



The Town of Hilton Head Island
Our Plan Development Team Meeting
Monday, December 2, 2019 at 4:00 p.m.
Benjamin M. Racusin Council Chambers at Town Hall

AGENDA

As a courtesy to others please turn off / silence ALL mobile devices during the Meeting. Thank You.

1. Call to Order

2. FOIA Compliance - Public notification of this meeting has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.

3. Approval of Agenda

4. Approval of the Minutes – Meeting of November 18, 2019

5. New Business

a. Discussion of Draft Goals and Strategies for Our Plan Work Groups Part 1

- i. *Expand to Embrace an Integrated Regional Focus* – Presented by Jayme Lopko
- ii. *Innovative Approach to Create ‘Right-Sized’ Infrastructure* – Presented by Anne Cyran
- iii. *Foster an Inclusive Multi-Dimensional Community* – Presented by Sheryse Dubose
- iv. *Relentless Pursuit of Excellence* – Presented by Taylor Ladd

b. Break for Open House Reception

c. Discussion of Draft Goals and Strategies for Our Plan Work Groups Part 2

- i. *Redefine Environmental Sustainability* – Presented by Anne Cyran
- ii. *Revitalize and Modernize the Economy* – Presented by Jayme Lopko
- iii. *Build a Connected and Collaborative Community Fabric* – Presented by Shea Farrar

6. Appearance by Citizens

7. Staff Report

8. Adjournment

*Please note that a quorum of Town Council may result if a majority of their members attend this meeting.
Please not that a quorum of Planning Commission may result if a majority of their members attend this meeting.*



Town of Hilton Head Island
Our Plan Development Team
Monday, November 18, 2019 at 4:00 pm
Living Lab at Town Hall
MEETING MINUTES

Present From the Development Team: Chairman Judd Carstens, Vice-Chairman Peter Kristian, Jeanne Antonuccio, Morris Campbell, David D'Amico. Michael Scanlon

Present from Town Council: Tamara Becker

Present from Town Staff: Taylor Ladd, Jennifer Ray

Present from Media: None

1. Call to Order

Chairman Carstens called the meeting to order at 4:02 p.m.

2. FOIA Compliance

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

3. Approval of Agenda

Chairman Carstens asked for a motion to approve the agenda. Mr. Kristian moved to approve. Mr. Scanlon seconded. The motion passed with a vote of 7-0.

4. Approval of Minutes

Chairman Carstens asked for a motion to approve the minutes of the August 19, 2019 meeting. Mr. Carroll moved to approve. Mr. Kristian seconded. The motion passed with a vote of 7-0.

5. New Business

a. Review Our Plan timeline and schedule

Taylor Ladd provided an overview for the Development Team of the remaining schedule for Our Plan, including the 2020 Development Team schedule. While the Team is adopting a schedule through April, it is anticipated they will wrap up in March. It was noted that the January 6 and late February- early March meetings would be most important. Ms. Ladd also reviewed the accompanying timeline for the Parks and Recreation Master Plan, which will be adopted in concert with Our Plan.

b. Adopt 2020 Meeting Schedule

Vice-Chairman Peter Kristian moved to approve the 2020 Meeting Schedule. Michael Scanlon seconded. The motion passed with a vote of 6-0.

c. Recap Our Plan Principles and Process and Development Team role

Jennifer Ray discussed with the Development Team a review on the Principles and Processes adopted for the project and their role moving forward into the drafting phase. She called attention to a key Principle important to their role is to “Ensure alignment of the Comp Plan with the Our Future Vision and Strategic Action Plan.”

Mr. D’Amico asked the question about anchor institution involvement in the process and a discussion followed about concern that not enough has been done to ensure the community has been able to provide input during the process. The Development Team discussed this topic. Ms. Ray responded that staff is looking into holding a few focus group meetings in January to give members of the community the opportunity to discuss Our Plan.

Mr. Scanlon moved that in their final meeting, key associations, community elements and anchor institutions be given a draft copy of Our Plan and invited to speak and provide a response at the meeting as it relates to their interests or plans. Mr. Campbell seconded. With more discussion, Mr. Scanlon amended his motion to do this before the last meeting giving staff the opportunity to determine the best time, and Mr. Campbell seconded. The motion passed with a vote of 6-0.

d. Our Plan Discussion

Ms. Ladd reviewed how the Core Values developed through the Our Future Process are connected to Our Plan. The Core Values are central to Our Plan and are what the content of the comprehensive plan will be organized around. This connection is part of the Development Team’s role to follow and ensure is coming together in the plan.

Mr. Kristian asked for more specific information about how the Development Team’s work will funnel into the Comprehensive Plan Sub-Committee of Planning Commission. Ms. Ray discussed the overlap of Commissioners serving the Development Team and Work Groups throughout the process. Two of the three members of the committee are on the Development Team. The sub-committee will receive the recommendation from the Development Team and provide a recommendation to the Planning Commission easily, as a majority of this sub-committee’s typical work is being conducted at Development Team level. Commissioner O’Neil, who is on this sub-committee and not on the Development Team, has been actively involved in two work groups, was a member of the Vision Project Management Team and has been attending Development Team meetings.

