



The Town of Hilton Head Island
Our Plan Development Team Meeting

Monday, January 13, 2020 at 4:00 p.m.

Living Lab 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 December 2, 2019
- 5. New Business**
 - a. Discussion of Core Value Chapter Synopses with Staff
- 6. Appearance by Citizens**
- 7. Staff Report**
 - a. Our Plan Update
- 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, December 2, 2019 at 4:00 pm
Benjamin M. Racusin Council Chambers at Town Hall

MEETING MINUTES

Present From the Development Team: Chairman Judd Carstens, Vice-Chairman Peter Kristian, Jean Beck, Morris Campbell, John Carroll, David D'Amico. Michael Scanlon

Present from Town Council: David Ames, Tamara Becker, Tom Lennox, Glenn Stanford

Present from Town Staff: Taylor Ladd, Jennifer Ray, Anne Cyran, Shea Farrar, Jayme Lopko, Sheryse Dubose

Present from Media: None

1. Call to Order

Chairman Carstens called the meeting to order at 4:00 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 8-0.

4. Approval of Minutes

Chairman Carstens asked for a motion to approve the minutes of the August 19, 2019 meeting with a request to revise the adjournment time to 5:09 PM. Mr. Scanlon moved to approve. Mr. Kristian seconded. The motion passed with a vote of 8-0.

5. New Business

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

Taylor Ladd provided an introductory statement in review of the Our Plan definitions and Work Group actions to date, along with a recap of the meeting procedure and timeline.

(Referenced Draft Goals and Strategies reports for each work group are attached to the agenda for this meeting.)

Chairman Carstens reviewed for attendees that public comment would be received at the conclusion of the work group presentations at the end of the meeting. He then invited staff to the podium to receive comments from the Development Team regarding the goals and strategies content.

- i. Jayme Lopko opened the discussion for *Expand to Embrace an Integrated Regional Focus* with a brief introduction of the work group and review of changes made by the group to goals since the October 7 Development Team meeting. Discussion by the Development Team covered topics about the need for a strong workforce and emphasis on regional education. The Team expressed concern over a lack of mention for “Arc of Innovation” from the Our Future Report. They also pointed out there was no evidence of the importance of the role analytics and predictive analysis can play in strengthening regional issues addressed in the strategies.
- ii. Anne Cyran opened the discussion for *Innovative Approach to Create ‘Right-Sized’ Infrastructure* with a brief review of the group’s goals. The Development Team discussion covered the commute issue for workforce who does not want to live on the Island, but still works here. Also, concern about the climate change goal was brought up. The Team pointed out that alternative ideas for the pathway system were not mentioned in the strategies along with some discussion about biking on the Island. There was support for how the work group addressed the future of autonomous vehicles (AV), the airport and technology and how they will affect the Island’s infrastructure.
- iii. Chairman Carstens invited Sheryse Dubose to open the discussion for *Foster an Inclusive Multi-Dimensional Community*. Ms. Dubose reviewed some of the highlight topics of emphasis and concern by the work group. The Development Team followed up with a discussion about real estate trends in response to the question posed regarding if we can truly make the Island affordable. The Team also said all the goals were supportive of the Inclusive vision and they were glad to see an emphasis on education. Concern was raised about representation in the Our Plan process, a need for more bridge the gap programming and to include more specific strategy to address ADA needs.
- iv. Taylor Ladd opened the discussion for the *Relentless Pursuit of Excellence* with an overview about the direction the work group took to approach their goals and strategies. Ms. Ladd presented “Our Ideals of Excellence” to help guide understanding of how the Town of Hilton Head Island defines Excellence. This resulted in one goal to adopt and pursue the Ideals. The strategies and tactics provide further specifics pertaining to implementation of the Ideals. The Development Team responded positively to the group’s approach to Excellence. They encouraged consideration of narrowing down the number of Ideals and to keep in mind that Excellence is a mindset. There was encouragement from the Team to follow through with creating an Excellence Advisory Committee, as well as ensuring collaboration with the other core value strategies as necessary to achieve this goal. The Team also suggested a place to start would be to ensure we have an excellent Town Hall and to ensure the community continues to be engaged, including polling residents and visitors for input.

b. Break for Open House Reception

At the conclusion of the Excellence discussion, Ms. Ladd invited the Development Team and meeting attendees to a reception being held during the meeting break to honor and thank all the community members who have been involved in the Our Plan process.

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

- i. Mr. Carstens brought the meeting back to order and invited Anne Cyran to open the discussion for *Redefine Environmental Sustainability*. Ms. Cyran presented a few of the topic highlights for the Environment group and invited comments from the Development Team. The Team felt this group's efforts did a good job of covering environmental issues. There was comments about the need to ensure sustainability efforts are feasible and supportable. Attention was directed to the "Environment Research Center" discussed in the Our Future Report, and a lot of discussion centered on some of the wording for a few strategies. The Team also discussed some of their own ideas for addressing some of the Island's environment related challenges.
- ii. Taylor Ladd opened the discussion for *Revitalize and Modernize the Economy* with a brief overview of what the group changed since the October 7 Development Team meeting. Topics of discussion regarding the economy that the Team brought up centered on what types of jobs are truly sustainable, how to strike the balance between tourism and resident economies, what our market drivers are now as compared to 50 years ago and the need to deliver technological capability and masterful planning in order to support the future of tourism. The Team noted that the goal about the workforce was very important for this Core Value and that more education was needed to assist people in opening new businesses and navigating business license requirements.
- iii. Mr. Carstens invited Shea Farrar to open the discussion for *Build a Connected and Collaborative Community Fabric*. Ms. Farrar opened with a brief synopsis of the work group's efforts towards the goals and strategies then invited comments from the Development Team. The Team expressed support for the goals and strategies, emphasizing technology as a key aspect of connectivity. The Team asked that language about trust be added as a key component of collaboration between communities. Also, there was discussion that further improvements to communications, such as the website, by the Town can improve relationships and access with the community

6. Appearance by Citizens

Chairman Carstens invited the public to the podium for comments.

Mr. Carlton Dallas of the Economy Work Group, Ms. Amber Kuehn of the Environment Work Group, and Mr. Owen Ambur with the Connected Work Group provided comment.

Mr. Dallas discussed the importance of leveraging our Island's intellectual capital and encouraged Our Plan to consider more aspirational statements regarding our expectations for technology.

Ms. Kuehn discussed the Island’s environment and cultural heritage as items that set us apart. She emphasized the need to really seek being work class, instead of just great. She also encouraged policy that can balance the need for 5G technology with the environment.

Mr. Ambur suggested language regarding standards and best practices needed to be included in Our Plan, specifically in terms of Excellence.

7. Staff Report

Ms. Ladd provided an overview of the up-coming Our Plan timeline and expected next meeting for the Development Team in January.

8. Adjournment

The meeting was adjourned at 7:15 p.m.

Submitted by: Taylor Ladd

Approved:

DRAFT



OUR PLAN

Connected and Collaborative Community Fabric

Core Value Chapter Synopsis

INTRODUCTION

- This is about connectivity and the fabric that binds the community together – it is a function of both physical spaces and collaborative platforms and approaches.
- The action areas around 'building a collaborative and connected community fabric' aim to create the connective tissue that will stimulate collaborative behavior.
- This is a fundamental building block of a modern community and helps embed the ideals of an inclusive and shared vision and decision making.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- Changing demographics – Aging population, loss of younger population of adults, decline and loss of the Gullah Geechee community
- Gated communities impose varying degrees of restriction regarding access, including no public access and 'pay-to visit' access creating a 'community within a community' phenomena. Societal values change, the gated community concept might not be as appealing to younger generations
- Pockets of distrust due to historical inequalities and the 'community within a community' phenomena
- Gentrification of older neighborhoods
- Affordable housing
- Employers are facing significant challenges in meeting their employment needs.
- Perception of the quality of education and healthcare services to attract new residents and meet the needs of the aging population.
- Technology infrastructure limitations
- Lack of a centralized location for information about the community happenings and needs

GOALS & STRATEGIES

1.	Keywords: Planning, Technology
	Elements: Community Facilities, Population, Land Use
	Goal: To ensure the planning process is inclusive, collaborative and on-going, responsive to changing circumstances and stakeholder priorities.
<p>About this Goal:</p> <ul style="list-style-type: none">• Builds alignment and focus within both the community and the planning outcomes• Idea that “community unites around a commitment and plan for progressive change.”• Building trust and transparency in local government and the planning process• Community engagement• Connectivity to external stakeholders: Building this connectivity will be important, as these external stakeholders offer direct access to expertise and resources that might help implement the vision. Plus, in many cases they are potential future residents.• Technology offers the chance to help strengthen the community’s virtual connectivity. The concept of being a technologically ‘fully connected’ community has appeal, and could offer future platforms for collaborating and community organizing.	
<p>Strategies & Tactics</p> <p>1.1 Apply tools, applications and services to facilitate sharing information supporting community connections and collaborative efforts.</p> <ul style="list-style-type: none">1.1.1 Plan for technology infrastructure to facilitate best-in-class government services.1.1.2 Maintain a strong presence on social media and reinforce the Island brand.1.1.3 Evaluate the development and use of technology like online tools, apps and services to facilitate connectivity, enhance transparency and increase outreach and public involvement. <i>See Excellence Tactic 3.6.2</i>1.1.4 Solicit input from stakeholders when testing new tools for communication. <p>1.2 Ensure optimal opportunities are provided for citizen and stakeholder participation in the planning and policy development process.</p> <ul style="list-style-type: none">1.2.1 Consider citizen participation when setting meeting times.1.2.2 Solicit input and participation from stakeholders in Town projects and programs.	

- 1.2.3 Continue to engage experts and taskforces where needed to participate in the planning process.
- 1.3 Work towards a balanced composition of Town boards that reflects the diversity of the Island’s population. *See Excellence Tactic 3.6.1*
- 1.4 Engage in cooperative planning efforts with officials from Jasper County, LCOG, the Town of Bluffton, Beaufort County and other regional localities/counties.
- 1.5 Identify similar areas in the state/region for cross training – look and learn from other places.

2.	Keywords: Sense of Place, Built Environment, Modes and Nodes, Neighborhoods
	Elements: Cultural Resources, Housing, Transportation, Land Use
	Goal: To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.
<p>About this Goal:</p> <ul style="list-style-type: none"> • The design of individual spaces can promote connectivity and community building among people. • There is also a macro trend towards more intimate community neighborhoods with gathering and commercial centers. This concept is based on community nodes that provide stronger neighborhood feel, coupled with multimodal means of transportation or connectivity between nodes. 	
<p>Strategies & Tactics</p> <ul style="list-style-type: none"> 2.1 Support the development of public spaces and streetscape designs that encourage community connections through: <i>See Infrastructure Tactic 1.3.1, Inclusive Strategy 8.2</i> <ul style="list-style-type: none"> 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 Support community connectivity in the location and design of neighborhoods. <i>See Inclusive Strategy 5.3</i> <ul style="list-style-type: none"> 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.
See Infrastructure Tactics 1.10.3 and 6.2.1
- 2.3 Find ways to ensure exceptional “quality of life” ideals are considered when reviewing proposed residential developments. *See Excellence Strategy 3.3*
- 2.4 Consider creating incentives for redevelopment with goals of diversity in housing types and cost and types of transportation modes.

