



Town of Hilton Head Island
TOWN COUNCIL MEETING
Tuesday, December 7, 2021, 3:00 PM
AGENDA

The Town Council meeting will be conducted virtually and can be viewed on the [Town of Hilton Head Island Public Meetings Facebook Page](#), the [Town of Hilton Head Island website](#), [Beaufort County Channel](#) and Spectrum Channel 1304.

- 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. Pledge to the Flag**
- 4. Invocation - Pastor June Wilkins, Christ Lutheran Church**
- 5. Roll Call**
- 6. Approval of the Agenda**
- 7. Approval of the Minutes**
 - a. November 16, 2021
- 8. Report of the Town Manager**
 - a. 2021 Update of the Outreach Projects and Flood Insurance Coverage Assessment that are Part of the Community Rating System Program for Public Information - Shari Mendrick, Floodplain Administrator
- 9. Reports of the Members of Town Council**
 - a. General Reports from Town Council
 - b. Report of the Lowcountry Area Transportation Study – Councilman Stanford
 - c. Report of the Lowcountry Council of Governments – Councilwoman Becker
 - d. Report of the South Carolina Floodwater Commission – Councilman Brown
 - e. Report of the Southern Lowcountry Regional Board – Councilman Lennox
 - f. Report of the Beaufort County Airports Board – Councilman Ames
 - g. Report of the Community Services & Public Safety Committee – Councilman Harkins
 - h. Report of the Public Planning Committee – Councilman Ames
 - i. Report of the Finance & Administrative Committee – Councilman Lennox

10. Appearance by Citizens Appearance by Citizens: Citizens who wish to address Town Council on the item discussed during the Special Meeting must contact the Town Clerk at 843.341.4701 no later than 2:00 p.m. the day of the meeting. Citizens may also submit written comments via the [Town's Open Town Hall Portal](#). The portal will also close at 2:00 p.m. the day of the meeting. Comments submitted through the portal will be shared with Town Council and made part of the official record.

11. Consent Agenda

- a. Consideration of a Resolution – Approval of the Revised Resolution Authorizing the Dedication and Acceptance of Main Street

12. New Business

- a. Consideration of a Resolution – Adoption of the Office of Cultural Affairs Strategic Plan
- b. Consideration of a Resolution – Adoption of the Town of Hilton Head Island Fiscal Year 2021-2022 Strategic Plan
- c. Consideration of a Resolution – Approval of the Process for the 2020 Redistricting on Hilton Head Island
- d. Consideration of a Resolution – Approval of the Issuance by the Beaufort Housing Authority of its Multifamily Housing Revenue Bonds
- e. Consideration of a Recommendation of the Accommodations Tax Advisory Committee
- f. Discussion of Contractual Matters Pertaining to the Town Manager

13. Executive Session

- a. Discussion of negotiations related to the proposed sale or purchase of property in the Bayberry Lane area [pursuant to SC Freedom of Information Act Sec. 30-4-70(a)(2)]

14. Possible actions by Town Council concerning matters discussed in Executive Session

15. Adjournment



Town of Hilton Head Island TOWN COUNCIL

Tuesday, November 16, 2021, 3:00 p.m. MEETING MINUTES

Present from Town Council: John J. McCann, *Mayor*; Bill Harkins, *Mayor Pro-Tempore*; David Ames, Tamara Becker, Alex Brown, Tom Lennox, Glenn Stanford, *Town Council Members*

Present from Town Staff: Marc Orlando, *Town Manager*; Josh Gruber, *Deputy Town Manager*; Shawn Colin, *Advisor to the Town Manager*; Chris Yates, *Interim-Director of Community Development*; Jeff Buckalew, *Interim-Director of Infrastructure Services*; Jennifer Ray, *Capital Projects Manager*; Krista Wiedmeyer, *Town Clerk*

1. Call to Order

Mayor McCann called the meeting to order at 3:00 p.m.

2. FOIA Compliance

Ms. Wiedmeyer confirmed compliance with the South Carolina Freedom of Information Act.

3. Roll Call

Attendance was confirmed by way of roll call.

4. Pledge to the Flag

5. Invocation – Pastor Cornelius Kamei, Hilton Head Seventh Day Adventist Church

Pastor Kamei delivered the invocation.

6. Approval of the Agenda

Mr. Harkins moved to approve. Mr. Stanford seconded. The motion carried 7-0.

7. Approval of the Minutes

- a. October 12, 2021
- b. October 19, 2021
- c. October 21, 2021
- d. November 2, 2021

Mr. Harkins moved to approve the minutes listed on the agenda. Mr. Stanford Seconded. The motion carried 7-0.

8. Report of the Town Manager

- a. Items of Interest
- b. Status Update on COVID-19 – Dr. Jane Kelly, Assist. State Epidemiologist

Dr. Jane Kelly, the State Assistant Epidemiologist delivered a report to the Mayor and Town Council on the status of COVID-19 within the state and county. She discussed the current rate of transmission and reported about continued concern with the different variants tied in with holiday travel.

c. Status Update on COVID-19 at Hilton Head Hospital – Joel Taylor, CEO Hilton Head Regional Hospital

Mr. Taylor reviewed the current number of cases of COVID-19 hospitalized within the Hilton Head Regional Hospital system. He pointed out that the numbers had come down considerably but there was still concern about those not vaccinated. Mr. Taylor echoed the information Dr. Kelly delivered and stated that there is concern of a spike in cases after the holidays.

d. Presentation of the Crystal Award from the South Carolina Chapter of the American Planning Association for the 2020 to 2040 Comprehensive Plan – Our Plan

Ms. Tillerson “virtually” presented the award to Ms. Ladd, giving high praise for the work done on the Comprehensive Plan.

e. Planning Commission Semi-Annual Update – Mike Scanlon, Chairman

Mr. Scanlon gave an update and report on the last six month of activities that have come before the Commission. He highlighted the Commission’s interest in the Affordable Housing matter.

f. Status Update Town Hall Technology and Security Enhancement

Mr. Orlando reviewed and shared information regarding some technology enhancements to Council Chambers. He also reported that some new security enhancements are being put into place and would provide additional information as soon as it was available.