Ms. Ladd discussed on more detail what would be expected from the Development Team for the up-coming December 2 meeting. Staff is anticipating a review from the Team on the content submitted from the work groups, as well as any gaps or items in need of more clarity. The staff reports for this meeting will be published in the agenda packet for the meeting.

Ms. Ladd then reviewed the template for the final report that staff will be producing for each core value. The reports will include the content that will build each chapter

in Our Plan, including introduction information, issues identified, goals, keywords, elements and strategies. Staff will be reviewing the current Comprehensive Plan and other adopted Town plans for more strategies to include in the chapters. This final report will be a culmination of the content intended for each core value chapter, with the work group input as the foundation.

6. Appearance by Citizens

Chairman Carstens opened the meeting for public comment. Owen Ambur from the Connected Work Group provided comment about opportunities for connection and inclusion that should be considered for objectives in Our Plan, including ways to organize the presentation of the plan in an online format.

7. Staff Report

- a. Announcements- None

8. Adjournment

The meeting was adjourned at 4:09 p.m.

Submitted by: Taylor Ladd

Approved:



OUR PLAN

DRAFT GOALS and STRATEGIES

Expand to Embrace an Integrated Regional Focus

1. To enable excellence in regional planning and coordination for the Town of Hilton Head Island as a built-in part of the everyday process.

- 1.1 Collaborate with nearby jurisdictions on a regional effort to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments.
- 1.2 Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
- 1.3 Create and coordinate a Regional Plan with adjacent jurisdictions to define regional needs, priorities, and funding to accomplish the plan.
- 1.4 Build and strengthen existing relationships with regional economic development partners.
- 1.5 Develop programs and policies to encourage the private sector to become involved in addressing issues such as housing, climate change, environmental protection, and education.

Notes

- a. Strategy 1.1 could include increasing advocacy efforts on legislative issues that affect our region, ensuring commitment from other regional groups/partners, enabling excellence in regional planning and coordination, and attendance at each jurisdiction's annual workshop or retreat.
- b. Strategy 1.2 could include collaborating to find shorter term solutions to workforce, housing, and educational needs, working in partnership with surrounding jurisdictions and organizations to keep projects in our region, and coordinating emergency planning, response, evacuation, and communication. This increase communication will lead to less redundancy of efforts for jurisdictions and organizations.
- c. Strategy 1.3 could cover topics like land use, transportation, parks & recreation, and natural resources.

- d. Strategy 1.4 could include the business community and organizations like the Beaufort County Economic Development Corporations, Don Ryan Center, Small Business Association (including SCORE), Southern Alliance, etc.

2. To increase supply of workforce/attainable housing on Hilton Head Island and in the region within a reasonable commute.

- 2.1 Pursue regional cooperation of public and nonprofit agencies in meeting area housing needs.
- 2.2 Encourage the construction of quality workforce housing.
- 2.3 Work toward regional solutions to workforce housing issues.
- 2.4 Support employer assisted housing programs to encourage more employees to live within the Town limits or within Beaufort County.
- 2.5 Evaluate and consider participation in a Regional Housing Trust Fund.

Notes

- a. Strategy 2.2 could consider modeling our solution from those that have been successful in other jurisdictions.
- b. Strategy 2.3 could include recognizing workforce housing as a regional need that may not be met on the island.

3. To increase access between Hilton Head Island and the region through a viable multimodal transportation system.

- 3.1 Improve/expand transportation infrastructure to connect the Island's multimodal system to the rest of the region.

Notes

- a. Strategy 3.1 could include options to connect Bluffton and HHI via a multi-use pathway across bridge, ferry system between HHI and Savannah and Beaufort, expanded Palmetto Breeze coverage to get the workforce to Island from the region, replacement of the bridge to the Island to secure the primary connection of Island to the region, exploration of opportunities for Park-n-Ride

lots on the mainland for commuters, and coordination and offset of employee work hours to ease traffic.

- b. An idea the group discussed was to consider regionalization of airports to promote alternate means of access to areas of the region and beyond. This could include considerations for emerging technologies like drones, Uber Air, etc. as a means to travel regionally.

4. To lead the region in environmental protection and eco-friendly practices.

- 4.1 Coordinate conservation of regional environmental assets and plans for natural resource and habitat preservation.
- 4.2 Develop regional approaches to promote resiliency to climate change and sea level rise.
- 4.3 Partner regionally for environmental education.
- 4.4 Partner on land acquisition to preserve open space or serve the needs of region for parks and recreation.
- 4.5 Cooperate with the County and appropriate agencies to seek funding sources to increase the capacity and level of service for recycling and waste management for the Island.
- 4.6 Promote environmental protection through regulation and eco-friendly practices during the development and redevelopment processes.

Notes

- a. Strategy 4.3 could include education on environmental issues and regulations.
- b. Strategy 4.5 could include considerations for landfill capacity and the possible need for other solutions for waste management and recycling.

5. To expand tourism focus in order to promote diverse offerings across the region.

- 5.1 Identify, develop, and support the region's comparative advantages.
- 5.2 Partner across the region to identify and market our collective strengths, unique qualities, and cultural/heritage tourism.

- 5.3 Partner with innovative regional firms on technology, sustainability, and revitalization of the Island.
- 5.4 Attract specific businesses that diversify the region and lead tourism technology like sustainable energy.
- 5.5 Identify and encourage conservation of regional assets that bring people to the area/region.