3.	Keywords: Events, Organizations, Community
	Elements: Cultural Resources, Population, Community Facilities
	Goal: To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Working towards conduits for communication about shared ideals and outcomes. • Seeking to empower community organizations and leverage public events. 	
<p>Strategies & Tactics</p> <ul style="list-style-type: none"> 3.1 Foster events, organizations and infrastructure that encourage involvement from the Island’s entire population. <i>See Inclusive Strategy 3.1</i> 3.2 Support data and planning requests to help nonprofit organizations more effectively meet community needs. 3.3 Encourage creation of a single source for community information, both online and in print, and participate by providing information on Town programs and events. 3.4 Continue to identify, support and promote the many different organizations and groups that currently are involved in community building efforts inside and outside the Island’s gated communities. <i>See Inclusive Strategies 3.2 and 3.6</i> 3.5 Evaluate the creation of workshops and education series on various topics. Consider partnering with universities or other communities. 	

4.	Keyword: Quality of Life
	Elements: Housing, Community Facilities, Population, Natural Resources, Cultural Resources, Transportation, Economic Development
	Goal: To ensure an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.
<p>About this Goal:</p> <ul style="list-style-type: none"> • There is a need for more variety in housing and more affordable options. • There is greater understanding of how integrated lifestyle solutions and technology can boost healthy aging. 	
<p>Strategies & Tactics</p> <ol style="list-style-type: none"> 4.1 Foster a healthy, self-sustaining community that encourages economic and cultural diversity and demographic diversity by understanding the needs and assets of each of the Island’s many different communities. 4.2 In support of aging in place efforts, encourage site and building designs that provide high quality experiences associated with ADA requirements, rather than just meeting the minimum standards. Consider a policy that requires the retrofitting of nonconforming sites. <i>See Excellence Strategy 2.4, Inclusive Strategy 5.2</i> 4.3 Continue to implement the recommendations for the Workforce Housing Strategic Plan. <i>See Economy Strategy 6.1, Inclusive Strategy 3.3, Infrastructure Strategy 6.1, Regional Goal 2</i> 4.4 Continue to implement the recommendations from the Gullah Geechee Land and Cultural Preservation Taskforce, and the Gullah Geechee Preservation Project Report. 4.5 Coordinate with educational institutions in the community, including the Beaufort County School District, to provide high quality educational options, including online self-paced learning, and plan for school, libraries and lifelong learning. 4.6 Support organizations that provide educational opportunities and mentorships. 4.7 Foster the connection of businesses with schools to encourage local employment opportunities and workforce development. 4.8 Encourage the Beaufort County School District and other educational institutions to take advantage of social capital and volunteers to enhance educational opportunities. 4.9 Reinforce Hilton Head Island’s unique sense of place and quality of life through environmental education, protection and access to nature and wildlife. 4.10 Celebrate and promote the Island’s rich arts, culture, history, environment and recreation opportunities. 	

Submitted By: Shea Farrar
Date: 01-06-2020



OUR PLAN

Revitalize and Modernize the Economy

Core Value Chapter Synopsis

INTRODUCTION

- Explore the “Future of Tourism” – anticipating future trend is pivotal, connecting to the “Preferred Future” of HHI, better understand potential to stimulate and market for alternative tourism (heritage, eco, outdoor recreation, culinary).
- Focus on restoration and revitalization – offers opportunity for modernization without expansion of footprint through technology and new building materials (new design options).
- Build relevance to young professionals – represent the “new economy”, need to embrace technology and offer options to live/work.
- Health aging economy – offer economic opportunities in healthcare, healthy aging and active retiree support, opportunity to leverage healthcare, technology, and retiree support to support quality of life.
- Consider research on how to trigger a boost in the local restoration and revitalization economy and capacity.
- We should strive for sustainable economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- Develop a more diverse, resilient and sustainable Island economy
- To have an appropriate mix of land uses to meet the needs of existing and future populations. To have an appropriate mix of land uses to accommodate permanent and seasonal populations and existing market demands is important to sustain the Town’s high quality of life. *See Excellence Strategy 3.3*
- Evaluate annexation beyond the physical boundaries of the Island and should take into consideration purposes other than physical growth, such as regulation of the bridge and land beyond the existing municipal boundaries.
- Consider flexibility within the LMO to address future development and redevelopment of existing sites. Areas of existing and future redevelopment should be reviewed and identified and additional TIF districts considered.
- Encourage short term rentals to locate and/or redevelop in areas that have available supporting infrastructure. Consider flexibility to upgrade and maintain

inventory of timeshare/short term rental to allow for redevelopment to meet market demands and eliminate functional obsolescence.

- Consider the impact of the seasonal workforce on the economy.
- To monitor nonconforming uses and consider flexible regulations for redevelopment. Evaluate the zoning districts or regulations of the districts when high concentrations of nonconforming properties by use exist to determine if amendments are appropriate.

GOALS & STRATEGIES

1.	Keyword: Access
	Elements: Community Facilities, Economic Development, Transportation, Priority Investment
	Goal: To continue to improve access to HHI.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Inclusive of both physical access to the Island as well as technological access on the Island. 	
<p>Strategies & Tactics</p> <p>1.1 Encourage transit and technology providers to design and build consistent infrastructure coverage to/from and throughout the island to stay cost competitive and provide a prosperous economy.</p> <p>1.2 Consider diverse transportation options for alternate means of access to the Island. <i>See Infrastructure Strategy 1.8</i></p> <p>1.2.1 Continue to work with Beaufort County to modernize and revitalize the Hilton Head Airport.</p> <p>1.2.2 Work with transportation partners to increase options for public transportation throughout the region to attract workforce and visitors. <i>See Regional Tactic 3.1.9</i></p> <p>1.2.3 Complement public transit operations such as those of the Palmetto Breeze (LRTA) by connecting transit stops with employment destinations and tourist destinations. <i>See Regional Tactic 3.1.4</i></p> <p>1.2.4 Continue to promote the Island Multi-Use Pathway System as a viable alternative to auto-oriented transportations.</p> <p>1.2.5 Give priority to transportation programs that retain existing businesses and attract new businesses to the area.</p>	

1.2.6 Evaluate options to integrate marine-based transportation that has the potential to serve Town residents, visitors, and employees, reduce vehicular trips on Island roads, or increase revenue through expanded tourism into the transportation network. *See Regional Tactic 3.1.5*

2.	Keyword: Business
	Elements: Economic Development
	Goal: To attract more diverse business, specifically those with high intellectual capacity and a small footprint.
<p>About this Goal:</p> <ul style="list-style-type: none"> • With the change in trends and the limited business property opportunities, a focus on attracting smaller, possibly start-up, businesses or redevelopment should be encouraged. 	
<p>Strategies & Tactics</p> <p>2.1 Consider incentives for businesses that promote telecommuting or working from home.</p> <p>2.2 Collaborate and coordinate with existing organizations to market and expand upon Hilton Head Island’s diverse economic opportunities.</p> <p>2.3 Foster and encourage new business start-ups.</p>	

3.	Keyword: Growth Management
	Elements: Cultural Resources, Natural Resources, Population, Housing, Economic Development, Land Use
	Goal: To manage evolving economic growth while maintaining Hilton Head Island’s unique aesthetics.
<p>Strategies & Tactics</p> <p>3.1 Support sustainable redevelopment that preserves the environment and brings economic benefits.</p> <p>3.2 Monitor demographics and economic trends to manage emerging growth and changes. <i>See Excellence Strategy 2.5</i></p>	

- 3.2.1 Maintain information to track the Island’s actual daytime and seasonal populations including the impacts of the commuting workforce and the seasonal tourist population.
- 3.2.2 Monitor trends in housing development to provide housing options that meet market demands.
- 3.2.3 Provide data as needed or requested to support other agencies or organizations.
- 3.3 Monitor areas that have high concentrations of aging structures to target for potential redevelopment.
 - 3.3.1 Target areas for redevelopment using information such as age of structure, assisting with reducing vulnerability of structures to storms and natural disaster events due to noncompliance to current building codes, and areas that no longer meet market demands.
 - 3.3.2 Research opportunities to encourage property owners of unsafe or dilapidated structures to rehabilitate and convert the buildings to workforce housing as a means to provide both redevelopment and additional housing.
- 3.4 Encourage repurposing or revitalization of existing commercial spaces/structures or buildings through flexibility or incentives for redevelopment.
- 3.5 Explore innovative methods to guide development in appropriate locations an areas with the Town.
- 3.6 Encourage a variety of housing types to meet the needs of the population.
- 3.7 Consider adopting appearance standards to increase or maintain property values of adjacent or near-by properties.

4.	Keyword: Tourism
	Elements: Cultural Resources, Natural Resources, Economic Development
	Goal: To explore, understand, prepare for, and adapt to the future of tourism.
Strategies & Tactics	
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 (arts, education, culinary, sports).

- 4.1.2 Commission a study to look at long term tourism trends and the potential to broaden the year round tourism on the Island.
- 4.1.3 Position Hilton Head Island to evolve and adapt the tourism industry in promising new directions, which are aligned with the Town’s Vision and Core Values.
- 4.1.4 Diversify tourism while protecting the natural environment.
- 4.1.5 Promote the Island as a world class, but quiet, well-maintained, coastal Island residential and resort community with high speed telecommunication capability, road, sea and air access, where it is possible to operate with remote capability (telecommuting) and also enjoy a rich Island lifestyle. *See Our Ideals of Excellence*
- 4.1.6 Increase focus on major national and international corporations with a view to becoming a premier corporate meeting location.
- 4.2 Strive for a balance between tourism and resident economies.
- 4.3 Collaborate with organizations to market globally a clear brand of Hilton Head Island and what makes the Island unique.
 - 4.3.1 Support the Hilton Head Island Ambassador Program offered by the University of South Carolina Beaufort.
- 4.4 Encourage the tourism industry on the Island to offer visitors a chance to mitigate their travel carbon footprint.
- 4.5 Continue to support special events such as the Heritage Golf Tournament, Concours d’Elegans, etc.
- 4.6 Continue to support existing arts, culture, and history organizations through ATAX funding. *See Inclusive Strategy 8.3*
 - 4.6.1 Research the economic benefits and return on investment for expanding arts venues and programs as a means to attract and enrich the Island experience for residents and visitors.

