to the beach or play golf for therapy. Rather than have a mediocre medical facility (again perception is reality), why not recruit and develop a Mayo Clinic or Duke affiliated hospital or similar institute right here?
- 5. Public/Private Partnerships:** Economic incentives should be created by the Town of Hilton Head Island to attract investment, for example redevelopment incentives for our commercial centers. At the very least the town needs to stimulate the perception that Hilton Head is a place where people should want to relocate a successful business. Why does the town not have a business developer like many other municipalities across the southeast? When has a town staff member ever spoken to a business owner about helping him thrive instead of continuously being a thorn in the side of business? Did anyone from Town staff speak to either of the auto dealerships about trying to keep them (and the substantial taxes they produce) from relocating to Bluffton?
- 6. Mixed Use Development:** Another facet of redeveloping our commercial centers is to promote more “mixed-use” development – residential and commercial blending together, with outdoor, walkable pathways, outdoor dining and gathering pavilions, etc. There can be “body heat” within these centers. These should ultimately be places where people *want* to gather, relax and simply hang out. Let’s not let the younger crowd complain that their only good option for congregating is in Old Town Bluffton. Encourage young folks, and families and people of all ages and all walks of life to gather in newly re-developed areas on Hilton Head Island. Re-development does not necessarily mean more development. It means better development, better quality and a better lifestyle. Preservation of the natural environment is wonderful, but it need not be exclusive of the built environment. Low density is desirable in many areas, but in others higher densities may promote a higher quality of life. The Mall at Shelter Cove could become one such place...it might be better than

a big movie theater complex. Redevelopment of Coligny Plaza along with the town owned acreage across Pope Avenue could be another great opportunity, but these can only happen with leadership from the town and private/public partnerships that encourage working together rather than against one another.

7. **Airport:** Change is inevitable in every community in the world and Hilton Head is no exception. When the airport was built, its 3700 foot long runway was adequate. For the past number of years 4400 feet has been enough. One must remember, however, that at one point in our history a barge was all that was needed to access the Island, and then it was a draw bridge, and now anything less than the four lane fixed bridge would be a mess. Several consultants have recommended lengthening our airport's runway and have stated if this is not done we may soon lose commercial airline service to the Island. Many travelers and potential residents that are unable to fly commercial or private planes in and out of the airport decide to locate or vacation elsewhere. People use convenient airline travel now more than in the past and this trend will continue. No one wants to disrupt the life of the church or destroy an historic tree to increase the runway length. However, the church can be moved or rebuilt, and the tree can be relocated with it. The historic significance of Mitchellville can be celebrated while embarking on a future that will benefit *all* islanders for generations to come. The length of the runway must be increased.
8. **Respect for historic populace:** In order to properly respect our historic heritage, there must be continued improvement of traditionally Native Islander areas of the Island, particularly in terms of sewer service and road quality.
9. **Mediocrity Is Unacceptable:** We live in a truly great place and believe that anything less than great is not in the best interest of residents and tourists alike. Whether it is parks and recreation facilities that are built, or allowing an eyesore of a building stand because a redeveloped one will not fit the current LMO, quality must be the guiding principle. There is much more that has to do with quality of life than easy access to another strip mall or keeping one piece of land preserved so that another may languish economically and aesthetically (has anyone been to the mall, Northridge Plaza or Heritage Plaza lately?) We must demand quality in everything we do as a community: parks, schools, transportation, environment, businesses opportunities, etc. Hilton Head Island must continue to be a great place to live and work and raise a family, as well as be a place people from all over the world choose to visit. We will have a future. How much better will it be if we plan it, rather than just let it happen?

Thank you for the opportunity to present these ideas to you. We are confident that, by incorporating them in your recommendations, the future our beloved Island home will be brighter.

Respectfully Submitted by
Hilton Head Island Young Islanders



**MAYOR'S TASK FORCE FOR THE FUTURE
OF HILTON HEAD ISLAND
INVITATION**

“Hilton Head Island 25 years from now”

What: A Vision workshop
When: Friday May 7th noon (lunch provided) until 5 pm
Where: PSD Community Room, 21 Oak Park Plaza
Action: Please confirm your participation via e-mail to mfrey@freymedia.com by the 20th of April

Dear Invitee:

The Mayor of Hilton Head Island, SC has appointed a Task Force to establish strategies and long term goals to strengthen the community, guide improvements and lay the foundation for the future of Hilton Head Island (see details regarding this Task Force <http://www.hiltonheadislandsc.gov/>). This committee is now in the process of establishing a vision for the Island over the next 25 years. You have been identified as one to participate in a panel discussion with other individuals and key leaders from across the State and around the southeast to discuss the future of Hilton Head Island. This brainstorming session will be facilitated by Task Force members Marc Frey and Mark Baker.

The purpose of this session will be to assist Task Force members in thinking broadly when preparing our **Unconstrained Vision** and laying the foundation for what HHI could become in 2030 and beyond. The attached questionnaire is designed to help you in preparation of this brainstorm session where discussions will include no wrong answers, potential strategies or solutions and anything will be considered to be possible.

We would very much value your contribution and look forward to your participation!

David Ames
Task Force Chairman

Mark Baker
Partner, Wood+Partners Inc.

Marc Frey
CEO, Frey Media Holding

VISIONING WORKSHOP PURPOSE

A group of 15 visionaries and leaders from across the state and region were invited to brainstorm the future of the island. Because of their varied backgrounds of corporate business, real estate development, community planning, entrepreneurship and government, they were asked to describe what would make Hilton Head Island a desirable place from resident, visitor and business perspectives and to imagine themselves as representing a different constituency as well as their own. The purpose was to ensure the understanding and consideration of diverse wants and needs of islanders.

IF Unconstrained Vision (**purpose**)

- The unconstrained Vision is one of the fields on our map that will eventually lead to the completion of our mission (as outlined by David Ames in the first meeting).
- The unconstrained Vision exercise tries to envision what HHI could be in the future regardless of current realities and restrictions.
- Unlike starting with what we know today and project forward in this exercise the process is reversed and an imaginary FUTURE is envisioned FIRST and then that vision is projected backwards to the PRESENT.
- By ignoring the present and realities we are trying to unlock the creative parts of our brain and see if we come up with answers that we would not normally think of.
- The outcome of the unconstrained vision is then projected against the finding of our other fields (core values, 3 economic drivers) and will be used in the mix that will generate the final vision and strategies.
- The unconstrained vision also attempts to look at future trends and take into consideration how these might affect HHI.

VISIONING WORKSHOP MEETING NOTES

Island Future- Unconstrained Vision Workshop meeting notes:

Invitees attending:

Jim Chaffin	Developer
Ed Pinckney	Land planner
John Reed	Developer
Jim Coleman	Developer
Jack Alderman	Business (Formerly International Paper)
Kim Statler	Beaufort County Business Development
Kevin Caravati	Georgia Tech, Red to Green
Donald Ryan	CEO, Core Care, Health Care, Entrepreneur
Terry Brubaker	Business, Finance, Private Equity Investments
Lee Edwards	CEO, the Greenery, Business, Entrepreneur

Description of process:

A total of 4 hours was spent guiding a diverse group of thought leaders through a process that was designed to get them to express what the big future trends in the world might be and how it affects HHI.

Aline Carillon (professional facilitator) succeeded in getting the group to think 20 years ahead to describe elements that would make HHI a desirable place, from a resident, business and visitor perspective.

This input was then checked against and compared to community core values (Legacy, Sense of place, Involvement, Learning, Community Prosperity) and participants were asked to identify solutions that would lead to these desirable outcomes in the future.