Notes

- a. Strategy 5.2 could include agencies like the Beaufort County Heritage Tourism Corporation.
- b. Strategy 5.3 could consider building links to innovative research institutions and industry groups in the Savannah region.

Submitted By: Jayme Lopko
Date: November 22, 2019



OUR PLAN

DRAFT GOALS and STRATEGIES

Innovative Approach to Create 'Right-Sized' Infrastructure

1. To establish a dedicated, Island-specific transportation system (to include intermodal options) serving residents, workers, and visitors, linked with a regional transportation system.

- 1.1 Provide a comprehensive, Island-wide pathway network as an alternative to motorized transportation.
 - 1.1.1 Continue to expand and fill in gaps in the pathway system.
 - 1.1.2 Create policies encouraging connections between adjacent properties and pathways to improve safety and accessibility.
 - 1.1.3 Coordinate with SCDOT and Beaufort County to establish a safe multi-use pathway connection between the Island and the mainland.
- 1.2 Implement features that improve the efficiency of the road network.
 - 1.2.1 Research emerging materials that may be more effective for road construction.
 - 1.2.2 Continue to encourage and facilitate the paving of dirt roads throughout the Island.
 - 1.2.3 Evaluate the use of traffic enhancements (turn lanes, signals, lighting) over new road construction.
- 1.3 Ensure policies regulate and infrastructure facilitates emerging modes of transportation on both roads and pathways.
 - 1.3.1 Plan for infrastructure and operating certification/procedures that adapt for Autonomous Vehicles (AV).
 - 1.3.2 Plan for public infrastructure that adapts for *Mobility as a Service (MaaS).
- 1.4 Work with the Palmetto Breeze service to create an effective public transportation system on the Island and between the Island and the mainland.

- 1.4.1 Consider support for (public and private) bus service to a transportation hub on north Island for workers who commute to the Island daily.
- 1.4.2 Evaluate an on-island network linking transportation hub, business hub, and tourist attractions with schedules synchronized to work/activity flow.
- 1.4.3 Collaborate with PUDs to link their transit locations and schedules with the Island-wide network.
- 1.4.4 For public transportation, evaluate and adapt to autonomous vehicles.

* Mobility as a Service (MaaS) is a concept describing a shift away from the ownership of personal vehicles for transportation to the use of public and private services offered through a unified structure to meet the specified needs of travelers.

2. To 'Right-Size' the airport's capabilities and operations.

- 2.1 Continue to collaborate with federal, state, and county authorities and general aviation interests to enhance tourist, business and resident accessibility to aviation services.
- 2.2 Encourage Beaufort County to evaluate the interests of nearby residents and property owners when considering changes to the airport facilities.

3. To ensure physical, social, and economic resilience from climate and environmental challenges.

- 3.1 Establish an integrated program for resistance to and resilience from the effects of rising sea levels and tropical storms.
 - 3.1.1 The Town should assess environmental resistance and resilience when considering private and public development projects.
 - 3.1.2 Evaluate changes to zoning and building codes to minimize vulnerabilities.
 - 3.1.3 Maintain and replenish Town disaster relief funds.

- 3.2 Develop a program to educate the public on water conservation and water reuse.
- 3.3 Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.

4. To preserve natural resources by the efficient use of utilities.

- 4.1 Promote resource efficiency to minimize environmental impact without eroding the Island's residential, tourism, and business infrastructure.
 - 4.1.1 Support collaborative projects and programs among the PSDs that benefit long-term water resource stewardship and protection. Evaluate the use of Town-owned land for water source/supply projects.
- 4.2 Establish and enforce community standards for discretionary water use.
 - 4.2.1 Support programs and education to help reduce the use of potable water for residential irrigation. (Currently 40-60% of potable water use).
 - 4.2.2 Explore methods to increase compliance with the existing residential irrigation code.
- 4.3 Investigate development and operation of alternative energy and water sources.
 - 4.3.1 Investigate the creation of aquifer recharge zones using stormwater projects near potable well capture zones.
 - 4.3.2 Support PSD investigations into alternative sources of potable water.

5. To promote efficient and secure public services (safety, emergency, planning, and administration) to meet current and future needs.

- 5.1 Structure and staff Town government to meet the challenges of increased population, regulatory complexity, technical development, and public expectations.
- 5.2 Fund and equip Town staff to meet the increasing scope and complexity of public service demands.

- 5.3 Ensure the safety of Town residents and visitors through excellent law enforcement, Fire Rescue and emergency management services.
- 5.4 Encourage public service providers to ensure continuity of essential services for all Island residents and businesses.

6. To promote housing options to meet the needs of all current and future populations on the Island.

- 6.1 Adopt policies to support the proposed Workforce Housing program.
- 6.2 Engage property owners and public agencies in neighborhood development design ideas.

7. To anticipate policy implications and resource investments needed to embrace emerging technologies.

- 7.1 Adopt policies to address the use of emerging technologies. (ex: fiber optic service for the entire Island, 5G, information management, cellular satellite).

Submitted By: Anne Cyran
Date: November 22, 2019



OUR PLAN

DRAFT GOALS and STRATEGIES

Foster an Inclusive Multidimensional Community

1. To create an environment that supports equitable, high quality education options, where Hilton Head Island is recognized as an epicenter of lifelong learning.