5.	Keyword: Population
	Elements: Population, Community Facilities, Economic Development
	Goal: To attract and support a diverse/dynamic local population.
Strategies & Tactics <i>See Inclusive Goal 5</i>	
5.1	Build relevance to young professionals that represent the “new economy” by embracing technology and offering live/work options.

- 5.2 Embrace technology that will allow opportunities to work remotely or from home. *See Excellence Tactic 2.10.1*
- 5.3 Foster an economy that includes support for a healthy aging population and allows for aging in place.
 - 5.3.1 Work with appropriate organizations that can help the Town to best utilize and support its older population.
 - 5.3.2 Encourage housing options that provide opportunities for residents to age in place.
- 5.4 Be a community with an excellent, vigorous economic environment that attracts young people or incentivizes them to stay and thrive as adults economically, socially, emotionally and physically.
 - 5.4.1 Cooperate with organizations such as the Town’s DMO to promote growth of the family and resident young adult population while continuing to promote the Island as a desirable destination for retirees and visitors.
- 5.5 Recognize the expanding needs of specialty medical care in the region.
 - 5.5.1 Coordinate with health care providers to access adequate, cost effective health care services for the Island’s aging population as well as residents and visitors. *See Inclusive Strategy 7.4*
- 5.6 Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the Island. *See Excellence Strategy 2.11*

6.	Keyword: Workforce
	Elements: Housing, Community Facilities, Transportation
	Goal: To have a high quality, sustainable workforce.
Strategies & Tactics	
6.1 Ensure the development of workforce housing through effective incentives. <i>See Connected Strategy 4.3, Inclusive Strategy 3.3, Infrastructure Strategy 6.1, Regional Goal 2</i>	
6.1.1 Pursue the recommendations from the Workforce Housing Strategic Plan.	

- 6.1.2 Identify methods to support construction of new moderate income housing by 2024.
- 6.1.3 Support programs aimed at increasing home ownership (e.g. Habitat for Humanity).
- 6.1.4 Consider developing a master plan for Town-owned properties that considers future development projects or land swaps for workforce housing.
- 6.1.5 Review the land acquisition program to determine if a workforce housing component would be an appropriate modification.
- 6.1.6 Monitor changing demographics and trends in housing development to provide housing options to meet market demands.
- 6.1.7 Continue to educate the public on the potential impact on their daily quality of life that is directly affected by the supply or lack thereof workforce housing.

- 6.2 Coordinate with educational institutions/agencies to meet the educational and training needs of Island's population and workforce.
 - 6.2.1 Collaborate with local industry to determine education needs for now and in future.
 - 6.2.2 Encourage diverse educational opportunities that will prepare students for a career, including two-year trade schools.

- 6.3 Evaluate results of Town staff wage and benefit analysis to ensure diverse job offerings with competitive wages.

- 6.4 Evaluate transportation options for the workforce.
 - 6.4.1 Support enhancements to the public transportation network, such as continued integration of bike racks on buses and linking pathways to bus stops, to providing a link to off-island users.
 - 6.4.2 Support the coordination of regional public transit to serve the mainland and the Island for the commuting workforce. *See Regional Tactic 3.1.9*

Submitted By: Jayme Lopko
Date: 01-06-2020



OUR PLAN

Redefine Environmental Sustainability

Core Value Chapter Synopsis

INTRODUCTION

- “Environmental sustainability is a foundational value and principle for the people of Hilton Head Island.”
- This group has worked to develop a new understanding of environmental sustainability on Hilton Head Island.
- The Our Plan Environment Work Group emphasized the following for environmental sustainability:
 - Reducing waste and increasing recycling and composting
 - Creating a new green brand for the Island with a Sustainable Practices Center,
 - Preserving and restoring water quality,
 - Transitioning away from treated drinking water for irrigation,
 - Monitoring the environment,
 - Strengthening environmental regulations,
 - Supporting wetland and forest management plans,
 - Conserving energy,
 - Reducing our dependence on fossil fuels,
 - Preparing for and mitigating the effects of sea level rise and climate change, and
 - Recognizing the importance of and improving air quality.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- However, Hilton Head Island is no longer at the forefront of sustainability; it “has not innovated or kept local practices on track with emerging contemporary developments in sustainability.”
- There is a perception that the Island has reached the limit of development, particularly development supporting visitors, making the beach and roads overcrowded during the high season.
- There is a perception of a lack of support among residents for env protection.
- We need to respond to emerging environmental threats such as the increased number of hurricanes affecting the Island and climate change and resulting sea-level rise/flooding.
- There is a growing concern about the supply of drinking water.
- The Island isn’t efficiently handling solid waste. We need to increase recycling and composting.

GOALS & STRATEGIES

1.	Keyword: Waste; Recycling
	Elements: Natural Resources, Community Facilities
	Goal: To work towards a Zero Waste model Island-wide.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Nearly all waste produced in the Town is disposed of on the mainland. • Current waste collection practices and a lack of composting and recycling facilities on the Island create unnecessary traffic congestion, air pollution, and energy waste. • The Town should move towards the goal of a Zero Waste model by streamlining waste collection, increasing recycling and composting rates, supporting an off-Island waste transfer station and materials processing facility, and educate residents and visitors about recycling, composting, and litter control. 	
<p>Strategies & Tactics</p> <p>1.1 Examine the lessons learned from the previous single waste hauler program and consider implementing a new program for single family residences that includes recycling services.</p> <p>1.2 Explore methods to improve recycling and composting rates.</p> <p>1.2.1 Investigate ways to ensure waste haulers properly handle materials to be recycled.</p> <p>1.2.2 Develop or adopt best practices in disposal of building and site materials, compost, and solid waste.</p> <p>1.2.3 Explore incentives to increase recycling rates for businesses.</p> <p>1.2.4 Explore requiring recycling containers at non-residential sites.</p> <p>1.2.5 Encourage the standardization of recycling labelling to increase recycling rates.</p> <p>1.2.6 Pursue ways to use recycled materials and compost locally.</p> <p>1.2.7 Explore requiring a certain amount of commercial composting.</p> <p>1.2.8 Encourage Beaufort County to provide additional hazardous waste, such as electronics, collection opportunities on the Island.</p> <p>1.2.9 Encourage the development of a joint sludge composting operation on the Island with participation from solid waste disposal and recycling organizations.</p> <p>1.3 Encourage Beaufort County to create an off-Island transfer station and materials processing center.</p>	

- 1.4 Evaluate the location of the Beaufort County Convenience Center on the Island to assess its capacity to meet current and future needs.
- 1.5 Pursue promotional and educational efforts to support recycling, composting, and litter control.
 - 1.5.1 Facilitate composting models at highly visible sites, such as schools and Town facilities.
 - 1.5.2 Pursue new ways to disseminate information on waste and recycling on the Town’s website to residents and visitors.
 - 1.5.3 Promote Beaufort County’s recycling and litter control programs.

2.	Keywords: Environmental Sustainability; Environmental Protection
	Elements: Natural Resources, Community Facilities, Land Use, Economic Development
	Goal: To become recognized leaders in environmental protection and sustainability.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Coastal municipalities are under increasing pressure to accommodate human-induced changes to the natural environment. • In order to sustain long-term wellbeing, the Town needs to employ, and encourage others to use, resource efficiency and low-impact development practices. 	
<p>Strategies & Tactics <i>See Regional Strategy 4.5</i></p> <ul style="list-style-type: none"> 2.1 Create a Sustainable Practices Center that hosts regular presentations, has space for sustainability research and oversees the Town’s sustainable practices initiatives. <ul style="list-style-type: none"> 2.1.1 Investigate ways to support environmental ecosystem research. 2.1.2 Sponsor an environmentally-focused event of regional or national significance. 2.1.3 Develop and implement a Sustainable Practices Plan. 2.2 Create requirements and incentives for sustainable development of structures and sites. <ul style="list-style-type: none"> 2.2.1 Investigate implementation of environmentally sustainable standards, such as Sustainable Sites Initiative, LEED or Earthcraft, for all development projects. 2.2.2 Integrate a Low Impact Development (LID) menu of optional design techniques in the LMO. Provide an incentive for each LID technique. 	

- 2.3 Create a green standard for all Town facilities and Capital Improvement Projects.
 - 2.3.1 Continue to pursue green certifications, such as Sustainable Sites Initiative, LEED or Earthcraft, for new and redeveloped Town facilities and infrastructure.
 - 2.3.2 Establish evaluation criteria to include during the solicitation process for potential contractors based on their use of environmental sustainability practices.
 - 2.3.3 Pursue the use of recycled materials for roadways.
 - 2.3.4 Consider the use of reflective paint for dark surfaces to reduce urban heat islands.
 - 2.3.5 Continue green maintenance strategies, including the use of organic fertilizer and cleaning products, low-VOC paint, and carpet.
 - 2.3.6 Continue to increase building efficiency by using compact fluorescent and other high-efficiency bulbs for light fixtures and enhancing weatherproofing for doors and windows.
- 2.4 Encourage eco-tourism businesses and events to apply for ATAX grants.
- 2.5 Explore ways to expand environmental education efforts and programs, such as using new formats (videos) and promoting social media posts.
 - 2.5.1 Continue to implement effective environmental education efforts and projects, such as installing interpretive signs on Town property.
 - 2.5.2 Strengthen existing and form new local, regional, and national partnerships with environmental organizations, governments, businesses, religious groups, civic groups, neighborhoods, POAs, schools and universities, etc, for environmental education purposes.
- 2.6 Identify smaller pieces of land for acquisition to provide localized benefits such as reduction of stormwater runoff, increased shading of impervious surfaces, and overall reduction of impervious surfaces.

3.	Keyword: Water
	Elements: Natural Resources
	Goal: To ensure our water is clean, abundant, available, and monitored.
About this Goal: <ul style="list-style-type: none"> • The Island must manage development and its effects on our water resources. Clean, abundant drinking water must be prioritized by reducing the waste of treated drinking water. 	

- The Town must monitor water quality, reduce impervious surfaces, encourage environmentally sound stormwater and flood control practices, maintain buffers, and acquire sensitive properties.