OUTCOME:

Things that were seen as likely to change in 20 years:

- Globally interconnected economy and a blurring of geographic boundaries
- The re-birth of the local, regional economy
- Blurred lines between work and play
- New ways of using the virtual world (social, economical, learning)
- People seeking community and family ties
- Sustainable energy and sustainable transportation systems
- Quick awareness options (everybody is in the know)
- Loss of privacy
- Current retirement model is likely to be replaced
- People become much older
- Population shift to South East
- Conscious consumption replaces conspicuous consumption
- Focus will be on value of life not just material outcome
- Smaller more efficient homes
- A more crowded, endangered, complex and dangerous world

In 20 years I would like to see the following things (Participants were asked to consider their responses from the perspective of Island Business Owners, Residents or Retirees):

1. Business perspective:

- Alternative energy
- Ability to attract young people and workforce from across the world
- Affordable housing
- Beneficial tax structure
- Incubator assistance
- Surrounded by intellectual capital
- Quality of Life: short commutes, live where you would vacation, public parks, village centers
- Plenty of customers (visitors and residents)
- Clarity about how I can compete
- Economic growth supported by business friendly town laws
- Public/private partnership
- Highest level digital access (Island wide)
- Great educational choices
- Community wants me here: relocation help
- Great transportation choices (in and out)
- What Island represents is important to my business

Summary: Culture, Lifestyle, Education, Environment, Ease of doing business and favorable tax structure all need to come together. Excellence on every level is a must. We currently don't have a clear stake on the ground. We need a culture shift from "reacting and stopping things" to "deciding

what we want and go after it". Other critical issue: Need to understand and manage the geographic boundaries and decide on how to look at the region as a whole: HHI, Bluffton, Hardeeville, Beaufort (and anything in between).

2. **Resident perspective:**

- Great multi use village centers
- Public transportation
- Water access
- Feeling welcome here
- Community involvement
- A green community (being green from the inside out)
- Exciting career opportunities
- Lifelong learning opportunities
- Spiritual and physical development
- Great wellness and healthcare options on all levels
- Multi-generational
- Cultural diversity
- Racism no longer an issue
- Abundant opportunity to interact with an **intact natural habitat**
- Nature blending architecture
- Ability to easily interact with people from all over the country
- Great recreational infrastructure and programs
- Great place near beach that is affordable
- Pace of life is easy (short commutes, easy access)
- Island wide Internet access
- Abundant cultural opportunities

3. **Visitors perspective:**

- Quality and uniqueness of experiences
- Great adventure sports
- A place to celebrate multi-generational family experiences
- Romance of Island (original, fun, rejuvenating)
- Island constantly rejuvenates itself
- Walk-able villages
- Nature in tact
- 1st class resort experience (staying, dining, playing, shopping)
- Mentally relaxing
- Ability to learn new things (intellectually stimulating)

SOLUTIONS:

The following possible solutions were identified:

- Recognizing that HHI has a product crisis. (Developers developed large communities like Sea Pines, Palmetto Dunes, Port Royal, Hilton Head Plantation, Indigo Run, but what holds them together has never truly been master planned. In order to keep and increase our competitiveness we need to do just that.)
- Recognizing that HHI has an identity crisis (HHI can't decide if it wants to grow into the best it can be or if it wants to continue to stagnate and therefore over time deteriorate).

- Recognizing that we have a communication challenge (Community leaders and the community at large need to recognize the problem and get together and agree on the need for solutions.
- Forward looking leadership (The developers used to play that role, but since they left HHI never had forward planning visionary leadership)
- A policy that starts with: “We want to be...” (and everything else follows that and enables that)
- Change the restrictive LMO (New LMO needs to allow for mixed use, density transfers, flexibility on how to achieve an overall balance and not be as restrictive in the details etc.)
- Redevelopment (Including village centers, activity centers, public parks, historic sites, water access etc.)
- Going green (HHI has a chance to match its image with “truth” and become a leading sustainable community, this will enhance its image and attract like minded people on all levels (visitors, entrepreneurs, workforce, retiree’s)
- Public private partnerships
- The HHI learning Institute (Many interpretations of these theme were given, but they all center around the intellectual experience both for visitors and residents alike)
- Interpretative Nature center
- Healthcare destination
- AND many more suggestions came across (such as Airport; Clean public transportation; 5star hotels; Tax incentives; Regional development plan, Urban planning institute, Urban agriculture etc.)

VISIONING WORKSHOP SUMMARY FINDINGS

Island Future Unconstrained Vision 20 years: As a follow up to the above mentioned workshop, members of the Mayor's Task Force - Tourism Sub-Committee produced the following summary findings.

Purpose: The purpose of the exercise is to think ahead 20 years from today taking into consideration the major trends that will shape the world of tomorrow and envision what HHI could be without taking into account any constraints. This projected ideal picture of HHI can be used as a benchmark to determine what strategies would need to be implemented TODAY in order to give us a chance to reach these goals.

Vision Parameters:

1. Things that are likely to change:

- a) Aging population (increased desire to maintain health and prolong life)
- b) Emerging technologies (like the Internet, Genetics, Robotics, Bio & Nano Technologies)
- c) The digital and virtual world will change how people interact, learn, socialize and work and will lead to a loss of privacy
- d) Environmental challenges AND opportunities will increase
- e) Sustainability, on all levels, will become the main theme for individuals, families, corporations and nations
- f) Increased competition (Competing communities are responding to these changes, increasing the need for HHI to stand out)

2. Things that are likely NOT to change:

- a) Desire for recognition and respect
- b) Space + time = status
- c) Desire to physically connect with people, environment and community
- d) Anxiety and fear, the need to feel safe
- e) A search for meaning and self realization
- f) S/E migration pattern

3. What HHI could become:

- a) Truly green on the outside and inside, in tune with nature and totally sustainable
- b) Serene, mystical, inspiring, healing, harmonizing, quite, energizing, relaxing
- c) A civilized isolated Island wonder, a world apart from the world yet wonderfully connected
- d) Local foods, local culture, artistic, epicurean
- e) Health, wellness and sports oriented
- f) Sophisticated understatement, original, planned, detail oriented
- g) A place to fall in love, to get married, to celebrate family (multigenerational connections)
- h) A place for real adventures
- i) A place for community gatherings
- j) Timeless because it does not follow trends
- k) Intellectual, full of learning experiences

4. What we need to do to get there:

- a) The desire to take HHI to an entire new level
- b) The Vision and road map to get there
- c) The buy-in from thought and opinion leaders, the residents and business community

- d) The desire of the town council and town staff to do their part to make it happen
- e) An island wide land use plan
- f) New LMO and pro-active redevelopment policies and zoning
- g) Laws and regulations that are in support of the overall plan
- h) Public/private partnerships to leverage private sector to invest in revitalization

Goals:

No. 1 beach resort on the East Coast

No. 1 small retirement community on the East Coast

No. 1 small town to live and raise a family on the East Coast

Vision statement:

“Hilton Head Island strives to be the most desirable and unique small town on the East Coast to visit, live, work and retire.”

TASK FORCE RETREAT – MAY 2010

This retreat occurred on May 17th and 18th. The purpose of the retreat was to consolidate the recommendations of the three economic driver sub-committees into priority implementation strategies and goal themes. Again, Ms. Aline Carillon facilitated the meeting.

Meeting Notes - Task Force Retreat, the Hilton Oceanfront Resort at Palmetto Dunes

ENVIRONMENTAL/SUSTAINABILITY

Goal: Be a leader in pursuing environmental practices

- Form a “sustainability coalition” to identify and implement what can/should be done
- Set best practices; i.e., energy recycling
- Establish University partnerships
- Create Partnerships with utilities
- Establish community planning institute to promote cutting edge advancements
- Establish Town leadership with all “green” vehicles, energy, recycling, water
- Maintain/enhance natural environment for residents, guests and businesses

REVITALIZATION

Goal: Foster revitalization of resort, commercial and residential properties

- Create a new Island Master Plan
- Replace LMO
 - ✓ Optimize process/clear process
 - ✓ Proactive (vs. reactive) towards revitalization
 - ✓ Advocacy to help move through the process
 - ✓ Pursue public transportation alternatives
- Establish revitalization body of some sort (authority, corporation) to redevelop built environment including a variety of quality facilities including: parks, mixed-use village(s).
 - ✓ Attract and direct investment
 - ✓ Leverage private sector to invest
 - ✓ Offer clear message of what is wanted
- Zoning, densities, infrastructure