- 1.1 Consider cooperation with the public school district, Island non-profit organizations, and concerned citizens to assess the Island's daycare facilities and support potential ways to improve daycare options.
- 1.2 Encourage Beaufort County to continue their efforts to provide resources and funding for the Hilton Head library.
- 1.3 Coordinate with the University of South Carolina Beaufort and other continuing education programs to partner with primary, secondary, and tertiary schools in establishing continuing education.
- 1.4 Work towards establishing a community that attracts different age levels, as well as educators by making Island living affordable therefore reducing amount of turnover to increase student stability.

2. Reimagining our venues and historic places so that they are inviting, accessible, and utilized by all.

- 2.1 Develop historic landmarks protection program to preserve important sites and architecture on the Island.
- 2.2 Encourage planned communities and other landowners to provide access for family members, friends, and historians to cultural and historic sites for the purpose of education and maintenance.
- 2.3 Continue to support establishing wayfinding signs that identifies Island historic sites, historic neighborhoods, important people, and important historic events.
- 2.4 Continue to support establishing educational programs that help residents and visitors of all ages to understand the long unique history and rich cultural traditions on Hilton Head Island.

- 2.5 Preserve historic island culture, including that of the Gullah Geechee culture.
- 2.6 Continue to investigate the feasibility of acquiring public land to preserve historic and cultural sites for future generations to enjoy.
- 2.7 Consider developing a 3000-5000 person venue for festival.

Notes

- a. Consider the Venue Committee Report Recommendation and the Gullah Geechee Preservation Report Recommendations when finalizing these strategies.

3. Ensuring community development on the Island is sustainable, inclusive, equitable, and innovative.

- 3.1 Support events, organization, and infrastructure that encourages involvement from the Island's entire population.
- 3.2 Continue to identify and support the many different organizations and groups that are currently involved in community building efforts.
- 3.3 Implement the Workforce Housing Plan.
- 3.4 Consider creating incentives for redevelopment that opt for a planned community approach with goals of diversity in housing costs and transportation modes.
- 3.5 Support employer assisted housing programs to encourage more employees of various professions (teachers, police officers, firemen) to live within Town limits or within Beaufort County.
- 3.6 Encourage interconnection between developments to promote the establishment of neighborhoods and to provide safe and convenient access to neighborhood level public facilities such as parks and schools.
- 3.7 Pursue programs that meet the needs of groups such as the elderly, youth, disabled, Native Islanders, and Hispanic population.

Notes

- a. The use of the word "equity" in the goal is to think about fairness when considering being inclusive with community development. Thus,

recommendations from Workforce Housing and the Gullah Geechee Preservation Project Report should be included in the strategies.

4. Create awareness and respect for our core community and environmental values, ensuring inclusiveness and equality for all residents and guests.

- 4.1 Encourage programs and education that include guests in the culture to maintain Island cleanliness, preservation, and protection of natural areas.
- 4.2 Work with the PSD's to ensure that all communities on the Island have access to potable water.
- 4.3 Work towards all communities having access to the natural Island environment.

5. Promote multi-dimensional diversity on the Island, now and into the future.

- 5.1 Understand basic needs and assets for Island communities, which include access to housing, food, and jobs.
- 5.2 Assist local businesses and organizations in properly implementing the American with Disabilities Act (ADA) to ensure that the Town's infrastructure is not an impediment to this population.
- 5.3 Foster opportunities to bridge communities inside and outside of the gates with respect to age, income, culture, and education.

6. Promote equitable cultural tourism to improve the quality of life for all stakeholders.

- 6.1 Continue to maintain and eventually expand the Office of Cultural Affairs.
- 6.2 Support the Office of Cultural Affairs in promoting cultural events, such as festivals, art exhibits, and performances for all cultures represented on the Island.
- 6.3 Continue to support and improve media coverage on the Town's website and newsletter for local arts and cultural events.

6.4 Continue to recognize the economic value of Hilton Head Island's art and cultural resources in tourism.

7. Ensure healthcare and health education is available, accessible, affordable, innovative, and benefits all.

7.1 Coordinate with Volunteers In Medicine to assess healthcare needs for the diverse Island population.

7.2 Encourage diverse offerings to access healthcare – example: Mobile Units

7.3 Explore ways to retain healthcare workers to the Island to provide accessibility to a diverse Island population with respect to age, ability, and economic status.

Submitted By: Sheryse DuBose
Date: November 22, 2019



OUR PLAN

DRAFT GOALS and STRATEGIES

Relentless Pursuit of Excellence

A note about Excellence: Through the goal and strategy development process, this work group has determined the adoption of “Our Ideals of Excellence” will help guide understanding of how the Town of Hilton Head Island defines Excellence. This results in one goal to adopt and pursue the following ideals. The strategies and tactics provide further specifics pertaining to implementation of the Ideals.