9. Reports of the Members of the Council

a. General Reports from Town Council

Mayor McCann reported that Town Council meetings would return to Council Chambers in January.

Mr. Lennox reported that he had attended the ATAC meeting via Zoom recently. He reported that he was very impressed with how the Committee Chair handled an irate caller.

Mr. Brown requested an update on the maps for redistricting. Mr. Gruber responded, noting that the Town was still waiting on the final maps from Revenue and Fiscal Affairs, but would reach out to the state to see what the timeline is.

Mr. Ames reported that Mayor McCann led the recent Lantern Parade. He also thanked Jenn McEwen for organizing the event.

b. Report of the Lowcountry Area Transportation Study – Councilman Stanford

Mr. Stanford did not have a report.

c. Report of the Lowcountry Council of Governments – Councilwoman Becker

Mrs. Becker did not have a report.

d. Report of the South Carolina Floodwater Commission – Councilman Brown

Mr. Brown did not have a report.

e. Report of the Southern Lowcountry Regional Board – Councilman Lennox

Mr. Lennox reported that the Board met earlier in the day where they discussed the Regional Housing Trust Fund.

f. Report of the Beaufort County Airports Board – Councilman Ames

Mr. Ames did not have a report.

g. Report of the Community Services & Public Safety Committee – Councilman Harkins
Mr. Harkins did not have a report.

h. Report of the Public Planning Committee – Councilman Ames
Mr. Ames reported that the Committee would be meeting on November 18, 2021.

i. Report of the Finance & Administrative Committee – Councilman Lennox
Mr. Lennox reported that the Committee received the monthly financial update from Mr. Troyer at the meeting earlier in the day.

10. Appearance by Citizens

Edwina Dunlap, Ellen Whaley, Sherri Bittner and Terry Finger addressed the Mayor and Town Council on the beach master planning and facility enhancements.

Martin Lesch, Risa Prince, Jane Joseph, Dr. Roselle Wilson, Luanna Sellers, Dr. Gloria Holmes, Nancy Contel, Louise Cohen, Ibrahim Abdual-Malik and Xiao Dan Li addressed the Mayor and Town Council on the Office of Cultural Affairs Strategic Plan.

Lisa Laking addressed the Mayor and Town Council on the Town Hall security.

Skip Hoagland addressed the Mayor and Town Council on matters related to the Town and Chamber.

11. New Business

a. Consideration of a Resolution – Authorizing the Town Manager to Enter into a Contract Securing Fire Rescue Fleet Updates

Mr. Harkins moved to approve. Mr. Stanford seconded. By way of roll call the motion carried 7-0.

b. Discussion of Beach Master Planning and Facility Update

Mr. Buckalew reviewed the presentation previously delivered at the Community Services and Public Safety Committee. He and Mr. Orlando reviewed the proposed recommendations and request for additional input from Town Council. After much discussion, the Mayor reassigned the matter to the Public Planning Committee. Mr. Ames affirming the decision and noting that this matter needs to be communicated to the broader community to answer the question why the limitation to the beach access.

12. Executive Session

At 5:29 p.m. Mr. Harkins moved to enter Executive Session. Mr. Stanford seconded. The motion carried 7-0.

13. Possible actions by Town Council concerning matters discussed in Executive Session

14. Adjournment

With no action taken by Town Council, the meeting adjourned at 6:43 p.m.

Approved: December 7, 2021

Krista M. Wiedmeyer, Town Clerk

John J. McCann, Mayor



TOWN OF HILTON HEAD ISLAND

Community Development Department

TO: Marc Orlando, ICMA~CM, *Town Manager*
VIA: Chris Yates, CBO, CFM, CGP, *Interim Community Development Director*
VIA: Teri B. Lewis, AICP, *Deputy Community Development Director*
FROM: Shari Mendrick, P.G., CFM, *Floodplain Administrator*
CC: Tony Pierce, CBO, *Interim Building Official*
DATE: November 16, 2021
SUBJECT: Program for Public Information Update

Summary: The attached report is the 2021 update of the outreach projects and flood insurance coverage assessment that are part of the Community Rating System (CRS) Program for Public Information (PPI) which was adopted by Town Council in 2015.

Background: To maintain credit in the public outreach section of the CRS program, which is part of the National Flood Insurance Program, the PPI Committee must meet annually to monitor, evaluate, and revise as needed the outreach projects that are included in the PPI program. An annual report of this evaluation must be prepared and submitted to Town Council.

The update is prepared by Town staff and reviewed by the PPI Committee to ensure there is a continuing and effective outreach program. The report is presented to Town Council prior to recertification of the Town's CRS status.

TOWN OF HILTON HEAD ISLAND,
SOUTH CAROLINA



PROGRAM FOR
PUBLIC INFORMATION

Annual Evaluation Report

Prepared September 2021 by:
Town of Hilton Head Island
Shari Mendrick, P.G., CFM,
Floodplain Administrator and CRS Coordinator

Background

The Town of Hilton Head Island has been actively participating in the Community Rating System (CRS) program since October 1, 1991. The Town is currently a Class 5 Community, which gives its residents a 25% discount on their flood insurance premiums. In an effort to maintain the reduced flood insurance premium costs to its residents and to provide flood-related information to property owners through a more aggressive outreach program, the Town developed the Program for Public Information (PPI). Through the public information program, people at risk can learn about the hazards they face, prepare for flooding, and take steps to reduce their exposure to flood damage.

The Town incorporated a Flood Insurance Coverage Assessment and Coverage Improvement Plan into the PPI because residents may not be aware of flood insurance requirements or may not see a need to insure their property. By having an outreach program and flood insurance coverage improvement plan, which assembles all activities and educational opportunities in a coordinated document, the Town hopes residents will have the information they need to protect themselves and their property.

The goal of the PPI is to better inform our residents of their flood risks, how to improve their flood hazard preparedness, identify what they can do to decrease future damage and the benefits of having flood insurance coverage for both the structure and contents. All of the public information activities have the same objective: to get people to protect themselves and their property, whether it is to take flood protection steps, such as buying flood insurance, developing a family emergency plan, retrofitting a building, or complying with floodplain management regulations.