ECONOMIC REGENERATION

Goal: Stimulate growth of businesses independent of resort and resident needs

- Marketing and promotion
 - ✓ Unified message
 - ✓ Expand to include three economic drivers
 - ✓ Menu of options
 - ✓ Targeted audiences – common themes, but targeted message
- Enhance digital capacity/infrastructure
- Incubation of new businesses. Grows from inside-out because of our QOL
 - ✓ Using existing intellectual capital
 - ✓ Recruit businesses that leverage virtual world
- Establish/utilize Angel Networks
- Economic Development Group to recruit businesses
- Facilitate new business start-ups and market this capability to visitors and residents

TRANSPORTATION

Goal: Lead way in creating infrastructure to encourage non-combustion engine vehicles

- Improve access to HHI
 - ✓ Vehicular
 - ✓ Air: maintain viable airport
- Green transportation from Savannah
- Provide island-wide public transportation system to connect redeveloped commercial centers, mixed-use village(s), resort and residential clusters
- Provide water transportation system to Daufuskie, Savannah, Beaufort and Bluffton (long term goal)

LEARNING AND EXPERIENCE

Goal: Make HHI know for its educational and cultural opportunities

- Develop cultural center(s) for the arts with cultivation of local history and culture
 - ✓ Facilities and programs
- Foster quality education: pre-school, K-12, secondary education and life-long learning
 - ✓ University partnerships, i.e., classes on island, internships
- Create institutes for Learning: places to come to learn as part of visitor and resident experience

ISLAND HOSPITALITY CULTURE

Goal: Create a culture of Hospitality on island

- Proactive training experience for all hospitality employees
- Community campaign – focus on people who live here
- Value \$ will drop unless we advance hospitality
- Start at board level to get Rotaries, newsletters, invitations
- Advance internal on-the-Island campaign
- Good housekeeping/hospitality goes on doors. Seal that's earned "We achieved the standard..."

COMMUNICATION/INFLUENCE

Goal: Explain the rationale and recommendations of the Task force to residents

- What and why
- Recommendations stemmed from cross-section of community with diverse backgrounds and without political ambitions
- Recommendations have validity
- Tell the story about how we got to where we are today
- Target message to what's important to the audience; i.e., property values
- Audience – retirees. Why this is important to them?
- Mechanism:
 - ✓ Town & Community websites
 - ✓ Meet with board president
 - ✓ Hilton Head Monthly magazine issue dedicated to it
 - ✓ Repeated sound bites. What is the message
 - ✓ Clear and concise; repeated over and over
 - ✓ Commitment/vocal declaration from Mayor's office
 - ✓ Celebrate steps along the way

TASK FORCE CULMINATION WORKSHOP – JUNE 2010

The purpose of the June 25th and 26th workshop and Town Hall was to consolidate task force findings, including the all-important core values, in a vision statement and strategies. Mr. Terry Ennis, as facilitator, challenged members to identify the “burning platforms” necessitating action, overarching goals that the island should be striving to meet, vision that stretches the imagination of islanders, most significant strategies (the “what’s”) to move towards the vision and finally, tactics (the “how’s”) to kick off and build momentum in the right direction.

WORKSHOP DEFINITIONS& GUIDELINES

The following definitions and guidelines were prepared by Terry Ennis provided to be helpful to the Task Force in preparation of the workshop (modified from, and based off, industry “best practices”)

Core Values:

A way of thinking about core values is that they are the **very few, very strongly held preferences** – based off beliefs - for decision and action. Core values are (usually) few in number and define who we are by the actions we take particularly when the organization is under stress, or during times of change. Unlike missions, visions and strategies etc, true core values **change very little overtime and serve to preserve the identity** of the organization or community when all else may be changing around it. One way of thinking about the true “core” of core values is that it they are the one or two deeply felt principles, or beliefs, “to die for”. Translated to the Island what would be the one, two, or three key values that make the Island what it is and, **if violated or lost, would “destroy” the identity of HHI as we know it. Therein lie true “core” values.**

We should also give some thought about how they should be adopted and used in a governance sense.

Visions (visioning):

Visions are **operationally meaningful descriptions** of an organization or community **that stakeholders would have if they could have the organization or community that they truly wanted.** A vision is a design state that is always just a little out of reach but must be technically feasible today (i.e. practical - no science or other fictions) and is operationally viable (you just “know” it can be done with appropriate “stretch” effort)

All identified stakeholders (retirees, visitors, business community) **must be able to “see themselves” in the vision** and be attracted toward it. It aids in aligning self-interest with that of the community

Visions are not necessarily short statements that fit on brass plates in hotel lobbies. They require sufficient word description to paint the picture of where the stakeholders would like to see the organization, or community, heading.

Organizations usually find it helpful in clarification if the vision horizon is thought of as 3-5 years (sometimes 10). Hence “visioning” which is subject to continuous improvement in order to adapt and grow in response to changing markets, demographics, and learning’s from the environment. Any longer tends to engender beautifully crafted, but operationally meaningless visions that are difficult to provide stakeholder aspirational “pull”, or attraction, needed for mobilization of effort.

Goals (“Big Goals”):

“Big goals” usually are few in number and have an external reference motivation (stretch) to them needed to kick start the change that we want to see, and what we want to become, based on our

assessments of need for change (i.e. the “burning platform”). Such as (and as made up examples only): “Become the small coastal town that is #1 (or 2 or 3) in high school education in the SE” or “Become the No.1 in eco tourism in the SE”, or “Become the best/most favorable small community in the SE for establishing new knowledge economy business” or “Become the coastal/cultural arts destination of choice on the coast”, etc. These goals help define and clarify the aspiration, vision and strategies that propel change (always, of course, aligned with our sense of values).

Strategies:

Strategies are the big footprints, or identified strategic steps to reach our goals and vision. Sometimes called strategic intent toward a high level objective such as – for example - access to the Island. Strategies are statements of intent, as clearly, unambiguously and simply as we can state them, to achieve a high level objective. A strategy should contain minimally the “what” and “when” aligned on the objective.

One thing to bear in mind is that a strategy is not a strategy until adopted. Until then it is a strategic option.

Tactics (or tactical Elements, or sometimes called execution level strategies):

Tactics are elements of “how” that characterize and achieve the strategy. They can be as many as needed to accomplish the strategic intent and usually start with “By.....” and contain within them appropriate performance measures and milestones. Normally tactics “fall out” of appropriately defined strategies. Most tactics ultimately translate into specific authorized projects.

The above are the key, most used, definitions. I’ll throw in one more practical working definition since we often talk of “systems” or something being “systemic”:

Very briefly stated a system is a regularly interacting or interdependent group of items forming a whole. In other words you can’t work on one part independently without impacting or otherwise affecting the whole.

TME

Tuesday, June 8, 2010

PRE-MEETING NOTES, QUESTIONS & THOUGHTS

The following questions were prepared by Terry Ennis and distributed to Task Force Members in preparation for the workshop.

Motivation/"Burning Platform"

- What could the community have done 10 years ago that would make this Task Force obsolete? What was holding us back?
- What legacies do you want to leave to the next – who may have different value systems - generation? What's missing that may have sustainable value? What should be our heritage?
- What cultural changes do we need to implement in order to ensure long-term success well beyond our recommended strategies?
- Do you really think we need to broaden and deepen the economy or are we fine with (just) nurturing and embracing one or two dominant segments?
- Do you feel that there is "real" burning platform for change? Or is this just the emerging next phase in the remarkable growth and life cycle of this Island that needs to be identified, managed and nurtured for sustainability?
- Is there a window of opportunity to effect that change?

"Big" Goals (or objectives or whatever language you're comfortable with) – depending on your responses to above motivation

- What would be the few "big" goals that you feel would propel/guide the change need that you identified?
- Big goals usually have a referential aspiration to them (e.g. No 1 place to retire to on east coast. (Cost, quality of life factors), Best place to live, establish and grow new knowledge economy business in south east, #1 networked small community, Second only to... for eco tourism..... Heritage and Leader in "green" technology in SE...Coastal Culture/Arts destination of choice)
- Think 3-5 years out. It helps clarify. What gets moving in the next 3-5 years will define us for many years to come...