Our Ideals of Excellence for Hilton Head Island

To be a community that:

1. Is welcoming, inclusive, safe and people-focused;
2. Prioritizes the greater good of everyone;
3. Is recognized as an excellent place to live;
4. Attracts a diverse and multi-dimensional residential population;
5. Preserves, values and recognizes its history;
6. Is a competitive option for people seeking a place to live and work;
7. Attracts businesses and visitors who identify with and appreciate the Hilton Head Island brand;
8. Considers sustainability as foundational to the Island’s environmental, economic and social development and redevelopment;
9. Fosters a collaborative and inclusive environment when resolving concerns or planning for the future;
10. Protects the natural environment as a unique quality of our brand and identity;
11. Recognizes the benefit and value of arts, culture, recreation and education;
12. Fosters a spirit of inspiration and leading by example;
13. Uses innovation and learning to develop best practices for processes and projects;
14. Continually adapts its core values and Comprehensive Plan to meet the needs of the present and the future.

GOAL: Adopt and Pursue Our Ideals of Excellence for Hilton Head Island

1. Strategies for Our Brand and Our Place

- 1.1 Adopt Our Ideals of Excellence in order to initiate progress for these strategies and provide a foundation for the Town as outlined in this chapter.
- 1.2 Develop our brand and deploy it through The Town's community engagement, communication standards and execution of projects and policy.
 - 1.2.1 Develop a sense of place that clearly communicates our community values and brand, ie- through physical signage, promotion or other standards.
- 1.3 Ensure our brand and Our Ideals of Excellence are aligned with the efforts and scope of work for the Town's DMO.
- 1.4 Apply for and promote awards of recognition for the Town of Hilton Head Island, such as the Bike Friendly Community.
- 1.5 Preserve and promote the rich cultural heritage and historical resources of Hilton Head Island.
- 1.6 Create a Center for Excellence within the Town that will maintain and monitor Our Ideals of Excellence as they relate to or are embedded with Town processes, policy and projects.
 - 1.6.1 Consider creating an Excellence Advisory Committee of community members, who will help staff develop, monitor and evaluate our brand, core values and Our Ideas of Excellence.
 - 1.6.2 Develop and deploy a survey or measurement tool to obtain the Island community's outlook on Our Ideals of Excellence, interests, input or concerns as applicable for Town projects, processes or policies.
- 1.7 Preserve and enhance the natural and physical environments that reflect the character of the Island.
- 1.8 Set an example for the community by maintaining Town projects and properties in a manner that preserves and enhances the Island's character.

2. Strategies for Our People

- 2.1 Develop a communication plan that ensures the public and Island residents are aware of Our Ideals of Excellence, the adoption of the Ideals and these implementation strategies.
- 2.2 Support incorporation of the local Island and Gullah-Geechee history into our local Pre-K through 12th grade schools.
- 2.3 Pursue awards and recognition that promote the qualities of our residential community.
- 2.4 Ensure that Town-hosted special events and meetings are in compliance with adopted standards for accessibility and evaluate adopting policy for accessibility that exceeds the standards.
- 2.5 Acquire and maintain the most current and accurate demographic data for Hilton Head Island for use by staff and the community.
- 2.6 Provide excellent Town services.
- 2.7 Provide excellent law enforcement, Fire and Rescue, Emergency Management and disaster recovery services to the Island residents and visitors.
- 2.8 Provide the staff and requisite facilities to maintain the excellent administration of all Town government functions.
- 2.9 Continue to engage the community through excellent arts and culture education and outreach opportunities and events.
- 2.10 Recognize the importance of parks and recreation for the Island community through the development and maintenance of excellent facilities and programs.

3. Strategies for Our Planning and Process

- 3.1 Evaluate the Town's Comprehensive Plan for consistency and applicability to existing conditions, policies and projects.
 - 3.1.1 Maintain a list of goals, strategies and tactics that are specifically being addressed or accomplished so the Island community can follow progress and stay involved with the Comprehensive Plan.
- 3.2 Research and develop a quality of life metric to implement into the planning and policy process.
 - 3.2.1 Use the development review process to evaluate projects and their contribution to this metric.

- 3.3 Ensure there is an appropriate range of land uses that accommodate the needs of the community.
- 3.4 Ensure new design and development standards consider and adhere to our brand and Our Ideals of Excellence.
- 3.5 Continue to engage the community above and beyond what is minimally required for the planning and policy development process.
- 3.6 Pursue awards and recognition for the Town's planning and design efforts.
- 3.7 Evaluate and utilize public and/or private partnerships and cooperation in Town projects or beautification efforts.
- 3.8 Instill a strong sense of civic pride by encouraging involvement in Town boards and commissions, in public decision-making and through community engagement.
- 3.9 Evaluate and incorporate the application of online tools, applications or services in planning and engagement processes.
- 3.10 In the development of best practices for processes, policies and projects, use innovation, experimentation and learning to continually build and improve upon past experiences.

Submitted By: Taylor Ladd
Date: November 22, 2019



OUR PLAN

DRAFT GOALS and STRATEGIES

Redefine Environmental Sustainability

1. To aspire to a Zero Waste model Island-wide.

- 1.1 Explore implementation of a program for a single waste hauler for single family residences that includes recycling services.
- 1.2 Explore incentives to increase recycling rates for businesses.
- 1.3 Explore requiring a certain amount of commercial composting to improve composting rates.
- 1.4 Encourage Beaufort County in creating an off-Island transfer station and materials processing center.
- 1.5 Pursue ways to use recycled materials and compost locally.
 - 1.5.1 Educate residents and visitors on the benefits of recycling and composting.
 - 1.5.2 Facilitate composting models at high visible sites, such as at schools.
 - 1.5.3 Encourage the standardization of recycling labelling to increase recycling rates.
 - 1.5.4 Educate the public on available litter control services.