The Town's PPI Program is based on specific information discussed further in this document. The messages dispersed will educate the public, through outreach materials such as publications and brochures, will provide flood response preparation and disaster recovery information when needed, and will help other organizations on getting the word out about flood awareness, educate contractors, builders, realtors, insurance agencies and mortgage brokers on the importance of flood awareness and promoting flood insurance and assist the stakeholders in their outreach efforts.

Town Council adopted the PPI on August 4, 2015. The PPI Committee is required to meet annually to monitor the implementation of the outreach projects and to reassess flood insurance coverage. The committee evaluates whether the outcomes desired were achieved and what, if anything, should be changed. An evaluation report is to be prepared each year and presented to Town Council. It will also be included as part of the annual CRS recertification.

Program for Public Information Committee Members

The PPI Committee consists of twelve members. Five of the members are Town staff and seven are volunteers from the community that together have a wealth of knowledge regarding flood hazards and flood risk. The community members, or stakeholders, represent real estate, flood insurance, mortgage lender, property management, property owners' association and home builders. Some of the members of the committee are Hilton Head Island floodplain residents.

- Shari Mendrick, CFM, Floodplain Administrator and CRS Coordinator, Town of Hilton Head Island
- Nicole Dixon, AICP, CFM, Development Review Administrator, Town of Hilton Head Island
- Sally Krebs, CFM, Sustainable Practices Coordinator, Town of Hilton Head Island
- Tom Dunn, SC CEM, Emergency Manager, Town of Hilton Head Island
- Carolyn Grant, Communications Director, Town of Hilton Head Island
- Alan Perry, Mortgage Loan Officer, Mortgage Network, Inc.
- Kristin Hayrinen, CISR, Private Client Advisor, Hub International Southeast
- Jean Beck, RCE, Chief Executive Officer, Hilton Head Area Association of Realtors
- Brian Kinard, Realtor, Lighthouse Realty
- Ben Brown, Principal Planner & Project Manager, Palmetto Dunes Property Owners Association
- Dru Brown, Managing Partner, Island Time Hilton Head, LLC
- Meg James, Executive Officer, Hilton Head Area Home Builders Association

Annual Committee Meeting

The annual meeting to evaluate the program took place on September 14, 2021. The members present were Shari Mendrick, Nicole Dixon, Sally Krebs, Tom Dunn, Carolyn Grant, Alan Perry, Kristin Hayrinen, Jean Beck, Brian Kinard and Meg James.

The Town's Floodplain Administrator announced that the updated flood maps finally became effective on March 23, 2021. With the updated maps, the Town updated the Flood Damage Control Ordinance with the intent of keeping the regulatory footprint relatively the same as it had been since 1986. The Town decided to regulate the lowest floor elevation based on a static elevation rather than whether a property was in or out of the floodplain. Town staff worked with various entities to develop a proposal that would satisfy the interested parties and keep buildings elevated.

Committee members discussed Risk Rating 2.0 (RR2.0), which is the new rating methodology for flood insurance. The new rating methodology will be implemented for new flood insurance policies on October 1, 2021 and for renewed policies on April 1, 2022. The new flood insurance rating methodology has huge financial implications for our citizens as the rates are now determined by new criteria to include: distance to the coast and distance to a waterbody, foundation type and replacement cost.

The Committee discussed existing outreach projects that can be modified to address the new flood insurance rating methodology. The projects were discussed in great depth; specifically, video messaging and disseminating information with the help of the Communications Director.

The Committee discussed the Flood Insurance Coverage Assessment and Coverage Improvement Plan that was updated in 2020. The Floodplain Administrator stated that the Town is still working with FEMA to obtain current policy data as this data has not been provided by FEMA since 2018. At this time, without updated data, it is difficult for the committee to assess whether or not the outcomes desired were achieved. The Committee is confident that the program has helped the community become more educated on flood awareness and better prepared to protect themselves and their property from a flooding event. The Committee's goal is to continue to make progress on educating the public about flood awareness.

Outreach Projects

After reviewing the existing public information efforts that are conducted by the Town and its stakeholders, the Committee decided to focus on the new and revamped outreach projects that were incorporated into the 2020 PPI update and outlined in the Projects and Initiatives Table.

PPI Projects and Initiatives Table

OUTREACH PROJECTS (OP)							
Topics:				Target Audiences:			
Topics: 1. Know your flood hazard 2. Insure your property for your flood hazard 3. Protect people from the hazard 4. Protect your property from the hazard 5. Build responsibly 6. Protect natural floodplain functions 7. Disaster preparedness 8. Coastal erosion 9. Flood warning 10. What happens after the storm?				Target Audiences: 1. Entire Island 2. V Zone Properties 3. Hispanic Population 4. Rental Community 5. Repetitive Loss Areas 6. Real Estate, Mortgage, and Insurance Companies 7. Prospective Buyers 8. Builders, Contractors, Architects, Surveyors and Landscapers 9. Property Owner Associations 10. Private Sector Partners			
OP#	PPI Project Information/Description	Topic #s	Target Audience	Outcome	Assignment	Schedule/Distribution	Stakeholder
OP #1	Town-wide mailer: "Be Prepared!!!! A Guide to Flood Hazards and How to Stay Safe"	1-10	1	Increased understanding of flood risks in our community	Floodplain Administrator	Available year round; Mailed every June at the beginning of hurricane season, available at Town Hall and taken to offsite public outreach	N/A
OP #2	Flood Awareness Week: The Town hosts an annual flood awareness week. Information will be on display in the lobby of Town Hall and advertised in the local newspaper and on 843TV.	1-10	1	Inform people about their exposure to flooding	Floodplain Administrator	Annually based on schedule published by NOAA	NOAA
OP #3	"Our Town" Newsletter: Annual edition dedicated fully to flood and hurricane topics.	2,7	1	Inform residents about preparing for a disaster and to have no injuries or fatalities related to flooding	Communications Director	On display in Town Hall and published in the Island Packet annually in the spring prior to hurricane season	Island Packet Newspaper
OP #4	A Message from the Mayor (video): The Town posts a video message on the Town's homepage and social media from the Mayor that encourages residents to purchase flood insurance or increase their flood insurance coverage.	2	1	Increase the number of flood insurance policies	Communications Director	Annually in April	Town Mayor
OP #5	"No Dumping. Protect Our Waterways" signs: The Town's Stormwater Division installed 37 signs at key locations in the drainage system, parks and schools. Drainage system maintenance and regulations that prohibit dumping are publicized in OP#1.	6	1	Reduction in the amount of dumping and water pollution to improve water quality	Stormwater Manager	Year Round	N/A
OP #6	Flood Risk Evaluator (FRE) Workshop: FRE Staff gives a presentation about flood risk and the importance building responsibly. FRE staff reviews elevation certificates and flood insurance policies to make recommendations to homeowners as to how they can lower their flood insurance rate.	5	1	People will retrofit their homes to protect them from flooding	FRE and Floodplain Administrator	Annual meeting at Town Hall	Smart Vent/FRE
OP #7	V Zone Properties Outreach: The Town's Floodplain Administrator sends a letter to all properties located in zone V annually. The letter includes OP#3, OP#21, OP#20, and Sea Turtle brochure.	2,3,6,8	2	Increase the number of flood insurance policies and reduce the number of flood losses	Floodplain Administrator	Annually in May	N/A
OP #8	Repetitive Loss Properties Outreach: The Town's Floodplain Administrator sends a letter to all properties in the repetitive loss areas annually. The letter includes OP#1 and OP#29.	1-10	5	Reduce the number of repeated flood losses and repeated insurance claims; Decrease the number of structures below the BFE	Floodplain Administrator	Annually in May	N/A