These goals identify who we are and what we want to be (Positioning) We can use them in next session as "sanity checks" on the strategies and tactics previously generated and modify as necessary.

GROUP 1 - WORKSHOP FINDINGS

Group 1

Leader – Baker

Participants - Peter Kristian, JR Richardson, Kumar Viswanathan, Drew Laughlin

VISION

The Best Resort/Retirement Community on the East Coast with a Broader and Deeper Economy

Vision Elements

1. Proactive Public Policies and Attitudes
 - a. Strategies/Tactics
 - b. LMO
 - c. Customer Service
 - d. Project Advocate
 - e. Community Education
2. Revitalization
 - a. Redevelopment Authority
 - b. Island Master Plan to identify investment zones
 - c. Public infrastructure
 - d. Land acquisition
3. Economic Development/Diversity
 - a. Economic Development Authority
 - b. Healthcare
 - c. Education/K-12/Continuing Education
 - d. Knowledge-flow businesses
 - e. Green and Sustainable industries
4. Marketing/Promotion/Public Relations
 - a. Evaluate method and practices
 - b. Determine \$ needed
 - c. Identify funding
 - d. Set Policies
5. Arts/Culture/History
 - a. Performing Arts Center
 - b. Amphitheater
 - c. Mitchellville/Forts/Cemeteries/Honey Horn, Etc...
 - d. Develop Historic Learning Centers
 - e. Public Art
6. Environmental Sustainability
 - a. Recycle, Etc...
 - b. Capture and reuse of stormwater

- c. Preserve tree canopy
 - d. Carbon neutrality
 - e. Local produce
 - f. Create Sustainability Council
7. Parks & Recreation
- a. Eco-tourism
 - b. Civic open spaces
 - c. Monet/Sculpture Gardens
 - d. Active parks and recreation (crew, kayak, sailing, aquatics)
 - e. River and Boardwalks
 - i. Chaplin Park to Shelter Cove
 - ii. Skull Creek to Shrimp Docks
8. Transportation and Infrastructure
- a. Connectivity/Communications (Wi-Fi, Broad band)
 - b. Highway 278 & Bluffton Parkway Improvements
 - c. Local Streets and Roads
 - d. Alternatives
 - e. Bridge to Parris Island/Beaufort via Beach City Road

GROUP 2 - WORKSHOP FINDINGS

Leader – Frey

Participants - David Tigges, Bud Shay, Dave Ames, Steve Birdwell

1. Increase economic impact of tourism by 1 billion within 5 years
 - a. Funding
 - b. Tax incentives for revitalization
 - c. VCB separate from Chamber
 - d. Unique experiences
 - e. Island access
 - f. Public Private Partnerships

2. Increase economic impact of retirement community – 4,000+ dwelling units left = 10,000 people
 - a. Innovative
 - b. Adult learning center
 - c. Active health programs
 - d. Marketing/Advertising

3. Increase economic impact of knowledge-based industry
 - a. Island wide Wi-Fi
 - b. Innovative education – develop innovative approaches
 - c. Become a leader in learning within 5 years
 - d. Be known as having great education

4. Green Community – Celebrating Going Green
 - a. Institute for “Green” Community Planning

5. Buy-in from the community - Communication Plan
 - a. Beaufort County Council

Common Themes indicated:

- Uniqueness
- Safety
- Centers
- Work Places

GROUP 3 - WORKSHOP FINDINGS

Leader –Lamkin

Participants - Joe Harden, Tom Barnwell, Steve Riley

1. Visitors
 - a. Mitchellville
 - b. Tourist Education
 - c. Marsh Tacky
 - d. Upgrade facilities
 - e. New Markets
 - i. Healthcare
 - ii. Green
 - iii. Education
 - f. Improve welcome from all
 - g. More year round
 - h. Educate residents – importance of tourism
2. PR/marketing
 - a. Improve Island wide
 - b. Single message as Community
 - c. Funding
 - d. Efficiency
 - e. Replace lost \$ (developers)
3. Heritage Tournament
 - a. \$80M economic impact
 - b. Tax \$'
 - c. Community takes on tournament
 - d. Public private partnership
 - e. Multiple sponsors
4. Community Cohesion – Bring Community Together
 - a. Master Plan
 - b. Road system even through plantations
 - c. Island as a whole vs. separate developments
5. Infrastructure for the Future
 - a. Transportation – water, air
 - b. High tech communication
 - c. Additional waterfront
 - d. Gathering places
 - e. Distinct places
 - f. Beach/water maintenance
 - g. Dredging
 - h. Stormwater
 - i. Sewer
 - j. Housing
6. Healthcare
 - a. University Partnership
 - b. Medical Tourism – wellness, detox
 - c. Inclusion Savannah MSA
 - d. Closer relationship – town
 - e. Market healthcare
 - f. CME Program USC
 - g. Medical groups
 - h. Convergence of healthcare and Technology
7. Culture Shift
 - a. Proactive vs. reactive
 - b. Revisit the LMO to be conducive to revitalization of Island and reflect new direction
 - c. Redefine Town role/purpose
 - d. Communication/cohesiveness of community
 - e. Education/PR Plan
 - f. Fact based decision making
 - g. Share Vision
 - h. Comprehensive state tax reform – 2nd homeowners

Group 3 - Statements of Intent/Strategies

1. The intent of the Town Council of Hilton Head Island is to develop a cohesive Island community of residents and visitors to enhance the overall quality of life. Quality of life is supported by improvements and expanding of:
 - Infrastructure
 - Businesses
 - Marketing and Advertising
 - Master Plan and Legal Changes
 - Education
 - Healthcare
2. The intent of the Town Council of Hilton Head Island is to shift the Town government culture to reflect new direction
 - Embrace tourism
 - Take regional view of infrastructure and economic development
 - Build culture of “One Island, One Community
 - Embrace “Green” initiatives
 - Get back to intent of master planning – flexibility
 - Partnerships – universities for measurable indicators and planning tools
 - Private/Public partnerships
3. The intent of the Town Council of Hilton Head Island is to partner with all public and private sector schools and technical education system to improve the quality of education for the community in 5 years that is measurable at all grade levels. Add an adult educational component to all businesses in the community to allow employees a flexible work schedule to visit schools to monitor their children’s progress. The Town encourages citizens that have a positive attitude and views on quality education to become involved on councils and boards. The goal is to introduce the total community to new technology and improve skill levels.
4. The intent of the Town Council of Hilton Head Island is to leverage healthcare as an economic driver
 - Medical Tourism – Wellness (Mind, Body, Spirit)
 - Technology based healthcare – Information /Knowledge
 - CME/Continuing Education
 - Recognize and advertise as part of infrastructure
 - University partnerships – Specialty centers, Specialty education
 - High Tech Communication to support remote education and telemedicine
5. The intent of the Town Council of Hilton Head Island is to embrace and protect our tourism-based economic engine during the next 10 years by:
 - Encouraging improvements to resort assets through revised Town ordinances and LMO allowing revitalization

- Determining the necessary funding sources to properly market our destination and encourage the development of an efficient and effective marketing and PR strategy with the Chamber/VCB
- Develop and implement a new strategy to ensure the long-term success of the Heritage Golf Tournament by creating a public/private partnership to sponsor this vital community event
- Creating communication channels to educate Island residents about the importance of our tourism and hospitality industry and encourage the community to have a welcoming spirit for all visitors and guests

DRAFT TASK FORCE STATEMENTS STRATEGIC INTENT & TACTICS

The following draft strategic statements were assembled as an outcome of the workshop.