Notes

- a. Strategy 1.1 could investigate ways to ensure waste haulers properly handle materials to be recycled.
- b. Strategies 1.2 and 1.3 could include developing or adopting best practices in disposal of building site, compost and solid waste.
- c. Strategy 1.5 could include requiring recycling containers at non-residential sites.

2. To develop and publicize a new eco-friendly Hilton Head Island brand as leaders in environmental protection and sustainability.

- 2.1 Investigate implementation of environmentally sustainable standards (such as LEED or Sustainable SITES Initiative) for all development projects.
- 2.2 Encourage eco-tourism businesses and events to apply for ATAX grants.
- 2.3 Create a Green Practices Center that hosts regular presentations, has space for research, and hosts events.
 - 2.3.1 Sponsor a large, environmentally-focused event of regional or national significance.
- 2.4 Form local, regional, and national partnerships with environmental organizations, governments, businesses, religious groups, civic groups, neighborhoods, POAs, schools and universities, etc to accomplish this goal.

3. To ensure our water is clean, abundant, available, and monitored.

- 3.1 Foster to reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation.
 - 3.1.1 Work with PUDs and other communities with covenants to change turf requirements.
 - 3.1.2 Limit the amount of grass and species requiring irrigation planted on non-residential sites through the review process with the Design Review Board, the LMO and the Town's Design Guide.
 - 3.1.3 Encourage infrastructure improvements needed to store and use reclaimed water.
- 3.2 Develop a program to educate the public on water conservation and water reuse.
 - 3.2.1 Utilize and promote sites like the Xeriscape Garden at Town Hall as an example.

4. To protect and restore the natural environment of Hilton Head Island.

- 4.1 Establish clear metrics for goals for: water (salt and fresh) quality and quantity; tree coverage; pesticide and herbicide use; wildlife habitat and population; shoreline erosion; etc.
- 4.2 Support environmentally-neutral development.
- 4.3 Create a forest management program.
- 4.4 Create a wetland management program.
- 4.5 Develop a program to educate residents and visitors on environmental protection ordinances.
- 4.6 Consider and adapt to the long-term implications of environmental regulations. For example, the unintended consequences of banning plastic bags.

5. To maximize the efficiency of energy usage and expand the use of renewable energy.

- 5.1 Incentivize the use of energy-efficient building techniques (LEED or similar), materials, appliances, etc. for residential and non-residential developments.
- 5.2 Incentivize the use of solar as an alternative to fossil fuels. Promote the removal of any restrictions on the installation and use of solar power.
 - 5.2.1 Encourage Santee Cooper to increase the use of sustainable fuels.

6. To prepare a plan for and to mitigate the effects of climate change.

- 6.1 Use the threat of climate change as an opportunity to become a living laboratory for managing the effects of climate change.
 - 6.1.1 Pursue innovative ways to make the Island more self-sustaining.

7. To improve air quality by reducing/minimizing emissions.

7.1 Explore opportunities for the further development and use of public transit that uses renewable energy.

Submitted By: Anne Cyran

Date: November 22, 2019



OUR PLAN

DRAFT GOALS and STRATEGIES

Revitalize and Modernize the Economy

1. To continue to improve access to HHI.

- 1.1 Encourage providers to design and build consistent infrastructure coverage throughout the island to stay cost competitive and provide an attractive economy.
- 1.2 Consider diverse transportation options for alternate means of access to the Island.
 - 1.2.1 Continue to work with Beaufort County to modernize and revitalize the Hilton Head Airport.
 - 1.2.2 Work with transportation partners to increase options for public transportation throughout the region to attract workforce and visitors.
 - 1.2.3 Evaluate options to integrate marine-based transportation into the transportation network.

Notes

- a. Strategy 1.1 could include options to minimize service interruptions, provide a current coverage map, provide government subsidy/incentive for infrastructure, and emphasize importance of technology on economy. An additional topic discussed was having the Town install the infrastructure and lease it back to providers to ensure equal coverage and access.
- b. Strategy 1.2.1 could include options such as complete construction of new terminal building, increase flights, carriers, and destinations from HHI Airport, and consider HHI airport an asset for growing business travel, telecommuting market, and (corporate) hospitality segment of economy. Other items discussed regarding this topic include implementation of sound barriers and recognizing the impacts on real estate in proximity to the HHI airport.
- c. Strategy 1.2.3 was included to encourage the Town to continue to evaluate options like ferry service to improve access to HHI and surrounding areas. The Work Group acknowledges the past efforts and potential concerns but felt that this option should continue to be evaluated.

2. To attract more diverse business, specifically those with high intellectual capacity and a small footprint.

- 2.1 Strive for sustainable economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- 2.2 Consider incentives to promote telecommuting or working from home.
- 2.3 Collaborate with existing organizations to market and expand upon Hilton Head Island's diverse economic opportunities.
- 2.4 Foster and encourage new business start-ups.
- 2.5 Leverage Hilton Head Island's unique attributes to attract more diverse businesses.