OP #9	Hilton Head Area Home Builders Association Home and Garden Show: Building Services staff set up a booth and are available to answer questions regarding protecting themselves and their property from flood hazards and building responsibly. Brochures provided: OP#13, OP#14, OP #15, OP#16, OP#20, OP#21, OP#22, OP#23, OP#24, OP#25, OP#26, OP#27, OP#29, OP#32, OP#33, OP#34, OP#35, OP#36.	1-10	1,8	Increase understanding of flood risk, building responsibly, mitigating flood prone properties	Building Service Staff to include Floodplain Administrator	Annually in March	Hilton Head Area Homebuilders Association
OP #10	Property Owner Associations Outreach: Provide each Property Owner Association with flood related topics to be posted to their community website or included in community newsletters. Conduct annual education presentations on flood insurance, flood hazards, flood awareness and building responsibly.	1-10	9	Educate the Property Owner Associations so that they can assist in distribution of information on flood hazards, flood insurance and disaster preparedness	Floodplain Administrator	Annually meeting with each Property Owner Association	Area Property Owner Associations
OP #11	Rental Property Outreach: Letter to Property Management Companies with package for new renters that includes: OP#1, OP#13, OP#14, OP#15, Flood Smart Contents Coverage Brochure, and Sea Turtle Brochure.	2,3,6,7	4	Increase number of contents coverage policies, increase awareness of local hazards, and protect the natural habitats on the Island	Dru or Kristin? Floodplain Administrator	Delivered to Property Management companies annually and as needed	Property Management Companies
OP #12	Real Estate Companies Outreach: Package for new and prospective buyers for local real estate agencies that includes: OP#1, OP#13, OP#14 OP#15, OP#17, OP#18, OP#30, OP#31, and Sea Turtle Brochure.	1,2,4,5,7	6,7	Increase the number of people getting flood information assistance from Town Staff, Real Estate Agents, Mortgage Lenders, and Insurance Companies	Hilton Head Area Association of Realtors and Floodplain Administrator	Delivered to Real Estate Agencies annually and as needed	Hilton Head Area Association of Realtors
OP #13	Flood Information Contacts Business Cards: Business card containing contact information for Floodplain Administrator, FEMA, Flood Smart, Library, SCDNR, OCRM and USACE. E-subscription sign-up information.	1,2	1,4,6	Increase the number of map information inquiries and number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall and distributed to Property Management Companies and Real Estate Agencies annually and as needed	Hilton Head Area Association of Realtors and Property Management Companies
OP #14	Refrigerator Magnets: "Turn Around Don't Drown"	3	1	People will not drive in flooded streets	Floodplain Administrator	Available at Town Hall and distributed as part of various outreach projects	N/A
OP #15	Brochure: "Citizens Guide to Emergency Preparedness" (English and Spanish)	3,4,5,7,9,10	1,3	Inform residents about preparing for a disaster	Emergency Management Coordinator	On display year-round at Town Hall and Fire Rescue Headquarters, distributed at events and on the Town's website	N/A
OP #16	Brochure: "Emergency Permitting"	5,7	1	Increase the number of structures being repaired or rebuilt with permits	Floodplain Administrator	On display year-round at Town Hall and distributed in field after a flood event	N/A
OP #17	Brochure: "About the Mandatory Purchase of Flood Insurance"	2	6,7	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall distributed to Local Real Estate Agencies	Hilton Head Area Association of Realtors
OP #18	Brochure: "Flood Hazard: Check Before You Buy"	2	6,7	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall distributed to Local Real Estate Agencies	Hilton Head Area Association of Realtors
OP #19	Brochure: "Substantially Improved or Damaged Buildings and the National Flood Insurance Program"	5	1,7,8	Decrease the amount of structures below the BFE	Community Development Department	On display year-round at Town Hall and Hilton Head Library and delivered to Hilton Head Area Home Builders Association	Hilton Head Library and Hilton Head Area Home Builders Association
OP #20	Brochure: "Coastal Erosion Hazards"	8	1	Reduction in number of flood losses and keep the dunes intact so they function as protection against damage	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	N/A
OP #21	Brochure: "Why Do I Need Flood Insurance" (English and Spanish)	1,2	1,3	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #22	Brochure: "Cheaper Flood Insurance"	2	1	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library