Strategies & Tactics

- 3.1 Preserve healthy watersheds and restore impaired watersheds.
 - 3.1.1 Publish water quality data in an annual report.
 - 3.1.2 Continue to monitor water quality at stormwater discharge points and use the data to guide future infrastructure improvements.
 - 3.1.3 Explore incentives for applicants to use watershed friendly, low-impact planning strategies during plan review.
 - 3.1.4 Reduce impervious surfaces in sensitive areas through land acquisition.
 - 3.1.5 Explore innovative methods to take development pressure off environmentally sensitive headwater regions.
 - 3.1.6 Continue to implement the recommendations of the **Broad Creek Management Plan** and evaluate the need to update the plan.
 - 3.1.7 Avoid channelizing naturalized waterways solely for drainage purposes.
 - 3.1.8 Incentivize alternative stormwater management techniques, to include LID techniques such as bioretention, treatment trains, permeable pavement, and infiltration.
- 3.2 Foster the reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation. *See Infrastructure Tactics 4.2.1 and 4.2.2*
 - 3.2.1 Encourage the use of drought-tolerant native plantings with high wildlife value (food and habitat).
 - 3.2.2 Work with PUDs and other communities with covenants to change turf grass requirements to eliminate or reduce the requirement to landscape with turf which requires more irrigation and fertilization than native, drought-tolerant species.
 - 3.2.3 Limit the amount of turf 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.
 - 3.2.4 Encourage infrastructure improvements needed to store and use reclaimed water.
- 3.3 Continue efforts to educate the public on preventing water pollution and increasing water conservation.
 - 3.3.1 Promote sites like the Xeriscape Garden at Town Hall, and build new example sites and structures, such as a green roofs and rainwater harvest technologies.
 - 3.3.2 Highlight resources for alternative stormwater management and designs for both single family and non-single family developments on the Town's website.

4.	Keyword: Environmental Protection
	Elements: Natural Resources, Community Facilities, Land Use
	Goal: To protect and restore the natural environment of Hilton Head Island.
<p>About this Goal:</p> <ul style="list-style-type: none"> • The preservation of natural resources includes thoughtful planning techniques and sustainable land-use practices. The Town needs to establish goals and clear metrics for environmental preservation, use Town property as an example of environmental preservation, maintain healthy beaches and creeks, invest in well-planned green space, and protect and manage wetlands and forests. • While developing environmental regulations, consider the long-term implications. For example, the unintended consequences of banning plastic bags. 	
<p>Strategies & Tactics</p> <p>4.1 Establish goals and clear metrics for: water (salt and fresh) quality and quantity; tree coverage; pesticide and herbicide use; wildlife habitat and population and shoreline erosion.</p> <p>4.1.1 Monitor the effectiveness of the Coastal Protection Area Overlay (CPA-O) and Transition Area Overlay (TA-O) districts. <i>See LMO Sections 16-3-106.L and 16-3-106.M</i></p> <p>4.1.2 Continue to maintain and protect the beach ecosystem for wildlife (e.g. sea turtle nesting, island glass lizard habitat, piping plover critical habitat).</p> <p>4.1.3 Continue to preserve and maintain open space, including the improvement and enhancement of existing open space.</p> <p>4.2 Find ways to use Town property to showcase environmental preservation.</p> <p>4.2.1 Where applicable, establish greenways between Town properties and other areas of open space.</p> <p>4.2.2 Preserve and/or enhance wildlife habitat on Town properties using methods such as nesting boxes, nesting platforms, littoral shelves in ponds, wildflower patches, living hedges and thickets, and enhanced buffers.</p> <p>4.2.3 Where applicable, establish blueways to link Town-owned properties.</p> <p>4.3 Encourage utility companies to maintain easements in a natural state.</p> <p>4.4 Reduce or remove obstructions in order to create corridors between blueways – especially between freshwater wetlands, salt marshes, and</p>	

beaches.

4.5 Support environmentally-neutral development.

4.6 Create a forest management program to preserve and enhance the Island's forested areas.

4.6.1 Investigate incentives to encourage all property owners to preserve and replant native trees and understory vegetation or traditional non-native species.

4.7 Maintain and adapt the wetland management program to preserve and enhance our wetland system.

4.7.1 Enhance, create, and maintain vegetated riparian wetland buffers with viewing corridors and windows.

4.7.2 Maintain and protect wetland buffers on Town property by utilizing native plants and pervious surfaces.

4.7.3 Continue to evaluate adapt wetland regulations to ensure wetlands and wetland buffers are protected.

4.8 Educate residents and visitors on environmental protection ordinances.

5.	Keyword: Energy Resources
	Elements: Natural Resources, Community Facilities
	Goal: To maximize the efficiency of energy usage and expand the use of renewable energy.
About this Goal: <ul style="list-style-type: none">• Reducing our consumption of fossil fuels will save money and positively impact the environment, as well as help to slow climate change and its negative effects.• Investing in the development of sustainable energy sources will contribute to the Island's reputation as a leadership in sustainability and add a new aspect to the economy.	
Strategies & Tactics	
5.1 Incentivize the use of energy-efficient building techniques, such as Sustainable Sites Initiative, LEED, Earthcraft, green materials, appliances, etc. for residential and non-residential developments.	
5.2 Use Town facilities as examples of efficient energy use and renewable energy systems.	
5.2.1 Continue to pursue Sustainable Sites Initiative, LEED or similar	

- certifications for Town buildings, project sites and facilities.
- 5.2.2 Continue to install new and replacement (as needed) energy-efficient appliances, lighting, HVAC systems, etc. in Town buildings and facilities.
- 5.2.3 Consider installing renewable energy systems, such as solar panels, on Town buildings/property to demonstrate the benefits of renewable energy sources.
- 5.3 Encourage the removal of any private restrictions on the installation and use of renewable energy systems, such as solar panels.
- 5.4 Promote Palmetto Electric’s energy efficiency and renewable energy programs to residents and visitors.
- 5.5 Encourage Santee Cooper to increase the use of sustainable energy sources.

6.	Keyword: Climate Change; Resiliency
	Elements: Natural Resources, Land Use, Priority Investments
	Goal: To prepare a plan for and to mitigate the effects of climate change.
<p>About this Goal:</p> <ul style="list-style-type: none"> • As a low-lying barrier island, Hilton Head Island will be one of the first communities in the region to experience the effects of sea level rise from climate change. • We must anticipate the long-term consequences of current development and investments and adjust our standards and choices accordingly. 	
<p>Strategies & Tactics <i>See Infrastructure Goal 3</i></p> <ul style="list-style-type: none"> 6.1 Become a living laboratory for managing the effects of climate change. <ul style="list-style-type: none"> 6.1.1 Develop and implement a resiliency or adaptation plan to address coastal flooding, sea level rise and other issues the Island could face due to climate change. <i>See Infrastructure Strategy 3.1</i> 6.1.2 Use the latest technology to better understand the long-term implications of sea level rise and climate change on the Island’s natural resources. 6.2 Adjust Town codes to minimize the impacts of climate change and sea level rise on private property. <ul style="list-style-type: none"> 6.3.1 Consider eliminating the grandfather clause for nonconformities in the Coastal Protection Area Overlay (CPA-O) and Transition Area Overlay (TA-O) districts. This will protect private property from storm surge and sea level rise as well as maintain a mature, intact dune system. 6.3.2 Examine the benefits and costs of requiring new structures to be 	

	elevated above the minimum requirements.
6.3.3	Consider eliminating or reducing exemptions when permitting the redevelopment of nonconforming structures.
6.3.4	Anticipate the effects of new FEMA Flood Maps, adoption of which will allow construction below current minimum elevations, by changing requirements to maintain or exceed current minimum elevations.
6.4	Maintain all programs required to support and continue the beach renourishment program.
6.5	Continue to acquire wetlands and other low-lying and flood-prone pieces of land in order to decrease development in flood-prone areas.
6.6	Educate residents and visitors about climate change and how it will affect the Island.

7.	Keyword: Air Quality
	Elements: Natural Resources, Land Use, Transportation, Community Facilities
	Goal: To improve air quality by reducing/minimizing emissions.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Air quality has a proven affect on human and environmental health. • The Town can take steps to improve air quality by promoting: <ul style="list-style-type: none"> ○ The use of alternative transportation (mass transit, walking, bicycling, etc.), ○ Providing incentives for energy efficiency, ○ Monitoring and improving tree and vegetation coverage, ○ Continuing to purchase property to preserve open space and trees/vegetation and to remove potential density and resulting vehicle traffic, and ○ Educating residents and visitors about the importance of air quality. 	
Strategies & Tactics	
7.1	Explore opportunities for the further development and use of public transit (prioritizing vehicles that use renewable energy) and other innovative transportation strategies. <i>See Infrastructure Strategy 1.8</i>
7.2	Promote the use of human-powered and electric transportation. <i>See Infrastructure Strategies 1.8 and 1.9</i>
7.3	Preserve and plant trees for reduction of the urban heat island effect, to lessen the formation of disease-causing ground-level ozone and remove particulate matter

and carbon dioxide generated by vehicle emissions.

- 7.4 Continue to purchase property to decrease the total available density and the number of peak hour trips on Island roads.
- 7.5 Continue to convert the Town's municipal fleet of vehicles to those that use hybrid, electric, or similar technology whenever practical.
- 7.6 Educate residents and visitors about air quality and its impact on human and environmental health.

Submitted By: Anne Cyran

Date: 01-06-2020



OUR PLAN

Relentless Pursuit of Excellence

Core Value Chapter Synopsis

INTRODUCTION

- “Hilton Head Island has the opportunity to become the home of excellence. Becoming a laboratory where new solutions are developed and applied could help recapture the spirit and passion of the people.” *
- The work group’s interest was strongly in favor of emphasizing this as a “people-focused” community that embraces and celebrates its history, culture and natural resources.
- There is interest in maintaining support for the marketing and mindset that fosters visitors becoming residents and home owners.
- HHI should be an excellent place to visit that attracts excellent visitors.
- HHI’s definition for excellence should be identified and adopted.
- Factors of excellence include:
 - The relentless pursuit of resiliency, transparency,
 - An environment that supports innovation and has standards,
 - Leadership,
 - Encouragement,
 - Celebration,
 - Creativity,
 - An attitude that fosters the development of new ideas, and
 - A mindset to continuously work towards exceeding expectations.
- How do we become an epicenter of excellence? *
- Being excellent “requires pushing the boundaries on original thinking and being willing to invest the resources to make it a reality.” *
- Hilton Head Island is “something special” and worth protecting. People in this community are passionate and want to be part of something extraordinary. *
- “Engaging in the relentless pursuit of excellence offers a guiding framework for all the actions and decision-making on Hilton Head Island.” *

* *Our Future Vision and Strategic Action Plan*

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- There is concern that the residential community on the Island is drowned out by the tourism-focused economy. Work group members sought to bring back the ideal that this is a “residential-resort” community, with intentional emphasis on the residents.
- “Residential community” includes full-time residents and second home owners. There is no implication that the residential definition for the Island is exclusive of second home owners.
- The work group members expressed concern for the lack of education available about the Island’s unique history in the local school system.
- A program, metric, measurement tool or opportunity to continually garner input from the community about their expectations, ideals and input should be available.
- The need to improve aspects of education, transportation, access to and protection of the natural environment, cultural preservation, housing and work opportunities were discussed.
- There is a need to develop and build the Island brand as the Core Values and Our Ideals of Excellence.
- There is a need to keep striving towards building the Island community, instead of having numerous small communities operating independently.
- Hilton Head Island is no longer on the forefront of innovation and sustainability.*
- Why is Hilton Head Island not the best place to age in the USA? We can become this! *
- We should tap our resources better by engaging the incredible human capital and connections of the people who live here. *

* *Our Future Vision and Strategic Action Plan*

To be a community that:

For Our Place,

1. Is welcoming, inclusive, safe and people-focused;
2. Is recognized as an excellent place to live;
3. Preserves, values and recognizes its history;
4. Attracts businesses and visitors who identify with and appreciate the Hilton Head Island community's Core Values; and
5. Protects the natural environment as a unique quality of our identity.