Notes

- a. Strategy 2.2 could include promotion of the Island's quality of life and as a great place to live/work/play.
- b. Strategy 2.3 could include organizations like the Town's Designated Marketing Organization (DMO), Beaufort County Economic Development Corporation, Southern Alliance, Don Ryan Center, Small Business Association (including SCORE), etc.
- c. Strategy 2.5 could support the Excellence Work Groups's strategy for HHI to create a Center for Excellence.

3. To manage evolving growth while maintaining Hilton Head Island's unique aesthetics.

- 3.1 Strive for sustainable redevelopment that preserves the environment and brings economic benefits.
- 3.2 Monitor demographics and economic trends to remain current with emerging changes.
- 3.3 Identify areas to monitor aging structures to target for potential redevelopment.

- 3.4 Encourage revitalization of existing commercial spaces/structures through flexibility or incentives for redevelopment.
- 3.5 Repurpose existing vacant structures and infrastructure.
- 3.6 Encourage a variety of housing types to meet the needs of the population.
- 3.7 Consider adopting appearance standards to showcase the Island's unique character and history.
- 3.8 Continue to support arts, culture, and history opportunities that contribute to the unique character of the Island.

Notes

- a. Strategy 3.1 could include options like reuse of raw materials, design buildings and surrounding areas in a multi-functional manner, and introduce new energy concepts to increase efficiency.
- b. Strategy 3.4 could include targeting off-island capital for investment.
- c. Strategy 3.7 could include items like revitalization standards, historic protection, and preservation of natural assets including trees.

4. To explore, understand, prepare for, and adapt to the future of tourism.

- 4.1 Work with the Town's DMO to prepare for and adapt to the future of tourism.
 - 4.1.1 Consider options to decrease seasonality and use shoulder seasons to make Hilton Head Island a year round destination.
 - 4.1.2 Diversify tourism while protecting the natural environment.
 - 4.1.3 Monitor demographics and economic trends to provide options that meet needs/market demands.
- 4.2 Strive for a balance between tourism and resident economy.
- 4.3 Collaborate with organizations to market globally a clear brand of Hilton Head Island and what makes the Island unique.
- 4.4 Continue to support existing arts, culture, and history organizations through ATAX funding, while encouraging future growth opportunities.

Notes

- a. Strategy 4.1.1 could include options like exploring alternative tourism products such as entertainment, arts, culture & heritage, ecotourism, outdoor recreation, culinary, and livability/lifestyles to expand tourism options as well as educating the public about the history of the island and building on what works now that visitors desire.
- b. Strategy 4.1.2 could include options like attracting industries driving leading edge environmentally friendly building and residential styles and marine related businesses.
- c. Strategy 4.2 could include opportunities to educate residents and developers on the value of tourism.
- d. Strategy 4.3 could include attracting businesses and residents for live/work/play, not just visitors.

5. To attract and support a diverse/dynamic local population.

- 5.1 Build relevance to young professionals.
- 5.2 Embrace technology to allow opportunities to work remotely or from home.
- 5.3 Foster an economy that includes support for a healthy aging population and allows for aging in place.
- 5.4 To be an excellent community with a vigorous economic environment that attracts young people or incentivizes them to stay and thrive as adults economically, socially, emotionally and physically.
- 5.5 Recognize the expanding needs of specialty medical care in the region.
- 5.6 Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the Island.

Notes

- a. Goal 5 resulted from merging two goals from the previous presentation, both dealing with the population of the island (young professionals and the aging community).
- b. Strategy 5.3 could include support for retirees and the aging population with regard to housing, services, transportation, education, recreation, and healthcare.

- c. Strategy 5.4 could involve expanding or improving education opportunities in the region and providing job opportunities for young people.
- d. Strategy 5.4 could also include encouraging business that would attract young families and utilizing specific attributes about the island like our unique attractive setting, housing availability, and quality education as incentives.
- e. Strategy 5.5 could include options for the Town to partner with organizations to bring more specialty medicine to the area.

6. To have a high quality, sustainable workforce

- 6.1 Ensure the development of workforce housing through effective incentives.
- 6.2 Coordinate with educational institutions/agencies to meet the educational and training needs of Island's population and workforce.
- 6.3 Consider the impact of the seasonal workforce on the economy.
- 6.4 Investigate the feasibility of a Town wage and benefit survey to ensure diverse jobs with competitive wages.
- 6.5 Attract businesses that create jobs that will provide careers with a future.
- 6.6 Evaluate transportation options for the off-island workforce.
- 6.7 Compare Hilton Head Island against other similar governments to evaluate and respond to regional business and employment competition.

Notes

- a. Strategy 6.1 could include using Town-owned land for housing, allowing conversion of commercial space to housing, lower fees, increasing permitted density or allowing bonus density, and options for partnering with organizations.
- b. Strategy 6.5 could include businesses that tap into retired military/veterans to build the workforce.
- c. Strategy 6.6 could include looking at options for employer provided incentives.



OUR PLAN

DRAFT GOALS and STRATEGIES

Connected and Collaborative Community Fabric

1. Planning and Technology: Ensure the planning process is inclusive, collaborative and on-going, responsive to changing circumstances and stakeholder priorities.