1. It is the intent of the Town Council of Hilton Head Island is to become a more proactive, customer focused, governance entity by redefining the Town's role and purpose to include:
 - a) Institutionalization of management techniques for ongoing visioning and long range planning
 - b) The fostering of a more proactive, more customer focused, "can do" attitude
 - c) The streamlining of public policies and procedures with alternative codes for redevelopment
 - d) Revising the LMO to be conducive to redevelopment and reflect new direction
 - e) Institutionalization of fact based decision making via partnerships with universities for measurable indicators and planning tools
 - f) The fostering of public and private partnerships for development

2. It is the intent of the Town Council of Hilton Head Island that the Island's economy becomes deeper and broader over time through:
 - a) Deepening – increase economic impact of hospitality by \$1 billion over the next 5 years by:
 - Encouraging improvements to resort assets through revised Town ordinances and LMO enabling revitalization;
 - Providing funding to market our destination and encourage the development of a focused marketing and PR strategy;
 - Ensuring the long-term success of the Heritage Golf Tournament through creation of public/private partnership to sponsor this event with an estimated \$80 million impact;
 - Creating communication channels to educate Island residents of the importance of the hospitality industry to the economy and their well being;
 - Become a destination for ecotourism, "green" community planning, hospitality education and training.
 - b) Broadening – reduce singular dependency of the Island economy on hospitality sector by leveraging new business opportunities by:
 - Become aggressive in recruiting new business opportunities by establishing an Island Economic Development Authority to serve as project advocates;
 - Become a leader in entrepreneurial incubation, leveraging off the convergence of healthcare and technology;
 - Provide supportive infrastructure for new knowledge based businesses, including Island-wide broadband, innovation education, and tax incentive packages such as FILOT;
 - Improve the quality of K-12, and adult education to facilitate growth of a knowledge based economy.

3. It is the intent of the Town Council of Hilton Head Island to revitalize the Island's buildings and infrastructure by:
 - Establishing an Island Redevelopment Authority to master plan and identify key investment zones, land acquisition opportunities, and public infrastructure needs.
 - Encouraging the development of mixed use village centers with great public; gathering places, riverwalks and boardwalks, pathways, civic open spaces with sculpture gardens and public art, and centers for active recreation (sailing, crew, kayaking, aquatics);
 - Improving access to the Island (local, county, state, and federal) as well as internal connectivity and circulation. Address commercial/corporate airport limitations. Consider a second bridge to Parris Island/Beaufort via Beach City Road.

4. It is the intent of the Town Council of Hilton Head Island to position the Island as the unique environmental sanctuary and residential resort community on the East Coast by:
 - Becoming a model community for sustainable and "green" practices, including master planning, renewable energy, preservation of waterways, water conservation and recycling through institutionalization of a Learning Center for "Green" Community Planning;
 - Becoming an environment for new experiences and creativity, such as historic learning and interpretation, cultural diversity, intellectual stimulation, and performing arts. Encourage the development of a Performing Arts Center;
 - Ensuring a safe, clean, and attractive environment for all residents.

PUBLIC SURVEY RESULTS

Summary of Survey Analysis by Dr. John Salazar:

- Since most residents indicated that their first visit to the island was tourism related, HHI must make a concerted and consistent effort to educate the public about the importance of the tourism industry and its impact on potential new residents.
- The assets of HHI that are most important to residents are all environmentally related. Therefore, when making future decisions HHI must always consider how the public perceives the decision's impact on the environment.
- "Availability of Jobs" needs improvement to support a healthy economy. HHI should consider how to either enhance the existing volume of business demand or expand the current economy in order to increase or attract more jobs.
- If lodging quality is a concern of the HHI tourism industry, the industry must convince the residents that it is an issue due to 25% of the population indicating that hotels/lodging need improvement to support a healthy economy.
- If the existing meetings/convention market is to be expanded for HHI, the tourism industry must convince the residents that "Meeting Facilities" need improvement because only 23% of the population indicated that there was a need for improvement.
- The Beach is one of the more important assets contributing to a resident's quality of life and is an asset that is most utilized when friends/family visit. Therefore, the beach renourishment program must be sustained and a constant priority.
- Residents feel that "Golf," "Tennis," "Fishing," "Festivals and Special Events," "Dining," and "Beach" need the least improvement and are the most attractive to visitors. These assets are perceived by the residents to be the best of HHI. However, "Shopping Options" and "HHI Airport" need improvement and are less attractive. Therefore, the community should explore ways to enhance the shopping options as well as HHI airport.
- The assets that are most important, most utilized, and that have exceeded the expectations of the residents are the same items that are used by visitors. Consequently, should visitor volume decrease there will be a negative business impact on certain assets that the residents use. For example, if visitor demand for local dining decreases, local dining options will eventually decrease because restaurant owners will decide to "walk away" from an unprofitable business. Therefore, the circumstance has an impact on a resident's quality of life as well as reduces their satisfaction with dining options. HHI must create and maintain a public relations strategy that continues to inform the residents of the importance of the tourism industry. This strategy should be developed for both the public and private sectors and targeted to the general population.

TOOLS TO EFFECT CHANGE- EMAIL FROM TOWN STAFF

March 8, 2010

David,

Staff research on redevelopment strategies is documented in a working paper entitled *TOOLS TO EFFECT CHANGE* which is attached. The tools outlined can be attributed to several communities mostly in South Carolina. Our research suggest that the Town's redevelopment will be market driven and that a detailed analysis of the future market demand is needed to formulate appropriate Town's role in fostering appropriate private sector's response.

Redevelopment, as it relates to the current draft of the 2010 Comprehensive Plan, is addressed as follows.

Comp Plan Info regarding Redevelopment:

- The Island has reached a stage of relative maturity from its earlier rapid growth in the life cycle of its development. Some of its hospitality and other service sector assets are aging (becoming "tired" looking) and are in need of revitalization or potential replacement. "Sensitive Redevelopment" has become a major theme resonating from the research interviews and community input. Older condominium units, in particular, present a challenge due to the multiplicity of owners in any given development.
- Identify and prioritize areas in need of re-development including any obsolete, or run down, commercial buildings. Incentivize the development of flexibility of streamlining in regulation of density caps, setbacks (and other controls) that enable a qualitative, principle based, asset revitalization that enhance the Island's positive legacies.
- A revitalization of effort to attract residential and retiree growth emphasizing not only character and natural assets but the quality, and breadth, of the service infrastructure that has developed relative to its competitor communities along the southeast coast.
- The existing land use of the Island should be the backbone to all development decisions and redevelopment strategies. It is important that the amount and location of each land use category is at a sustainable level for the existing and projected population of the Town and vice versa. While previous regulations were aimed toward managed growth, future policies should focus more on redevelopment strategies and should consider creative alternatives to traditional zoning classifications and regulations. Education on the purpose of regulations and creative, flexible approaches to redevelopment of the Island should be emphasized as development patterns change and the Island matures.

- Because of the anticipation of build-out, creative redevelopment policies and alternatives to traditional zoning and land development regulations should be a focus for all land use policies and regulations.
- Provide flexibility within the Land Management Ordinance to address future development and redevelopment of existing sites. Areas of existing and future redevelopment should be reviewed and identified and additional TIF (Tax Increment Finance) districts considered.
- Target areas for redevelopment using information such as age of structure and assisting with reducing the vulnerability of structures to storms and natural disaster events due to non compliance to current building codes.
- Develop flexible regulations and incentives to encourage redevelopment of aging structures and districts.