OP #23	Brochure: "Benefits of Flood Insurance Versus Disaster Assistance"	2	1	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #24	Brochure: "What You Need to Know About Federal Disaster Assistance"	2	1	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #25	Brochure: "Flood Insurance Requirements for Recipients of Federal Disaster Assistance" (English and Spanish)	2	1,3	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #26	Brochure: "Flood Preparation and Safety" (English and Spanish)	1-4	1,3	Increased knowledge of flood hazards and ways to mitigate them	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #27	Brochure: "Build Back Safer and Stronger" (English and Spanish)	1,4,5	1,3	Decrease the amount of structures below the BFE	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #28	Brochure: "Filing your Flood Insurance Claim"	10	1	Be prepared to file claims after a disaster	Floodplain Administrator	On display year-round at Town Hall and distributed in field after a flood event	FEMA
OP #29	Brochure: "Homeowners Guide To Retrofitting"	1,2,3,4,5,9	4,5	People will retrofit their homes to protect them from flooding	Floodplain Administrator	On display year-round at Town Hall, Fire Rescue Headquarters and Hilton Head Library and distributed at events	FEMA Hilton Head Library
OP #30	Brochure: "Questions and Answers About Flood Insurance for Real Estate Professionals"	2	1,6	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall and distributed to Local Real Estate Agencies	FEMA Hilton Head Area Association of Realtors
OP #31	Brochure: "Help Protect Your Customers New Home"	2	1,6	Increase the number of flood insurance policies	Floodplain Administrator	On display year-round at Town Hall and distributed to Local Real Estate Agencies	FEMA Hilton Head Area Association of Realtors
OP #32	Brochure: "Safety First-Disaster Preparedness"	3,4,7	1.8	Residents will prepare their home for disasters and stay safe during a storm	Building Division Staff	On display year-round at Town Hall and distributed at the Annual Home and Garden Show	International Code Council
OP #33	Brochure: "Flood Cleanup"	10	1.8	Maintain public health throughout the cleanup period after a flood event	Building Division Staff	On display year-round at Town Hall and distributed at the Annual Home and Garden Show	International Code Council
OP #34	Brochure: "Benefits of Building Permits"	4,5	1.8	Property Owners will apply for a permit before they start building	Building Division Staff	On display year-round at Town Hall and distributed at the Annual Home and Garden Show	International Code Council
OP #35	Brochure: "Building Green – Living Better"	4,5,6	1.8	Inform the public of the benefits of building green and living with your environment	Building Division Staff	On display year-round at Town Hall and distributed at the Annual Home and Garden Show	International Code Council
OP #36	Project "Wet" Activity Booklet: "Floods"	3,6,7,9	1	Inform children about flood risks and staying safe in an event	Floodplain Administrator	On display year-round at Town Hall and distributed at the Annual Home and Garden Show	Project "Wet"

FLOOD RESPONSE PREPARATION (FRP)

<p>Topics:</p> <ol style="list-style-type: none"> 1. Know your flood hazard 2. Insure your property for your flood hazard 3. Protect people from the hazard 4. Protect your property from the hazard 5. Build responsibly 6. Protect natural floodplain functions 7. Disaster preparedness 8. Coastal erosion 9. Flood warning 10. What happens after the storm? 				<p>Target Audiences:</p> <ol style="list-style-type: none"> 1. Entire Island 2. V Zone Properties 3. Hispanic Population 4. Rental Community 5. Repetitive Loss Areas 6. Real Estate, Mortgage, and Insurance Companies 7. Prospective Buyers 8. Builders, Contractors, Architects, Surveyors and Landscapers 9. Property Owner Associations 10. Private Sector Partners 			
OP#	PPI Project Information/Description	Topic #s	Target Audience	Outcome	Assignment	Schedule/Distribution	Stakeholder
FRP #1	Town of Hilton Head Island Emergency Management Division E-Subscription Service	1,3,4,9	1	To have no injuries or fatalities related to a flooding event	Emergency Manager	Released at first flood/hurricane notice and as needed during a storm event	N/A
FRP #2	Press Releases (Town Website, Facebook, Twitter, Flickr, YouTube)	2,3,4,6,9	1	To have no injuries or fatalities related to a flooding event	Emergency Manager	Released at first flood/hurricane notice and as needed during a storm event	N/A
FRP #3	Door Hanger: "Mandatory Evacuation Order" (English and Spanish)	9	1,3	Decrease the number of rescues and reduce calls to 911 for non-life-threatening emergencies	Emergency Manager	Distributed in the field when mandatory evacuation is ordered	N/A
FRP #4	Door Hanger: "Build Back Responsibly"	5,10	1	Maintain public health throughout the cleanup period; Increase the number of structures being repaired and rebuilt with permits	Floodplain Administrator	Distributed in the field during damage assessments after a storm event	N/A
FRP #5	Private Sector Partners Outreach: The Town's Emergency Manager hosts meeting with local utility companies, medical facilities, security companies and other companies to provide information on hurricane operations, debris management, damage assessment, etc.	7	10	To have no injuries or fatalities related to a flood or disastrous event; More families will be prepared for a disaster; Reduce the number of rescues and calls to 911 for non-threatening emergencies	Emergency Manager	Once a year prior to hurricane season	N/A



TOWN OF HILTON HEAD ISLAND

Executive Department

TO: Mayor McCann and Town Council
FROM: Josh Gruber, Deputy Town Manager
CC: Marc Orlando, Town Manager
DATE: November 22, 2021
SUBJECT: Public Dedication of Private Roads – Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, Merchant Street, and Meeting Street

Recommendation:

Adopt the Resolution, authorizing the Public Dedication and Acceptance of the Private Road Rights of Way for Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, and Merchant Street, and upon the clearance of title the Dedication and Acceptance of Meeting Street from the Main Street Commercial Property Owners' Association.

Background:

At its October 19, 2021 meeting, Town Council received a presentation from Town staff on the dedication and acceptance of Main Street, from Whooping Crane Way to Wilborn Road. At the end of the discussion, Town Council voted unanimously on the following motion:

"amend and revise the resolution to remove the words "a portion of" before the words "Meeting Street" in the second "Whereas" clause and in Paragraph "B" of the body of the resolution, and adding "and upon the clearance of title for Meeting Street, before the dedication and acceptance of Meeting Street" after "Merchant Street" in the second "Whereas" clause and in Paragraph "B" of the body of the Resolution."

The results of this action were that the Resolution as introduced was amended to include the additional language outlined above. However, a subsequent motion to approve the now amended Resolution did not occur. As such, it is necessary to approve the Resolution as amended to finalize the Town's acceptance of the Main Street Right of Way.