For Our People,

6. Prioritizes the greater good of everyone;
7. Attracts a diverse and multi-dimensional residential population, providing a competitive live-work option; and
8. Recognizes the benefit and value of arts, culture, recreation and education for the community.

For Our Planning and Process,

9. Fosters a collaborative, transparent and inclusive environment when resolving concerns or planning for the future;
10. Considers sustainability as foundational to the Island's environment, economic and social development and redevelopment;
11. Fosters a spirit of inspiration and leads by example;
12. Uses innovation and learning to continually develop and apply best practices and standards for processes and projects; and
13. Continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and the future.

GOAL & STRATEGIES

1.	Keywords: Ideals; Excellence; Brand; Process; People; Planning; Place
	Elements: Cultural Resources, Natural Resources, Population, Housing, Community Facilities, Economic Development, Land Use, Recreation, Transportation, Priority Investment
	Goal: Adopt and Pursue Our Ideals of Excellence for Hilton Head Island
<p>About this Goal:</p> <ul style="list-style-type: none">• 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 Ideals. The strategies and tactics provide further specifics pertaining to implementation of the Ideals.• Our Ideals of Excellence lay the groundwork for the Island’s brand, in concert with the Core Values, and strive to ensure a high quality of life is provided and achievable into the future.	
Strategies & Tactics	
<p>1. Strategies for Our Place</p> <p>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.</p> <p>1.2 Deploy Our Ideals of Excellence through the Town’s community engagement, communication standards and execution of projects and policy.</p> <p>1.2.1 Develop a sense of place that clearly communicates our community values and Ideals, ie- through physical signage, promotion or other standards.</p> <p>1.3 Ensure Our Ideals of Excellence are aligned with the efforts and scope of work for the Town’s DMO.</p> <p>1.4 Apply for and promote awards of recognition for the Town of Hilton Head Island, such as the League of American Bicyclists Bicycle Friendly Community designation.</p> <p>1.5 Foster the preservation and promotion of the rich cultural heritage and historical resources of Hilton Head Island. <i>See Inclusive Strategy 2.5</i></p> <p>1.6 Evaluate, develop and maintain standards that preserve and enhance the natural and physical environments that reflect the character of the Island.</p> <p>1.6.1 Set an example for the community by developing and maintaining Town projects and properties in a manner that preserves and enhances the Island’s character.</p>	

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. *See Connected Goal 1*
- 2.2 Support incorporation of the local Island and Gullah-Geechee history into our local Pre-K through 12th grade school curriculum. *See Inclusive Tactic 2.4.1*
- 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. *See Connected Strategy 4.2, Inclusive Strategy 5.2*
- 2.5 Continue to acquire and maintain the most current and accurate demographic data for Hilton Head Island for use by staff and the community. Collaborate with regional resources as needed to acquire data. *See Economy Strategy 3.2*
- 2.6 Continue to provide excellent law enforcement, Fire and Rescue, Emergency Management and disaster recovery services to the Island residents and visitors. *See Inclusive Strategy 5.3*
- 2.7 Continue to provide the staff and requisite facilities needed to maintain the excellent administration of all Town government functions, including customer service. *See Infrastructure Tactics 5.1.2 and 5.1.3*
- 2.8 Continue to engage the community through excellent arts and culture education with outreach opportunities and events. *See Inclusive Tactic 8.4.1*
- 2.9 Recognize the importance of parks and recreation for the Island community through the development and maintenance of excellent recreation facilities and programs. *See Inclusive Strategy 8.5*
- 2.10 Work with partners and anchor instructions to promote and support opportunities that will diversify the residential population.
 - 2.10.1 Support development and opportunities that help Hilton Head Island become a competitive place to live and work. *See Economy Strategy 5.2*
- 2.11 Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the Island. *See Economy Strategy 5.6*

3. Strategies for Our Planning and Process

- 3.1 Evaluate the Town's Comprehensive Plan on a regular basis as required by the state 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 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.
 - 3.2.1 Consider creating an Excellence Advisory Committee of community members, who will help staff develop, monitor and evaluate the Core Values and **Our Ideals of Excellence**.
 - 3.2.2 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.
- 3.3 Research and develop a quality of life metric to implement into the planning and policy process. *See Connected Strategy 2.3*
 - 3.3.1 Use the development review process to evaluate projects and their contribution to this metric.
- 3.4 Ensure there is an appropriate range of land uses that accommodate the needs of the community.
 - 3.4.1 Provide appropriate modifications to the zoning designations and land use regulations to meet market demands while maintaining Island character.
- 3.5 Ensure new design and development standards consider and adhere to **Our Ideals of Excellence**.
- 3.6 Continue to engage the community above and beyond what is minimally required for the planning and policy development process.
 - 3.6.1 Instill a strong sense of civic pride by encouraging involvement in Town boards and commissions, in public decision-making and through community engagement. *See Connected Strategy 1.3*
 - 3.6.2 Evaluate and incorporate the application of online tools, applications or services in planning and engagement processes. *See Connected Tactic 1.1.3*
- 3.7 Pursue awards and recognition for the Town's planning and design efforts.



OUR PLAN

Fostering an Inclusive and Multi-dimensional Community

Core Value Chapter Synopsis

INTRODUCTION

- Hilton Head Island should be a unique cultural destination
- Hilton Head Island should maintain consideration for the arts.
- The use of “equity” illustrated in the goal statements is to emphasize fairness when writing and establishing policies for Hilton Head Island.
- Create an environment that emphasizes equity in education, community development and housing options for all sectors of the Island, including the historic neighborhoods and Hispanic population.
- Work towards the preservation of the Gullah Geechee culture and community.
- Create an environment that considers physical, mental, intellectual, and developmental disabilities.
- Include arts and culture as an alternative to the traditional tourism demands.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- Lack of affordable/workforce housing options impacting professional workspaces and service industries.
- Loss of /Lack of diverse age and economic groups, including young families with children.
- Challenge of supporting a rising aging population.
- Dependence on commuter workforce, causing decline to particular Island populations.
- Acknowledge the need to preserve our historic neighborhoods
- Find ways to better reach the Island’s growing Hispanic population
- Lack of knowledge of local culture among Island educators and professionals who interact with Native Islanders.

GOALS & STRATEGIES

1.	Keyword: Education
	Elements: Community Facilities, Housing
	Goal: To create an environment that supports equitable, high quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.
<p>About the Goal:</p> <ul style="list-style-type: none"> • An environment can be created to retain educational professionals, attract different age levels to the island, and support the expanding partnership for continuing education. • Additionally, the feasibility for educational professionals to remain on Hilton Head Island should also be explored. 	
<p>Strategies & Tactics</p> <ol style="list-style-type: none"> 1.1. Cooperate 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. Continue to coordinate with the University of South Carolina Beaufort (USCB) 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. 1.5. Cooperate with the public school district to assess the needs of the Beaufort County School District Hilton Head Island Cluster. 	

2.	Keyword: Historic Sites; Venues
	Elements: Cultural Resources, Land Use
	Goal: To reimagine our venues and historic places so that they are inviting, accessible, and utilized by all.

About this Goal:

- Historical sites are an important part of what makes Hilton Head Island unique.
- The culture of the Island should be preserved through programs and be accessible (even the sites located behind the gates) for educational purposes and for the enjoyment of residents and guests.

Strategies & Tactics

- 2.1 Develop a historic landmarks protection program to preserve important sites and architecture on the Island.
 - 2.1.1 Research creation of an ordinance, regulations and criteria to offer protection for historical and culturally significant sites.
- 2.2 Encourage planned communities and other private landowners to provide access to cultural and historic for family members, friends, and historians for the purpose of education and maintenance.
- 2.3 Continue to support establishing wayfinding signs and historic markers to identify Island historic sites, historic neighborhoods, important people, and important historic events.
 - 2.3.1 Continue to support the Office of Cultural Affairs (OCA) in efforts to establish wayfinding signs for unique historic areas.
- 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.
 - 2.4.1 Apply CP-7 from the **Gullah Geechee Preservation Project Report:** Establish a program to educate Town officials, area school teachers, and others on Gullah culture so they can better understand the culture and more effectively interact with the Island’s Gullah citizens. *See Excellence Strategy 2.2*
- 2.5 Continue to support efforts towards the preservation of historic island culture, including that of the Gullah Geechee culture. *See Excellence Strategy 1.5*
- 2.6 Continue to investigate the feasibility of acquiring public land to preserve historic and cultural sites for future generations to enjoy.
- 2.7 Continue to support arts, culture, and history opportunities that contribute to the unique character of the Island.
 - 2.7.1 Support the development of Historic Mitchelville Freedom Park.
 - 2.7.2 Support the planned expansion of the Coastal Discovery Museum.

3.	Keyword: Community Development
	Elements: Housing, Land Use, Population, Economic Development
	Goal: To ensure community development on the Island is sustainable, inclusive, equitable, and innovative.
<p>About this Goal:</p> <ul style="list-style-type: none"> Strategies for sustainability include having housing options that attract and retain people of varying professions and age groups. 	
<p>Strategies & Tactics</p> <p>3.1 Foster events, organizations, and infrastructure that encourages involvement from the Island’s entire population, such as the “One Island-One Community” 4th of July event. <i>See Connected Strategy 3.1</i></p> <p>3.2 Continue to identify and support and promote the many different organizations and groups that currently are involved in community building efforts inside and outside the Island’s gated communities. <i>See Connected Strategy 3.4</i></p> <p>3.3 Implement the recommendations from the Workforce Housing Strategic Plan. <i>See Connected Strategy 4.3, Economy Strategy 6.1, Infrastructure Strategy 6.1, Regional Goal 2</i></p> <p>3.4 Consider creating opportunities for diversity in housing costs and transportation modes by creating incentives for redevelopment of abandoned and underutilized spaces. <i>See Connected Strategy 2.4</i></p> <p>3.5 Support employer assisted housing programs to encourage more employees of various professions (teachers, police officers, firemen, etc) to live within Town limits. <i>See Regional Strategy 2.3</i></p> <p>3.6 Encourage collaboration and interaction between residential communities. <i>See Connected Strategy 3.4</i></p> <p>3.7 Address housing issues by using a systemic approach that integrates economic development, transportation, and land use.</p> <p>3.8 Integrate public policy recommendations from the Gullah Geechee Project Report.</p>	

4.	Keyword: Environment
	Elements: Natural Resources, Cultural Resources, Community Facilities
	Goal: To create awareness and respect for our core community and environmental values, ensuring inclusiveness and equality for all residents and guests.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Efforts to be respectful of the Island environment should include residents and visitors. • The natural environment of Hilton Head is what is attractive to visitors, and is a factor in the decision to make the Island a permanent home. 	
<p>Strategies & Tactics</p> <p>4.1 Encourage programs and education that include residents and visitors in the culture to maintain Island cleanliness, preservation, and protection of natural areas.</p> <p>4.2 Ensure that all communities on the Island have access to potable water.</p> <p>4.3 Work towards all communities having access to the natural Island environment.</p>	

5.	Keyword: Diversity
	Elements: Community Facilities
	Goal: To promote multi-dimensional diversity on the Island, now and into the future.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Residents of Hilton Head have different cultures, levels of ability, age groups, and economic ability, which should be considered when making decisions that impact the quality of life for the Island citizenry. 	
<p>Strategies & Tactics</p> <p>5.1 Understand basic needs and assets for Island communities, which include access to housing, food, and jobs.</p> <p>5.2 Ensure that local businesses and other public spaces aid in the ease of mobility for citizens with physical disabilities by complying with the American with Disabilities Act (ADA). <i>See Connected Strategy 4.2, Excellence Strategy 2.4</i></p>	

- 5.3 Foster innovative ways to bridge residential communities inside and outside of the gates with respect to age, income, culture, and education. *See Connected Strategy 2.2*
- 5.4 Identify and address the needs of the different demographics on the Island that include, but are not limited to, the elderly, youth, disabled, Native Island, and Hispanic populations.