Randy Nicholson
Comprehensive Planning Mgr.
Town of Hilton Head Island
One Town Center Court
Hilton Head Island, SC 29928

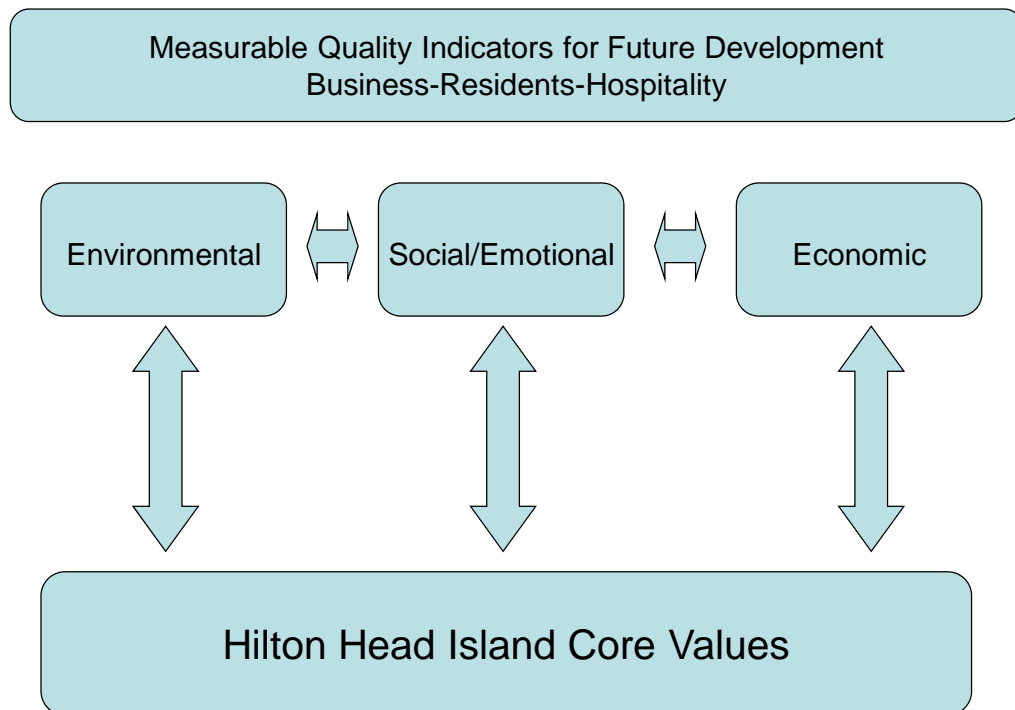
HILTON HEAD ISLAND- NATURALLY GREAT

TASK FORCE - DATA SUB-COMMITTEE REPORT

April 26, 2010

Goals Data Sub-Group

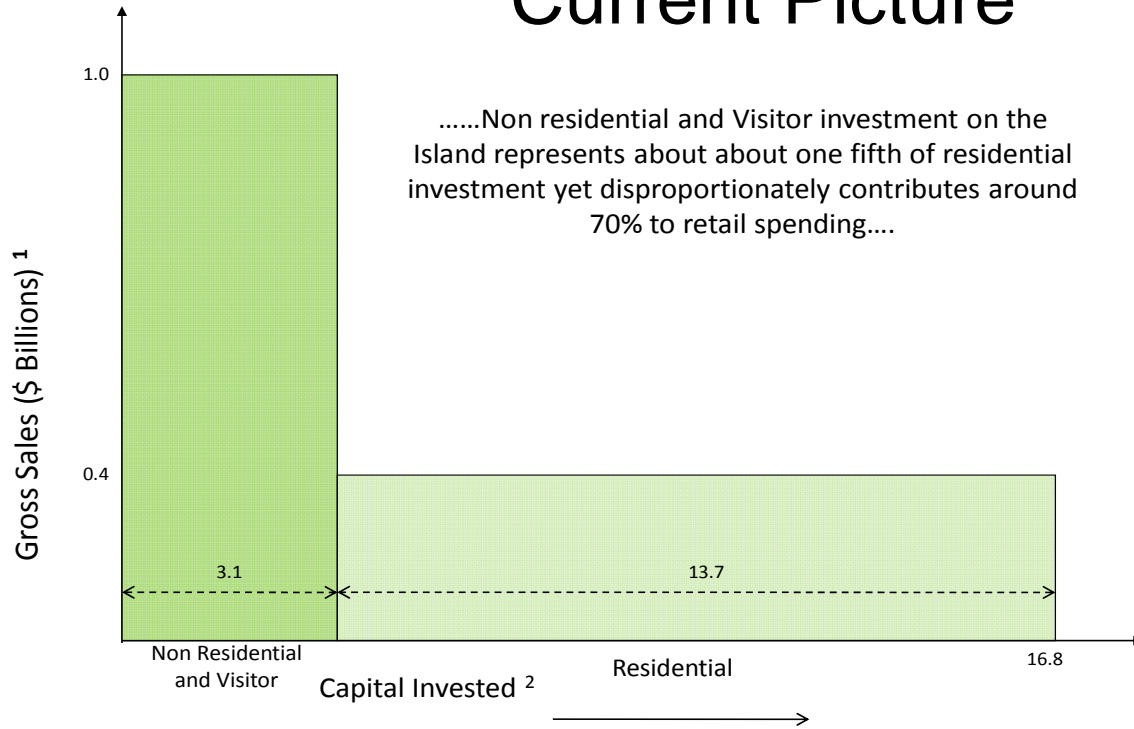
- Seek out sources of meaningful data
- Provide knowledge and insights from data to enable decision-making, strategy formulation and funneling for the Task Force.
- Assist in creation of measurable metrics for decision making.
- Provide means to test hypothesis.



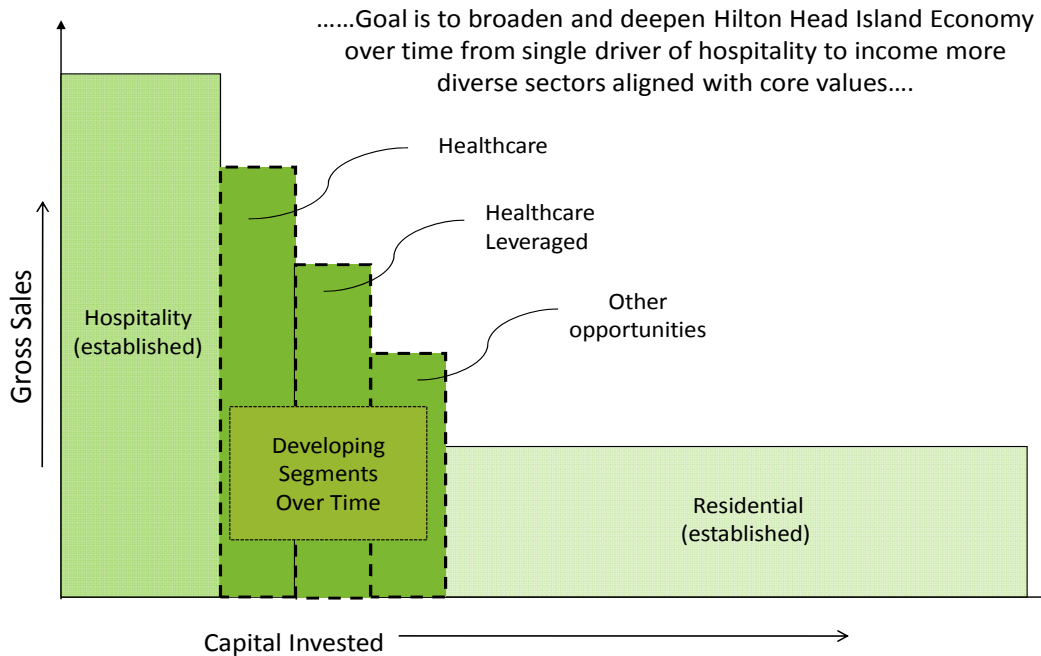
Findings so Far

- Data Confirms Dominance and Dependency on Hospitality Economy Segment on Island
- 64 -70% Conservatively of Gross retail Spending, representing ~ \$1 BN Annually is Attributed to Hospitality
- Hospitality Segment Spillover is Serendipitous. Residential is Enhanced by Hospitality as Visitors Beta Test Island Before Making Decision to Move to Island
- Downside is heavy dependence on single segment (Hospitality) renders economy subject to macroeconomic events
- Key question for strategy formulation is how to leverage hospitality energy (funding capacity) as source for economy diversification
- Growing health care and wellness sector may provide platform for leveraging that broadens and diversifies economy