Attachments:

- Revised Resolution
- Exhibit "A"
- Exhibit "B"
- Original Memo from October 19, 2021
- Original Resolution from October 19, 2021

A RESOLUTION OF THE TOWN OF HILTON HEAD ISLAND

RESOLUTION NO. 2021-_____

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, AUTHORIZING THE PUBLIC DEDICATION AND ACCEPTANCE OF PRIVATE ROAD RIGHTS OF WAY FOR MAIN STREET, FROM WHOOPING CRANE WAY TO WILBORN ROAD, CENTRAL AVENUE, MUSEUM STREET, AND MERCHANT STREET, AND UPON THE CLEARANCE OF TITLE, THE DEDICATION AND ACCEPTANCE OF MEETING STREET FROM MAIN STREET COMMERCIAL PROPERTY OWNERS' ASSOCIATION.

WHEREAS, the Main Street Commercial Property Owners' Association has requested that the Town agree to accept and assume title and future maintenance responsibility to certain private road rights of way pursuant to the Town's established Policy for the Dedication and Acceptance of Private Road Rights of Way; and

WHEREAS, the Town's Community Services and Public Safety Committee met on June 21, 2019, August 12, 2019, and September 27, 2021, to discuss and review this request for public dedication and acceptance of the private road rights of way for Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, and Merchant Street, and upon the clearance of title, the dedication and acceptance of Meeting Street; and

WHEREAS, on September 10, 2021, the Board of Directors for the Main Street Commercial Property Owners Association voted to authorize approval of incentives towards the public dedication of these private road rights of way to the Town, wherein they would provide the Town with a lump sum payment in the amount of \$190,299.43, representing all funding currently in the possession of the POA that is dedicated for roadway maintenance; and

WHEREAS, at their November 19, 2021 meeting, Town Council voted unanimously to revise the dedication and acceptance of a private road right of way to include all of Meeting Street once any title issues had been cleared; and

WHEREAS, the Town Council for the Town of Hilton Head Island has determined that it is in the best interest of and will provide benefit to the general welfare of the citizens of the Town of Hilton Head Island, to accept the public dedication of the private road rights of way identified herein.

NOW, THEREFORE, BE IT, AND IT HEREBY IS, RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THAT

The Mayor and Town Manager are authorized to take such actions and to execute such documentation as may be necessary to accept the public dedication of the herein identified private road rights of way for perpetual ownership and maintenance subject to the following conditions:

- A. The road owner shall provide the Town with a lump sum payment in the amount of \$190,299.43, representing all funding currently in the possession of the POA that is dedicated for roadway maintenance.

- B. The road owner shall provide the Town will title to the private road rights of way consisting of Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, and Merchant Street, and upon the clearance of title, the dedication and acceptance of Meeting Street as shown in Exhibit A in such manner and sufficiency as may be determined by the Town Attorney to accomplish such objective.
- C. The road owner shall convey to the Town such rights as the road owner may possess to a ten foot (10') wide area adjacent to all rights of way for construction and maintenance of future utility, landscaping, landscaping maintenance, pedestrian, roadway infrastructure, and intersection view maintenance in such manner and sufficiency as may be determined by the Town Attorney to accomplish such objective.

PASSED AND APPROVED BY THE TOWN COUNCIL ON THIS ____ DAY OF DECEMBER, 2021.

John J. McCann, Mayor

ATTEST:

By: _____
Krista M. Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____

EXHIBIT "A"