6.	Keyword: Culture; Tourism
	Elements: Economic Development, Cultural Resources
	Goal: To promote equitable cultural tourism to improve the quality of life for all stakeholders.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Cultural tourism should be considered as important as traditional tourism. Significant dollars can be generated in a day trip to Hilton Head from visitors who travel specifically to the Island to take advantage of events and cultural sites. 	
<p>Strategies & Tactics <i>See Economy Strategy 3.8</i></p> <ul style="list-style-type: none"> 6.1 Continue to support and improve media coverage on the Town’s website and newsletter for local arts and cultural events. 6.2 Continue to recognize the economic value of Hilton Head Island’s art and cultural resources in tourism. <ul style="list-style-type: none"> 6.2.1 Integrate cultural preservation recommendations from the Gullah Geechee Project Report. 6.2.2 Integrate applicable recommendations from the Venue Committee Report that are specific to supporting cultural tourism. 	

7.	Keyword: Healthcare
	Elements: Community Facilities
	Goal: To ensure healthcare and health education is available, accessible, affordable, innovative, and benefits all.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Similar to education, strategies should establish an environment where 	

- healthcare accessibility and education is inclusive of all Islanders.
- There is also concern of facilities being relocated off-island and out of reach of people who need them.

Strategies & Tactics

- 7.1 Coordinate with organizations such as Volunteers in Medicine to assess healthcare needs for the diverse Island population.
- 7.2 Consider encouraging diverse offerings to access healthcare, ie- Mobile Units.
- 7.3 Explore ways to retain healthcare workers on the Island to provide accessibility to a diverse Island population with respect to age, ability, and economic status.

8.	Keyword: Arts; Culture
	Elements: Community Facilities, Recreation
	Goal: To build diversity in and provide exception quality of life offerings in arts and recreation.

Strategies & Tactics *See Excellence Ideal #8*

- 8.1 Create a large venue for arts and festivals.
 - 8.1.1 Implement the plan for a community arts center outlined in the **Venue Committee Report**.
 - 8.1.2 Continue to support and facilitate the use of community parks for festivals and events.
- 8.2 Continue to provide space for the public display of art in parks and within buildings for artists to display their work and add character to the space where it is located. *See Connected Strategy 2.1*
- 8.3 Continue to support arts through funding sources such as ATAX. *See Economy Strategy 4.6*
- 8.4 Continue to maintain and eventually expand the Office of Cultural Affairs.
 - 8.4.1 Continue to support the Office of Cultural Affairs in promoting cultural events, such as festivals, art exhibits, and performances for all cultures represented on the Island. *See Excellence Strategy 2.8*
- 8.5 Implement recommendations from the **Parks and Recreation Master Plan**. *See Excellence Strategy 2.9*

Submitted By: Sheryse DuBose
Date: 01-06-2020



OUR PLAN

Innovative Approach to Create 'Right-Sized' Infrastructure Core Value Chapter Synopsis

INTRODUCTION

- The Island's infrastructure includes housing, transportation, and public amenities – and its resilience are major topics of concern.
- The consensus is the Island needs stronger and better infrastructure, but not necessarily more infrastructure.
- Population on the Island is likely to remain steady, but more visitors will congest roads.
- Priority should be given to safety for motorists, bicyclists, pedestrians, and all others.
- The Island's available workforce housing must be increased, but visitor accommodations are sufficient, if not too numerous.
- The airport runway and services are now sufficient; the general desire is for no further expansion.
- The use of treated drinking water for irrigation is a threat to water resources. *See Environment Strategy 3.2*
- Stormwater management will be increasingly important as sea level rise and increasingly severe storms impact the Island.
- The Island needs to embrace new technology. The Town's ordinances and infrastructure must adapt to accommodate emerging technology.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- Projected future development on the mainland and increased popularity in the Island's tourism sectors will continue to increase the amount of traffic on the Island.
- Tropical storms and hurricanes are affecting the Island more frequently. We need to ensure our infrastructure is resilient enough to withstand these storms and get the Island back to normal operations as quickly as possible.
- The Town and public service providers must ensure sensitive data and vital systems are secure from the threat of cyber-attacks.
- Into the future, autonomous vehicles (AV) will undoubtedly alter traffic and commuting patterns, road and technology infrastructure, parking needs and requirements, and public transportation services. They may also change housing patterns.
- The Island has a reputation for being slow to embrace technology, which has a

negative impact on economic development.

- The increased popularity of bicycling and the increased number and type of micro transit options (e-scooters, hoverboards, and the like) requires an examination of how pedestrians, bicycles, and other devices can coexist on the Island’s streets and pathways.
- Since the runway expansion was completed, the airport is handling many more commercial flights. Some are concerned that the airport shouldn’t expand further, but the Town won’t make that decision because it doesn’t own or operate the airport.
- At this time, ferry service is not a feasible option for public or private mass transit due to physical and financial constraints. Currents, water depths, geography, and tides make marine travel time in this area longer than driving time, even with traffic congestion. Large scale public ferry services are federally subsidized, but federal subsidies aren’t available for ferries that don’t carry vehicles from one federal highway to another. If ferries don’t carry vehicles, a robust public transit network would be needed to transport passengers to and from ferry terminals. The infrastructure (parking lots, roadways, marinas) required to support high volume ferry service would cover large tracts of land near waterways with impervious surfaces.
- Treated drinking water is inexpensive and therefore it is used for residential and commercial irrigation. Infrastructure improvements must be made to capture and reuse rainwater, greywater, etc. At the same time, the Town must enforce existing irrigation ordinances.
- The Island needs a great number of workforce housing units. Building these will be a great challenge due to existing concerns about increasing residential density and NIMBYism.

GOALS & STRATEGIES

1.	Keyword: Transportation; Pathways; Safety
	Elements: Transportation, Community Facilities, Priority Investments, Natural Resources
	Goal: To establish a dedicated, Island-specific transportation system (to include intermodal options) serving residents, workers, and visitors, linked with a regional transportation system.
About this Goal: <ul style="list-style-type: none">• Projected future development on the mainland will continue to increase the amount of traffic on the Island.• The Island’s entire ground transportation network must be improved to provide safe and efficient travel for all users while maintaining the character and aesthetics of the Island.	

- Expanding the multi-use pathway network, making roads and intersections safer, and improving public and private transit services should take precedence over widening or building new roads. See *Regional Goal 3 for regional transportation strategies.*

Strategies & Tactics

- 1.1 Maintain and improve the road network to provide safe and convenient access and interconnections to all areas of the Island.
 - 1.1.1 Develop and implement a transportation plan for Hilton Head Island including specific action items to address resident, worker and visitor transportation, transit, multi-modal and multi-use pathway related goals and strategies in the Comprehensive Plan.
 - 1.1.2 Coordinate with SCDOT and Beaufort County to maintain the current capacity of William Hilton Parkway and other arterial streets.
 - 1.1.3 Continue to consider plans for alternative road systems to remove some of the traffic burden from William Hilton Parkway.
 - 1.1.4 Future road widening projects within the Town should be carefully planned to assure neighborhoods are not excessively adversely impacted.
 - 1.1.5 Secure adequate land for needed transportation improvements.
 - 1.1.6 Purchase parcels that have high traffic generating development potential.
 - 1.1.7 Maintain specific traffic analysis standards in the LMO to guide development in accordance with the existing and future needs of the Town.

- 1.2 Promote the installation of infrastructure that promotes efficiency, improves safety and environmental quality, and promotes emerging alternatives to traditional automobile travel.
 - 1.2.1 Ensure policies effectively regulate and infrastructure reasonably accommodates emerging modes of transportation, such as Autonomous Vehicles (AVs), micro transit, and Mobility as a Service (MaaS). *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.*
 - 1.2.2 Consider implementation of concepts such as Complete Streets where appropriate that integrate multiple forms of transportation modes and promote connectivity.

- 1.3 Ensure that aesthetic and vegetative character are maintained and improved within and along arterials without impeding safety.
 - 1.3.1 Evaluate and install streetscape methods to establish Island character for redevelopment areas, recreation or activity centers, pedestrian oriented areas, and gateways. These methods should include safety standards for drivers, pedestrians and cyclists, as well use coordinated

landscaping, lighting, street furniture, and other public amenities. *See Connected Strategy 2.1*

- 1.4 Maintain all roads on Hilton Head Island to ensure safety and improve access for all users.
 - 1.4.1 Research emerging materials that may be more effective for road construction.
 - 1.4.2 Continue to encourage and facilitate the paving of dirt roads throughout the Island.
 - 1.4.3 Continue to work with and encourage Beaufort County, SCDOT, and private road owners to protect investment in the transportation system through adequate maintenance of facilities, roadways and associated drainage facilities. *See Regional Tactic 3.1.1*
 - 1.4.4 Consider supporting the infrastructure improvements required to establish a safe, designated active cycling route for road bikes.
 - 1.4.5 Continue to offer maintenance services and support litter-control efforts on and off-Island.
- 1.5 Ensure the Town receives sufficient and equitable funding for transportation projects.
 - 1.5.1 Continue to seek funding for safety improvements to Island roads by coordinating with SCDOT, the Beaufort County Transportation Committee (CTC), and other entities to secure funds. *See Regional Tactic 3.1.1*
 - 1.5.2 Maintain and update the transportation impact fees program for both the Town and the County with new developments paying for new road modifications based on their impact to the transportation system.
- 1.6 Continue to collect and maintain data on traffic volume for the road network throughout the year to assess existing and potential deficiencies in the road network and to provide a basis for making future transportation and land use decisions.
 - 1.6.1 Continue to prepare Traffic Monitoring and Evaluation Reports on an annual basis.
 - 1.6.2 Perform traffic modeling at least once every 10 years, or more often as needs and concerns dictate, to identify roadway improvements and capital improvement projects.
- 1.7 Continue to educate and involve the public regarding transportation safety issues.
 - 1.7.1 Research best practices from other communities to ensure education and communication efforts are using emerging forms of technology and new trends in communication.
 - 1.7.2 Coordinate with State and local law enforcement officials to enforce transportation-related laws and other regulations that improve safety.