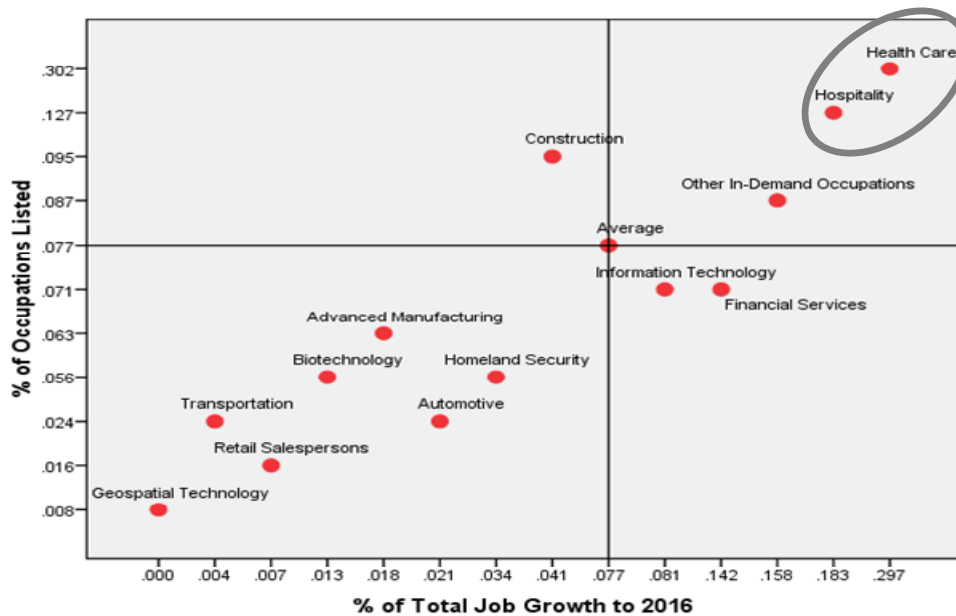
Current Picture



Ideal Future Picture



Occupations Listed and Total Job Growth for Beaufort County, 2016



Data Still Needed

- Estimate of B2B spending on Island (contractual/wholesale transactions)
- Decide if splitting non-residential investment into sub categories such as hotels, dining, etc. has value
- Develop cluster analysis econometrics from residential survey and align with core values to assist in strategy formulation
- Evaluate alignment of public investment with cluster analysis and values
- Obtain data on tax revenues, permits, population trends, crime statistics, births, remaining dwelling units
- Study national data such as population trends, baby boomer curve, migration, vacation and leisure trends

Aspirant Goal of Data Group

- Differentiate Hilton Head Island as leader in development of a data set that measures environmental, social/emotional, and economic indicators to protect Core Values (Model for the country)
- Town of Hilton Head partner with USCB to develop this model and provide regular reports to use in decision making
- Move beyond tracking and trending to predicting and planning

The Sea Islands
Institute Sustainability
Research Initiative
@USCB



Uh-Oh!

- Our aspirations were bigger than our committee.
- How do we solve this?
- USCB!?

DATA COMMITTEE MEETING WITH USCB

Partnership

- What are the capabilities of USCB related to assisting Town of Hilton Head in data driven decisions. Measuring success and impact.
- What would a USCB/Town partnership look like?
- What would the cost of a partnership be?

Task Force Work

- Capturing B2B dollars and relative significance/ratio to other drivers or proxies.
- Econometrics and knowledge gained from survey.
- Potential measurements we could utilize to rank and prioritize economic/business strategies against core values/environment/social-emotional needs. (Noise, air and water quality, beach & marsh impact) Utilize these measurements to bridge economics and quality of life factors to give a compelling picture to island residents.
- Discussion about specific actions or systems needed to improve corporate hospitality.

Goal for Thursday's Meeting

Goal: Harness energy/dollars from tourism to transform economy from single dependence on tourism to more diverse economy including business and residential without a negative impact on the environment and quality of life on the island. Enhance the core values while strengthening the economy.

Indicator Examples

Business Indicators (1980 - Present)			Attractions Attendance (1982 - Present)			Bookings & Visitors (1982 - Present)		
Data	Annual	Monthly	Data	Annual	Monthly	Data	Annual	Monthly
city sales tax revenue	1980-present	1980-present	Bellingrath Gardens	1982-present	1982-present	MBCVB number of groups booked	1995-present	1997-present
county sales tax revenue	1990-present	1995-present	Bragg-Mitchell Mansion	1990-present	1998-present	MBCVB number of room nights	1995-present	1997-present
city room tax revenue	1982-present	1982-present	Dauphin Island Fishing Pier	1991-present	1991-present	motor coach - visitors to attractions	2001-present	2001-present
county room tax revenue	2002	2002-present	Dauphin Island Sea Lab & Estuarium	1999-present	1998-present	motor coach - room nights	2001-present	2001-present
hotel marketing fund	2002	2002-present	Exploreum & IMAX	1998-present	1998-present	special events attendance estimates	1997-present	1997-present
½ % Mobile County Public School System sales tax	2002	2001-present	Fort Conde	1982-present	1982-present	convention attendance estimates	1997-present	1997-present
total value of city building permits	1992-present	1992-present	Fort Gaines	1991-present	1991-present	enplaned passengers at Mobile Regional Airport	1982-present	1984-present
value of city residential permits [new residences]	1992-present	1995-present	Mobile Greyhound Park	1982-present	1982-present	deplaned passengers at Mobile Regional Airport	1990-present	1990-present
number of new residential permits	1992-present	1997-present	Mobile Museum of Art	1990-present	1997-present	I-10 Grand Bay welcome center Visitors	1990-present	1995-present
Mobile County employment	1980-present	1980-present	Museum of Mobile	2002-present	2001-present	Fairways Golf: number of golfers and rounds of golf	1997-present	1997-present
Mobile County unemployment rate (UNR)	1990-present	1990-present	Oakleigh Museum House	1990-present	1995-present			
number of homes sold via MLS	1980-present	1980-present	Phoenix Fire Museum	2002-present	2001-present			
U.S. CPI [82-84=100]	1980-present	1980-present	USS Alabama	1982-present	1982-present			

Indicator Examples

Factors that Influence Tourism (1996 - Present)		
Data	Annual	Monthly
Average Price Index per gallon of gasoline	1996-present	1996-present
Consumer Price Index for gasoline	1996-present	1996-present
Producer Price Index for gasoline	1996-present	1996-present
number of tropical storms on Gulf Coast	1999-present	1999-present
number of hurricanes on Gulf Coast	1996-present	1996-present

Local Housing Market (2000 - Present)		
Data	Annual	Monthly
number of homes sold - Mobile County	2000-present	2000-present
average days on market - Mobile County	2000-present	2000-present
average sale price - Mobile County	2000-present	2000-present
median sale price - Mobile County	2000-present	2000-present
number of homes sold - Baldwin County	2000-present	2000-present
average days on market - Baldwin County	2000-present	2000-present
average sale price - Baldwin County	2000-present	2000-present
median sale price - Baldwin county	2000-present	2000-present

Indicators by Month

2009	Bellingham Gardens	Bragg-Mitchell Mansion	D.I. Fishing Pier	D.I. Sea Lab & Estuarium	Exploreum & IMAX	Fort Conde	Fort Gaines	Greyhound Park	Mobile Museum of Art	Mobile Museum of Art	Mobile Museum of Art	Mobile Museum of Art	Oakleigh Museum of Home	Phoenix Fire Museum	USS Alabama	Carnival Holiday Cruise #	Carnival Holiday Cruise #	Mobile Carnival Museum	total visitors
1	1,228	1,161	0	1,504	11,959	2,445	2,328	17,056	4,104	6,634	1,209	2,454	n.a.	271	13,408	10,705	7	1,234	69,857
2	3,027	963	0	4,385	12,039	2,747	4,241	18,467	5,007	5,992	2,058	3,356	n.a.	420	12,497	7,887	6	3,954	79,225
3	13,141	1,380	0	7,212	15,312	4,211	6,407	15,715	5,575	8,060	3,987	4,911	n.a.	483	21,734	8,818	5	1,106	106,005
4	11,672	0	0	9,866	14,497	6,820	6,937	17,118	5,598	7,800	3,340	4,939	n.a.	563	20,669	11,482	7	1,318	111,434
5	8,347	2,245	0	6,998	12,670	2,862	4,839	20,386	4,729	8,060	7,567	3,455	n.a.	291	2,022	9,645	6	911	97,599
6	3,766	1,212	0	10,794	12,575	3,663	7,551	6,526	7,389	7,800	4,588	4,609	n.a.	1,521	3,499	12,832	7	1,196	167,097
7	3,762	1,551	0	12,288	15,366	4,274	7,951	19,123	11,375	8,060	3,915	3,529	n.a.	528	4,146	10,944	6	786	137,950
8	2,906	2,280	0	5,519	7,906	2,350	5,172	19,028	3,399	8,060	4,489	1,193	n.a.	231	2,417	11,968	7	746	86,875
9	2,250	1,174	0	3,227	7,925	2,182	3,109	16,727	3,424	7,800	3,437	855	n.a.	304	1,286	9,255	6	1,236	64,535
10	4,155	1,120	0	3,655	9,212	3,236	4,530	16,605	5,160	6,634	2,060	3,204	n.a.	700	1,362	11,039	7	1,128	77,376
11	8,890	1,484	0	2,532	9,406	3,328	19,685	18,503	4,156	6,420	4,072	2,455	n.a.	476	1,315	13,100	6	1,170	81,361
12	54,749	2,046	0	1,685	10,390	2,022	2,366	15,542	5,939	6,634	1,355	4,796	n.a.	235	980	14,459	6	1,311	125,348

What data is relevant to the Lowcountry?