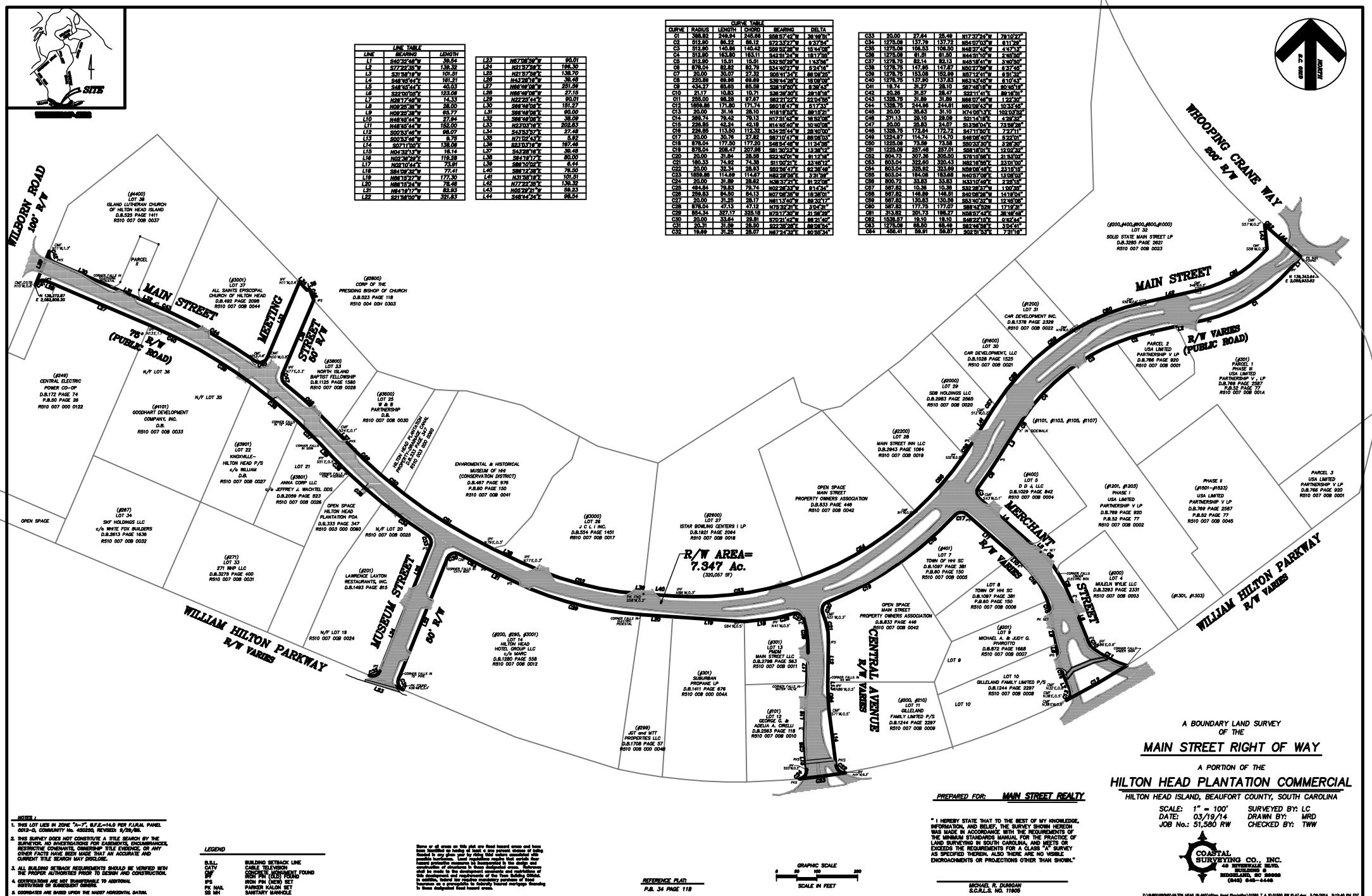


EXHIBIT "B"

Town of Hilton Head Island

Memo

To: Stephen G. Riley, ICMA-CM, Town Manager
From: Scott Liggett, Director of Public Projects & Facilities/Chief Engineer
Date: June 19, 2014
Re: Private Road Right of Way Acceptance Policy Revisions

The Public Facilities Committee recommended an examination of the recently developed private road right of way acceptance policy which was approved earlier this year. A copy of the policy is attached. Upon further review and with an attempt at the practical application of this policy, staff is recommending changes be considered.

In addition to the mostly objective standards, it is thought that subjective criteria be considered as part of the deliberations concerning the transfer of any road right of way via this program.

Town staff recommends that applicants seeking to donate roads provide additional information such that Staff can assess the following:

- A clear and compelling public purpose achievable through the dedication of right of way to the Town.
- A primary benefit to the community-at-large rather than the primary benefit of simply relieving the road owner of maintenance responsibilities and shifting the burden to the Town.
- The benefit to the public roadway network via interconnection of existing adjacent publicly owned streets.
- The creation of an alternate publicly owned route to William Hilton Parkway and other major and minor arterial streets.
- The provision of access to Town owned property or critical public facilities.

It is further recommended that regardless of adjacent uses, roads offered to the Town have a functional street classification of "collector" or higher as defined in the Land Management Ordinance.

Inclusion of the additional criteria to the previously developed standards may better communicate the intent of the Town's program.

**TOWN OF HILTON HEAD ISLAND
POLICY FOR THE DEDICATION AND
ACCEPTANCE OF PRIVATE ROAD RIGHTS OF WAY**

Approved by Town Council
January 7, 2014

The Town desires a policy for the dedication and acceptance of private roads that clearly defines the requirements and procedures for the offer of dedication and further to guide staff and Town Council in the decision to accept or reject the offer. The Town Council of Hilton Head Island has approved the following policy on the management of these dedications and their disposition.

The following definitions are intended for use with this policy:

Town Road – Any road or street, paved or unpaved, improved or unimproved, that is owned and maintained by the Town of Hilton Head Island and available for use by the traveling public.

Public Road – Any road or street, that is owned and maintained by a public or governmental entity and available for use by the traveling public; all Town roads are public roads.

Private Road – Any road or street, that is owned and maintained by a privately-held landowner or multiple landowners, be they an individual, multiple individuals, or a corporation, and that is situated in a dedicated right-of-way recorded with the Beaufort County Register of Deeds, and subdivided from adjoining parcels.

Private Driveway - Any facility providing vehicular access, that is owned and maintained by a privately-held landowner or multiple landowners, be it an individual, multiple individuals, or a corporation, that is not situated within a readily identifiable dedicated right-of-way subdivided from adjoining parcels.

Dwelling Unit – A building, or a portion of a building, providing complete, independent living facilities for one or more persons, including permanent provisions for living, sleeping, eating, cooking and sanitation.

ACCEPTANCE CRITERIA

To be considered for acceptance of ownership and perpetual maintenance responsibility by the Town of Hilton Head Island, a private road must:

1. Be situated in a readily identifiable, dedicated right-of-way recorded with the Beaufort County Register of Deeds;
2. Be directly accessible by and connected to a public road;

3. Provide exclusive access to at least six (6) dwelling units or multiple non-residential properties, or have an Annual Average Daily Traffic (AADT) volume of one thousand (1,000) or greater;
4. Be formally proposed for acceptance by the Town of Hilton Head Island via submission of a road dedication application as defined herein by the roadway's owner or owners;
5. Be free of liens against (or other clouds on) title to the road's dedicated right-of-way, and be free of any other covenants, restrictions, or encumbrances substantially affecting the Town's ability to use the road as a Town Road; and
6. Be situated within a dedicated right-of-way of a minimum width that satisfies the requirements of Section 16-5-504 of the Town's Land Management Ordinance.
7. All streets offered for public dedication shall be constructed and surfaced with finished paving in conformance with the latest edition of the Standard Specifications for Highway Construction, South Carolina Department of Transportation (per Section 16-5-504 of the Town's Land Management Ordinance).

ROAD RIGHT OF WAY DEDICATION APPLICATION PROCEDURE

1. A completed Application for Road Right of Way Dedication must be submitted to the Town of Hilton Head Island by the owner(s) of the private road right of way. It will be the applicant's responsibility to have each and every owner sign the application. One hundred percent participation on the part of the right of way (property) owners is required for acceptance consideration.
2. A complete application must include a copy of the deed on file that evidences the applicant's ownership of the road, a survey plat of the road right of way, and a topographic survey of the physical features within the road right of way. This plat and survey shall be certified by a professional land surveyor registered in South Carolina. The Town reserves the right to ask for additional information such as pavement corings and construction reports if deemed necessary for condition assessment and cost-estimating purposes. The Town further reserves the right to require the road owner to make certain repairs if deemed a necessary condition for acceptance. The application shall also include a right of entry to allow Town staff to inspect the right of way.
3. Applications shall be submitted to the Town Manager. The Town Manager will assign review of the application to the Town Engineer and Town Attorney.