- 1.7.3 Coordinate with appropriate agencies to plan for and implement safe and efficient evacuation routes off of the Island.
- 1.8 Expand the public transportation system serving the Island in a fiscally responsible manner to provide transportation options to the greatest number of residents, workers, and visitors. *See Economy Strategy 1.2, Regional Strategy 3.1*
 - 1.8.1 Prepare a Public Transportation Plan to address public transportation issues on the Island with consideration of the “New Service Recommendations and Implementation Plan” in the **Palmetto Breeze Small Urban Area Transit Development Plan**.
 - 1.8.2 Consider the local share recommendations in the **Palmetto Breeze Small Urban Area Transit Development Plan** to provide a dedicated and predictable source of funding for public transit services.
 - 1.8.3 Research alternative ways to provide needed services, such as programs that subsidize ride share services for specific destinations, and explore ways to support last-mile transportation options.
 - 1.8.4 Promote public transportation by providing infrastructure, shelters, pull-off lanes, and multi-use pathway links.
 - 1.8.5 Explore opportunities to support Park-n-Ride lots for commuters and/or public or private bus services for commuters.
 - 1.8.6 Support coordination between public transportation providers, major employers, large communities and special needs providers to increase the utility of public transportation and connect public and private transit systems.
 - 1.8.7 Support the replacement of diesel or gasoline powered public transit vehicles with those that are less polluting and use sustainable fuels.
 - 1.8.8 Plan for the needs of AVs used for public transportation.
 - 1.8.9 Evaluate requiring transit infrastructure for suitable developments, such as parks and other public land uses and for private land uses such as large residential and commercial developments.
- 1.9 Expand the multi-use pathway network to provide a comprehensive, Island-wide network that provides for recreational opportunities as well as an alternative means of transportation to/from and on the Island.
 - 1.9.1 Continue to assess the viability of constructing multi-use pathways and supporting infrastructure in conjunction with each Town road improvement or drainage project.
 - 1.9.2 Investigate creating a signature, multi-use greenway connecting commercial, civic, historic, recreation and cultural sites.
 - 1.9.3 Ensure the multi-use pathway network complements public transit services such as Palmetto Breeze by connecting transit stops with employment, commercial, and recreational destinations.
 - 1.9.4 Examine requiring connections between developments and nearby sidewalks and multi-use pathways to improve safety and accessibility.

- 1.9.5 Coordinate with SCDOT and Beaufort County to establish a safe multi- use pathway connection between the Island and the mainland. *See Regional Tactic 3.1.2*
- 1.9.6 Continue to seek funding for safety improvements to Island multi-use pathways by coordinating with SCDOT, the Beaufort County Transportation Committee (CTC), and other entities.
- 1.10 Continue to improve safety of the multi-use pathway system by identifying conflicts and improvement opportunities.
 - 1.10.1 Inventory and maintain areas for safety on an annual basis for problems such as low-hanging vegetation, inadequate signage, lines of sight, and irregular asphalt.
 - 1.10.2 Use accident data to determine and plan pedestrian and bicyclist needs at intersections, including crossings and warning alerts.
 - 1.10.3 Investigate opportunities to implement safety programs such as “Safe Routes to Schools” for the benefit of the community. *See Connected Tactic 2.2.3*
- 1.11 Continue to implement the recommendations of the **Bridge to the Beach Plan** and evaluate the need to update the plan.

2.	Keyword: Airport
	Elements: Transportation, Community Facilities, Land Use
	Goal: To ‘Right-Size’ the airport’s capabilities and operations.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Though the Town does not own or manage the airport, the Town should continue to be involved in planning for the future to ensure residents’ concerns are in the forefront of those plans. 	
<p>Strategies & Tactics</p> <ul style="list-style-type: none"> 2.1 Continue to collaborate with federal, state, and county authorities and general aviation interests to enhance visitor, business and resident accessibility to aviation services. 2.2 Ensure that development surrounding the airport is designed and constructed to minimize the negative impacts of being located near the airport. <ul style="list-style-type: none"> 2.2.1 Continue to review development proposals within the Airport Overlay (A-O) District to ensure the site is designed with the maximum safety possible for the occupants of the site. <i>See LMO Section 16-3-106.E</i> 	

- 2.3 Encourage Beaufort County to evaluate the interests of nearby residents and property owners when considering changes to the airport facilities.
 - 2.3.1 Assist Beaufort County with pre-planning for airport modifications.
 - 2.3.2 Participate in updates to the **Hilton Head Island Airport Master Plan**.
- 2.4 Coordinate with Beaufort County to use the airport as a staging ground during disaster recovery.

3.	Keyword: Resilience
	Elements: Community Facilities, Priority Investment, Natural Resources
	Goal: To ensure physical, social, and economic resilience from climate and environmental challenges.
<p>About this Goal:</p> <ul style="list-style-type: none"> • As a barrier island, Hilton Head Island is particularly sensitive to the effects of sea level rise, tropical storms, hurricanes, drought, and other environmental threats. • The Town must ensure existing and future infrastructure is resilient and accommodates anticipated changes to the environment. <i>See Environment Goal 6</i> 	
<p>Strategies & Tactics <i>See Environment Goal 6</i></p> <ul style="list-style-type: none"> 3.1 Establish an integrated program for resistance to and resilience from the effects of rising sea levels and tropical storms. <i>See Environment Tactic 6.1.1</i> <ul style="list-style-type: none"> 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 Continue to maintain and replenish Town disaster relief funds. 3.2 Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges. 	

4.	Keyword: Utilities
	Elements: Natural Resources, Community Facilities, Priority Investments
	Goal: To ensure the Island has safe, effective and resilient utility systems.
<p>About this Goal:</p> <ul style="list-style-type: none"> • The Town and service providers must work together to ensure the Island has an effective and efficient utility system that minimizes interruption in services and is resilient from environmental and security threats. • Efficient use of our utilities will assist in the preservation of natural resources. 	
<p>Strategies & Tactics</p> <p>4.1 Promote utility infrastructure policies and investments that promote efficiency, improve safety and environmental quality, and embrace emerging technologies.</p> <p>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.</p> <p>4.1.2 Address the challenges that salt water intrusion presents for Island water sources.</p> <p>4.1.3 Address the challenges and impact storms and sea-level rise have on the Island’s stormwater infrastructure.</p> <p>4.2 Establish and enforce community standards for discretionary water use. <i>See Environment Strategy 3.2</i></p> <p>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).</p> <p>4.2.2 Explore methods to increase compliance with the existing residential irrigation code.</p> <p>4.2.3 Use reclaimed water when maintaining Town projects where financially feasible.</p> <p>4.2.4 Develop a program to educate the public on water conservation and water reuse.</p> <p>4.3 Investigate development and operation of alternative energy and water sources.</p> <p>4.3.1 Investigate the creation of aquifer recharge zones using stormwater projects near potable well capture zones.</p> <p>4.3.2 Support PSD investigations into alternative sources of potable water.</p>	

- 4.4 Continue partnership with Hilton Head Island PSD to implement the **Hilton Head Public Service District Master Sewer Plan** to ensure sewer service is available for properties not currently connected to sewer.
- 4.5 Examine ways to ensure fire hydrants are installed in needed locations to minimize the risk of fire hazards.
- 4.6 Ensure the Town’s Stormwater Utility is adequately funded, supported and staffed to meet existing and anticipated needs of the Island’s stormwater policies, programs and infrastructure.
 - 4.6.1 Continue to ensure stormwater infrastructure is well-maintained, resilient and effective.
 - 4.6.2 Continue to work with Beaufort County in coordination of updating and implementing the **Beaufort County Stormwater Master Plan** as applicable.
 - 4.6.3 Evaluate the need for the Town’s Stormwater Utility to develop, adopt and implement a “Town of Hilton Head Island Stormwater Master Plan and Policy Guide” to be reviewed and updated every five years. This could address any outdated aspects of the **1995 Island Wide Drainage Study**.
 - 4.6.4 Consider updating the **1995 Island Wide Drainage Study** to address current conditions and needs, or incorporate into a new plan per Strategy 4.6.3 above.
 - 4.6.5 Ensure the **NPDES Stormwater Management Plan** is annually updated and implemented for compliance with the 1972 Clean Water Act and the Town’s state NPDES permit.

5.	Keyword: Public Services
	Elements: Community Facilities, Land Use, Priority Investment
	Goal: To promote efficient and secure public services to meet current and future needs.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Public services are defined as safety, emergency, planning and administration. • Changes to the economy and technology, pressure from the increasing population on the mainland, and the impacts of climate change will create new, complex challenges for public service providers. • Despite these challenges, the Town must continue to provide best in class service by continually assessing, adapting and tailoring its operations to meet the needs of residents and visitors. 	

Strategies & Tactics

- 5.1 Ensure the Town government and staff are structured to meet the challenges of increased population, regulatory complexity, technical development, and public expectations.
 - 5.1.1 Review the scope of Town government to determine if any changes should be made.
 - 5.1.2 Develop a long range plan to evaluate and address staffing levels of existing and potential new departments, and to consider the facility needs of the Town staff for the next twenty years. *See Excellence Strategy 2.7*
 - 5.1.3 Evaluate existing Town facilities and identify opportunities for redevelopment or new construction to provide best in class facilities across the Town government. *See Excellence Strategy 2.7*
- 5.2 Ensure the Town continues to provide best in class services and facilities that exceed the expectations of its residents and visitors. *See Excellence Strategy 2.7*
 - 5.2.1 Continue to research the availability of new funding sources that will help to diversify the Town's revenue sources and assist in funding any new services that may be provided by the Town.
- 5.3 Ensure the safety of Town residents and visitors through excellent law enforcement, Fire Rescue, Emergency Management and disaster recovery Services. *See Excellence Strategy 2.6*
 - 5.3.1 Continue to assess all public services regularly and adjust services as necessary.
 - 5.3.2 Implement the recommendations of the Fire Rescue Strategic Plan.
- 5.4 Continue to fund the Town's Land Acquisition Program.
 - 5.4.1 Continue to preserve and protect the Island's character through land acquisition.
 - 5.4.2 Evaluate the use of Town-owned land for public facilities, including parks and recreation.
 - 5.4.3 Evaluate the policies of the Land Acquisition Program to determine if any changes are required to better address the needs of the community.
- 5.5 Encourage public service providers to ensure continuity of essential services for all Island residents and businesses.
- 5.6 Continue the Mitigation Actions in the **Beaufort County Hazard Mitigation Plan** and participate in future updates.
- 5.7 Continue the implementation of the **Disaster Recovery Plan**.