- Economic
 - ✓ Housing starts
 - ✓ Business license applications
 - ✓ Tax revenues
- Tourism
 - ✓ Visitor demand
 - ✓ Attraction gate counts
 - ✓ Golf data
- Environment
 - ✓ Water quality
 - ✓ Air quality
 - ✓ Biotic inventories
- Social
 - ✓ Municipal recreation registrations
 - ✓ Public transit ridership
 - ✓ Monthly demand for other social and nonprofit services

Quality of Life/Environmental Metrics

- Waste
 - ✓ Recycling rate tons/resident v. tons/visitor
 - ✓ Solid waste disposal tons/resident
 - ✓ Sewage treatment K-gallons/resident
 - ✓ Carbon output (calculators?)
 - ✓ Hazardous waste disposal tons/yr/resident
- Resource Use
 - ✓ Water consumption K-gallons/resident
 - ✓ Energy consumption KWH/resident/visitor
 - ✓ Pollution prevention Provide access to alternative technologies, resources, products
 - ✓ Land use changes (Development Permits/Building Permits/Wetland Permits)

Environmental Metrics

- SIC Code risk scoring
- Vehicle miles driven/number of vehicles on road
- Emissions calculators
- Noise/Light pollution
- Storm water controlled v. uncontrolled
- Sewage line access/septic field ratio v. area
- Beach closures % open
- Oyster bed closures % open
- CWA permit exceedences
- Raw death rate
- Life expectancy data
- Population growth rate

Quality of Life Metrics with Environmental Consequences

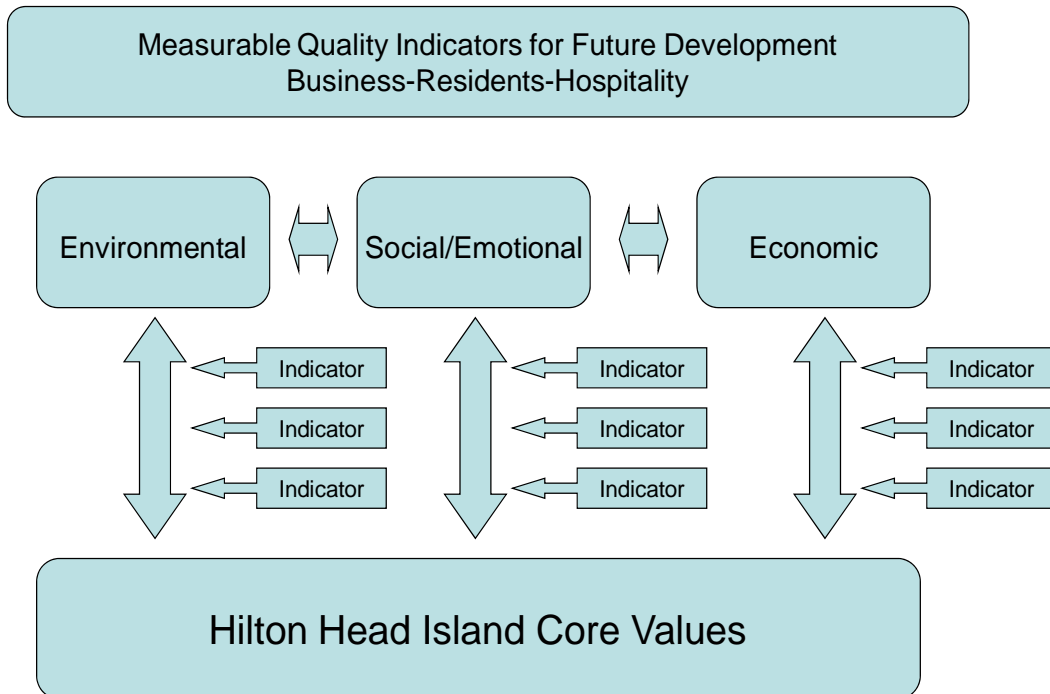
- Audubon Certified Golf Courses (#)
- Miles of bike paths/resident
- Preserved open space % land area
- Park space %
- Beach access
- Undeveloped multi-purpose space %
- LEED certified buildings/homes # v. ratio
- Waterfront development % shoreline
- Automotive/tour-bus parking strategies
- Bicycle-friendly, Scooter-friendly parking strategies
- Pedestrian-friendly streetscapes
- Mass transit ridership

Outcome

- USCB becomes the center for measuring, analyzing, and interpreting indices that track the economic, tourism, environmental, and social well being
- When natural disasters and economic shocks occur USCB will be at the center of understanding the impact those events
- 1st dataset that measures economic, social, and environmental indices

Next

- Clarify charter of where we are going with help of group
- Determine cost to move forward in partnership with USCB
- What we measure is what we value



ISLAND FUTURE COMMUNICATION AD-HOC COMMITTEE RECOMMENDATIONS - JULY 2010

1. The Mayor's Vision Task Force is going to present a number of strategies that in their opinion would elevate the quality of life and the economic sustainability of the community in their final report to the Town Council and the public.
2. We believe that in order to be able to implement these strategies we need the approval from the majority of the general public.
3. We believe that a big part of the overall success will depend on the communities' ability to work together and this in return means that we need to educate the public about the needs and opportunities that have been identified.
4. We therefore are asking that in conjunction with the actual strategies a communication plan will also be recommended.
5. The communication plan will consist of 2 main parts:
 - a) That a "Community Vision Task Force" is established as a permanent institution. (This Task Force may or may not contain some of the same members as the current MVTF). This group will ensure that the plan is being properly interpreted, further refined and updated and will act through its members both as a sounding board and as a means to spread the message.
 - b) The actual PR, media and communication campaign. A more detailed plan, budget and timeline need to be established but could contain some of the following elements:
 - First we need to translate the report (that will contain many details, charts and raw data) into a document that is fit for public consumption. (The full report will obviously also be available to the public).
 - This document can then be published in many forms: A power-point presentation, a video production, a printed piece (with or without illustrations)
 - We would recommend that the Mayor declares a certain date in the calendar as "HHI Future is bright" week. This week would allow for a concentration of numerous events that could include a press conference, a large interactive public meeting, the airing of a video presentation on local television stations and cinemas etc. and would be a yearly re-occurring event
 - A dedicated website with links from the town's website, the Chamber and local media should be established along with the array of available social media outlets that also allow for an interactive platform with the public.
 - A printed piece could be distributed through MONTHLY and inserted in the Island Packet

- A number of presentations and round tables could be organized so that we can touch members of the Chamber, the Realtor association, the Hospitality Association, the Builders Association, the Bar Association etc. and other the numerous civic and not for profit organizations as well as property owners associations which would allow for direct exposure and interaction with the public
6. The whole array of PR, Media and direct communication is designed to raise the community's awareness that HHI has a bright future ahead if we are willing to listen, think, learn, create and support ideas and solutions that will lead us there. A community is only as strong as its willingness to plan ahead and recognize that our actions today will influence generations to come.