- 1.1 Apply tools, applications and services to facilitate connections and collaboration among all stakeholders.
 - 1.1.1 Plan for technology infrastructure to facilitate government services.
 - 1.1.2 Maintain a strong presence on social media and reinforce Island brand.
 - 1.1.3 Evaluate the development and use of online tools, apps and services to facilitate connectivity and our community goals.
 - 1.1.4 Solicit input from stakeholders when testing new tools for communication.
 - 1.1.5 Evaluate the use of technology to increase outreach, public involvement and reporting.
- 1.2 Consider citizen participation when setting meeting times.
- 1.3 Work towards a balanced composition of Town boards that reflects the diversity of the Island's population.
- 1.4 Continue to engage experts and taskforces where needed to participate in the planning process.
- 1.5 Engage in cooperative planning efforts with officials from Jasper County, LCOG, the Town of Bluffton, Beaufort County and other regional localities/counties.
- 1.6 Identify similar areas in the state/region for cross training – look and learn from other places.

2. Place: Promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.

- 2.1 Support the development of public spaces and streetscape designs that encourage community connections through:
 - a. Vibrant public spaces that provide rich social opportunities;
 - b. Well maintained and attractive spaces;
 - c. Pedestrian scale design;
 - d. Public art; and
 - e. Access to technology that accommodates connectivity.
- 2.2 Recommend community connectivity in the location and design of neighborhoods.
 - 2.2.1 Foster the creation of community nodes with multiple modes of transport connectivity.
 - 2.2.2 Encourage neighborhood designs that provide gathering spaces and connectivity to the pathway network.
 - 2.2.3 Encourage interconnection between developments to promote the establishment of neighborhoods and to provide safe and convenient access to neighborhood level public facilities, such as parks and schools.
- 2.3 Emphasize “quality of life” issues when reviewing proposed residential developments.
- 2.4 Consider creating incentives for redevelopment that opt for a planned community approach with goals of diversity in housing cost and transportation modes.
- 2.5 Consider flexible ordinances for planned unit developments (PUD), cluster homes and other innovations in housing development that meet workforce housing needs.

3. Events and Organization: Empower community organizations and leverage public events to enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.

- 3.1 Promote the development of one centralized source for information on community event and volunteer opportunities, both online and in print.
- 3.2 Celebrate and promote the Island’s rich arts, culture, history, environment and recreation opportunities.

- 3.3 Foster events, organizations and infrastructure that encourage involvement from the Island's entire population.
- 3.4 Solicit input and participation from stakeholders in Town projects and programs.
- 3.5 Support data and planning needs to help nonprofit organizations more effectively meet community needs.
- 3.6 Encourage creation of a single source for community information and participate by providing information on Town programs and events.
- 3.7 Identify and support the many different organizations and groups that currently are involved in community building efforts.
- 3.8 Evaluate the creation of workshops and education series on various topics. Consider partnering with universities or other communities.
- 3.9 Promote community building efforts among the Island's communities, inside and outside of the Island's gated communities.

4. Quality of Life: Ensure a high quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.

- 4.1 Create a healthy, self-sustaining community that encourages economic and cultural diversity by understanding the needs and assets of each of the Island's many different communities. By better understanding these needs and assets the Town will work to become less dependent on the workforce residing on the mainland and ensure the ability of different communities to work and live on Hilton Head Island.
- 4.2 Consider the special needs of groups such as the elderly, youth, disabled, Native Islanders and the Hispanic population. Information from the regular tracking of demographic trends can inform the Town as to what groups on the Island may need specific attention.
- 4.3 Organize an outreach program to study the culture, lifestyles, landmarks, etc. of various communities and groups to insure that opportunities and infrastructure exists so that all groups can enjoy a high quality of life.
- 4.4 Work with the appropriate organizations that can help the Town to best utilize and support its older population. Assist local businesses and organizations in properly implementing the Americans with Disabilities Act (ADA) to insure that the Town's infrastructure is not an impediment to this population.

- 4.5 Plan for a community that supports aging in place. Provide quality experiences for all people when designing for ADA, rather than just meeting the minimum standards. Consider a policy that requires the retrofitting of nonconforming sites.
- 4.6 Build relevance to young professionals.
- 4.7 Gather information to help determine appropriate activities that support the proper development of the Island's youth.
- 4.8 Cooperate with organizations such as the Chamber of Commerce to promote further growth of the family and resident young adult population while continuing to promote the Island as a desirable destination for retirees and vacationers.
- 4.9 Continue to implement the recommendations for the Workforce Housing initiative.
- 4.10 Continue to implement the recommendations for the Gullah Geechee Taskforce.
- 4.11 Coordinate with educational agencies in the community to provide high quality educational options, including online self-paced learning. Coordinate with Beaufort County School District and other educational institutions to plan for school, libraries and lifelong learning.
- 4.12 Support organizations that provide educational opportunities and mentorships.
- 4.13 Foster the connection of businesses with schools to encourage local employment opportunities and workforce availability.
- 4.14 Encourage Beaufort County and other educational institutions to take advantage of social capital and volunteers to enhance educational opportunities.
- 4.15 Reinforce Hilton Head Island's unique sense of place through environmental education, protection and access to nature and wildlife.
- 4.16 Initiate and maintain partnerships with other Island, county, state and federal agencies for environmental education purposes.

Submitted By: Shea Farrar
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