<p>5.8 Continue the implementation of the Town’s Ten-year Capital Improvements Program (CIP).</p> <p>5.8.1 Coordinate the CIP with any and all agencies that provide public facilities to the Town, including PSDs, Beaufort County, etc.</p> <p>5.8.2 Prepare and update a 10-year CIP on an annual basis that includes funding options.</p> <p>5.8.3 Evaluate public facility demands for new or redevelopment on a project-by-project basis to assure current and anticipated needs are being met.</p> <p>5.9 Plan and coordinate future transportation investments.</p> <p>5.9.1 Continue to update and maintain a ten-year CIP in accordance with all state laws. This program should consider road and multi-use pathway improvements, park and town facilities, and drainage projects, at a minimum.</p> <p>5.9.2 Coordinate improvements to the Town’s Island Wide Drainage Study and other Capital Improvement Projects in conjunction with transportation improvements.</p> <p>5.9.3 Coordinate transportation improvements with the Town’s Island Wide Drainage Study and any other drainage, water or sewer improvement project.</p>

6.	Keyword: Housing
	Elements: Housing, Community Facilities, Land Use
	Goal: To promote housing options to meet the needs of all current and future populations on the Island.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Though the need for workforce housing is currently the Island’s most pressing housing related issue, the need for all types of housing remains. • A continual assessment of development standards and building codes is needed to ensure the Town doesn’t prevent the creation of needed housing. • New and redeveloped housing should maintain the character of the Island. 	
<p>Strategies & Tactics</p> <p>6.1 Adopt policies to support the recommendations per the Work Force Housing Strategic Plan. <i>See Connected Strategy 4.3, Economy Strategy 6.1, Inclusive Strategy 3.3, Regional Goal 2</i></p>	

- 6.2 Continually assess development standards and building codes to ensure they encourage the development of needed housing.
 - 6.2.1 Consider regulations to require interconnection between developments, which promotes the establishment of neighborhoods and to provide safe and convenient access to neighborhood level public facilities, particularly schools and parks. *See Connected Tactic 2.2.3*
- 6.3 Evaluate proposed changes to residential density to ensure they are appropriate for the character of the area and the neighboring properties.

7.	Keyword: Technology
	Elements: Community Facilities
	Goal: To anticipate policy implications and resource investments needed to embrace emerging technologies.
<p>About this Goal:</p> <ul style="list-style-type: none"> • Though the Island was slow to accommodate cell towers, recent investments in fiber optic service have pushed the Island far ahead of many other communities in the country. • The Town should look for opportunities to embrace emerging technology to ensure it remains attractive to new residents, businesses, and visitors. 	
<p>Strategies & Tactics</p> <p>7.1 Adopt policies to accommodate emerging technologies while continuing to adapt for future needs or trends, ie- fiber optic service for the entire Island, 5G, information management, cellular satellite.</p> <p>7.2 Continue to implement the “Action Plan items” in the Hilton Head Island Technology Action Plan.</p> <p>7.2.1 Update the Hilton Head Island Technology Action Plan regularly to ensure it addresses changes in existing technology and emerging technology.</p>	

Submitted By: Anne Cyran
 Date: 01-06-2020



OUR PLAN

Expand to Embrace an Integrated Regional Focus

Core Value Chapter Synopsis

INTRODUCTION

- Strengthen our connection to Bluffton– not as a competitor, but as a part of the same ecosystem, collaborate for shorter term solutions to workforce, housing, and education.
- Embrace “Arc of Innovation” – emerging cluster of innovation in Savannah, tap into this to bring creative thinking and innovation to challenges, partner with regional firms on problem solving projects.
- Becoming a regional player - two-way transaction approach, HHI brings perspective and ideas to the table.

ISSUES/ EXISTING CONDITIONS/ CONSTRAINTS

- Ensure commitment from other regional governments/partners.
- Recognize workforce housing as a regional need that may not be met on the island.
- Evaluate opportunities for employees to have staggered work hours.

GOALS & STRATEGIES

1.	Keyword: Regional Planning
	Elements: Natural Resources, Housing, Community Facilities, Economic Development, Land Use, Transportation
	Goal: To enable innovation and excellence in regional planning and coordination for the Town of Hilton Head Island as a built-in part of the everyday process.
About this Goal: <ul style="list-style-type: none"> • The desire for this goal was to encourage all government entities to think regionally on day-to-day activities. 	

Strategies & Tactics

- 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.
 - 1.1.1 Increase advocacy efforts related to legislative issues that affect the region.
 - 1.1.2 Encourage attendance at annual workshops and/or retreats of other government agencies.
 - 1.1.3 Establish collaborative working groups to seek greater integration of planning and public investment.
- 1.2 Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
 - 1.2.1 Coordinate with regional partners on emergency planning, response, evacuation, and communication.
 - 1.2.2 Continue to participate in meetings and serve as a member on the **Southern Lowcountry Regional Board (SOLOCO)**.
- 1.3 Create a Regional Plan with adjacent jurisdictions to define regional needs, priorities, and funding to accomplish the plan.
- 1.4 Build new and strengthen existing relationships with regional economic development partners.
 - 1.4.1 Begin building links to innovative research institutions and industry groups in the Savannah Region.
- 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.

2.	Keyword: Workforce Housing
	Elements: Housing, Land Use, Transportation
	Goal: To increase supply of workforce housing on Hilton Head Island and in the region within a reasonable commute.
Strategies & Tactics <i>See Connected Strategy 4.3, Economy Strategy 6.1, Inclusive Strategy 3.3, Infrastructure Strategy 6.1</i>	
2.1 Pursue regional cooperation of public, private and nonprofit agencies in meeting area housing needs.	

- 2.2 Work toward regional solutions to workforce housing issues that result in the construction of quality workforce housing.
- 2.3 Support employer assisted housing programs to encourage more employees of various professions (teachers, police officers, firemen, etc.) to live within the Town limits or within Beaufort County. *See Inclusive Strategy 3.5*
- 2.4 Evaluate and consider participation in a Regional Housing Trust Fund.

3.	Keyword: Transportation
	Elements: Community Facilities, Economic Development, Transportation, Priority Investment
	Goal: To increase access between Hilton Head Island and the region through a viable multimodal transportation system.

- Strategies & Tactics**
- 3.1 Improve/expand transportation infrastructure to connect the Island’s multimodal system to the rest of the region. *See Infrastructure Strategy 1.8*
 - 3.1.1 Coordinate with the State and County to seek funding for safety improvements to provide for a safe, efficient and well-maintained regional transportation network and to protect the capital investment in the transportation system through adequate maintenance of facilities and roadways. *See Infrastructure Tactic 1.4.3*
 - 3.1.2 Coordinate with Beaufort County to enhance the Island’s pathway network by providing a link from the Town’s multi-use pathways to pathway systems on the mainland. *See Infrastructure Tactic 1.9.5*
 - 3.1.3 Coordinate traffic modeling with regional partners for use in future critical, regional transportation projects to develop a regional transportation vision that identifies critical transportation deficiencies that should be addressed.
 - 3.1.4 Complement public transit operations such as those of the Palmetto Breeze (LRTA), by connecting transit stops with employment destinations and tourist destinations. *See Economy Tactic 1.2.3*
 - 3.1.5 Support coordination of regional partners to assess potential marine-based transportation to serve Hilton Head Island, Beaufort and Savannah. *See Economy Strategy 1.3*
 - 3.1.6 Coordinate and work with appropriate agencies to plan for, evaluate, and implement evacuation routes away from the coast of South Carolina and Georgia for safety, efficiency, and capacity.
 - 3.1.7 Work with appropriate agencies, including SCDOT, Town of Bluffton and Beaufort County, to provide input on roadway improvements along the

- US 278 corridor and projects such as the widening of I-95 and I-16, as well as the secondary road system in southern Beaufort County.
- 3.1.8 Promote regional transportation and land use planning for all of southern Beaufort County by working with the Town of Bluffton and Beaufort County.
- 3.1.9 Support the coordination of regional public transit to serve the mainland and the Island for workers and visitors, including the potential for public transit to and from the Savannah-Hilton Head International Airport. *See Economy Tactics 1.2.2 and 6.4.2*
- 3.1.10 Coordinate with appropriate agencies for the protection and routine maintenance of the bridges and causeways that provide the only ground transportation link from the Island to the mainland.

4.	Keyword: Environmental Protection
	Elements: Natural Resources, Community Facilities, Land Use, Recreation
	Goal: To lead the region in environmental protection and eco-friendly practices.

Strategies & Tactics

- 4.1 Develop regional approaches to promote resiliency to climate change and sea level rise.
- 4.2 Partner regionally on environmental education by initiating and maintaining partnerships with other Island, county, state and federal agencies for environmental education purposes.
 - 4.2.1 Host workshops and seminars in Beaufort County for the general public’s information on environment issues and regulations.
- 4.3 Partner on land acquisition to preserve open space or serve the needs of region for parks and recreation.
 - 4.3.1 Coordinate with various agencies including Beaufort County Rural & Critical Lands Board and property owners to identify and purchase undeveloped property for parks and recreation or preservation as needed.
 - 4.3.2 Coordinate conservation of regional environmental assets and plans for natural resource and habitat preservation by acquiring conservation and park land to preserve natural and cultural resources for education, interpretive, and passive recreation uses.
- 4.4 Cooperate with Beaufort County and appropriate agencies to seek funding

sources to increase the capacity and level of service for recycling and waste management on the Island.

- 4.5 Promote environmental protection through regulation and eco-friendly practices during the development and redevelopment processes in the region.
See Environment Goal 2

5.	Keyword: Tourism
	Elements: Cultural Resources, Natural Resources, Population, Economic Development
	Goal: To expand tourism focus in order to promote diverse offerings across the region.
About this Goal: <ul style="list-style-type: none">• Intended to encourage regional partnering and marketing of tourism as well as collaborating on attracting new businesses to the region.	
Strategies & Tactics	
5.1 Partner across the region to identify and market our collective strengths, unique qualities, and cultural/heritage tourism in order to identify, develop and leverage the region’s comparative advantages.	
5.2 Attract businesses that can diversify the region’s tourism industry, such as technology and sustainability.	
5.3 Identify and encourage the conservation of regional assets that bring people to the area/region.	

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Date: 01-06-2020