4. The submission of a completed application indicates the property owners' willingness to:
 - a. donate that amount of land needed to assemble a dedicated right-of-way of minimum width that satisfies the requirements of 16-5-504 of the Town's Land Management Ordinance,
 - b. donate any existing or proposed drainage easements that the Town Engineer considers necessary for adequate storm drainage conveyance, and
 - c. have the road designated for public use
5. Engineering staff shall assess the existing conditions of the right-of-way and develop an inventory of immediate, short-term, and long-term maintenance needs, as well as a cost estimate associated with each. This information shall include the Town Engineer's estimated costs of any potential rights-of-way and easement acquisition as outlined in the preceding item. This information will be provided to the Town Manager for consideration by Town Council accompanied by a staff recommendation on whether the Town should consider accepting the ownership and perpetual maintenance responsibility for the road. The staff recommendation shall include a discussion on the impacts to existing and future budgets, and whether improvements or compensation to address deficiencies by the roadway owner(s) is recommended.
6. Staff will present the offer of dedication and its recommendation as an item to the Public Facilities Committee and Town Council.
7. The Town Attorney shall advise the Town Manager when the acquisition process has been completed. The road will then be added to the Town's road inventory and the Town shall be responsible for perpetual maintenance, with a level of service based on a prioritization scheme and available funding.

ROADWAY INSPECTION

Once a complete Application for Road Right of Way Dedication is received, the Town Engineer shall determine the length of the road and the number of discrete dwelling units served by the road. The Town Engineer, or their designee, shall conduct an inspection of the existing roadway for the purpose of assessing needed repairs, surface conditions, drainage adequacy, and the estimated cost of bringing the road up to acceptable condition. A summary of these findings, along with staff comments and recommendations shall be documented and attached to the application. The inspection report shall include projected yearly maintenance cost as well as estimated life cycle replacement cost.

PUBLIC FACILITIES COMMITTEE

The Town Engineer shall prepare an agenda item summarizing all of the data regarding the subject road dedication. The agenda item shall include a recommendation of the Engineering Division to accept or reject the dedication. The Public Facilities Committee shall act on the staff recommendation and forward its recommendation to the full council.

TOWN COUNCIL

An affirmative vote by simple majority of Town Council is required for public acceptance of the road right of way.

RIGHT-OF-WAY DEEDS

Once Town Council has approved the acceptance of the dedication, the Town Attorney shall prepare the necessary right-of-way deeds. Each deed will reference the applicant's survey and plat of the proposed road right-of-way. The deeds will be mailed to the property owner(s) at the address used by the County Treasurer for property tax mailings. All deeds must be properly executed and returned to the Town Attorney and the Town Attorney must record the deed(s) with the Beaufort County Register of Deeds to consummate the acceptance of ownership and perpetual maintenance responsibilities.

NOW THEREFORE, BE IT RESOLVED, the Hilton Head Island Town Council does approve this Policy for Dedication and Acceptance of Private Road Rights of Way.

Adopted this 7th day of January, 2014.

TOWN COUNCIL OF HILTON HEAD ISLAND

By: 
Drew Laughlin, Mayor

ATTEST:



Victoria L. Pfannenschmidt, Town Clerk



TOWN OF HILTON HEAD ISLAND

Infrastructure Services Department

TO: Town Council
VIA: Marc Orlando, Town Manager
FROM: Josh Gruber, Deputy Town Manager
COPY: Jeff Buckalew, Interim Infrastructure Services Director
DATE: Curtis Coltrane, Town Attorney
SUBJECT: September 28, 2021
Public Dedication of Private Roads – Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, Merchant Street and a portion of Meeting Street

Recommendation:

At its September 27 meeting, the Community Services and Public Safety Committee unanimously endorsed the staff recommendation that the Town accept the public dedication of the identified private road rights of way for perpetual ownership and maintenance with the conditions that the road owner provide the Town with a lump sum payment in the amount of \$190,299.43, representing all of the funding currently in the possession of the POA that is dedicated for roadway maintenance, and that the road owner assign to the Town easement rights that they currently possess to a 10' wide area adjacent to all rights of way for construction and maintenance of future utility, landscaping, pedestrian, or roadway infrastructure, all easements for landscaping maintenance and intersection view maintenance.

Background:

Town Council adopted a revised Policy for the Dedication and Acceptance of Private Road Rights of Way in July of 2014 (Exhibit A). Pursuant to this policy, the owner of the above-described roads applied to the Town to dedicate these private rights of way (as reflected in Exhibit B) for public ownership and maintenance purposes. These roads provide enhanced connectivity to adjacent public roadways and serve the BCSD public-schools campus, the hospital, Hilton Head Island Airport, churches, a large residential neighborhood, and a commercial corridor that includes many small businesses. These private roads also currently serve as an important parallel frontage road system to William Hilton Parkway, thereby allowing for fewer vehicles to be on the main transportation artery and provide alternative travel options through this area of the Island. Based upon previously acquired traffic counts, this roadway currently serves approximately 10,000 vehicles per day and is identified as a minor arterial in the LMO. One of only two private roadways on the Island to receive such a designation, with the other being Greenwood Drive.

On June 21, 2019, and again on August 12, 2019, the Town's Community Services and Public Safety Committee met to discuss and review this dedication request. As a result of those meetings, the Committee authorized the Town Manager to conduct a full review of the POA's organizational and financial documents so that options pertaining to the dedication and acceptance these rights of way could be evaluated. Staff has completed those evaluations and developed a recommendation.

Stephen G. Riley Municipal Complex

One Town Center Court ◆ Hilton Head Island ◆ South Carolina ◆ 29928
Phone: 843.341.4700 ◆ Fax: 843.842.7728

It should be noted that portions of the existing infrastructure in these rights of way are in poor condition and there are several deficiencies requiring immediate maintenance. Staff has estimated the cost of immediate repairs to be approximately \$500,000. Long term capital improvements are estimated to be in the range of \$2.5 to \$3 million or more, over the next several years depending on the scope and extent of improvements. This could entail new pathways or sidewalks in the rights of way and easements, resurfacing or reconstruction of the road section, lining of storm drainage pipes, or possibly an even larger streetscape project. Funding for maintenance and potential future improvements of the roads and pathway shall be derived from Capital Improvement Plan project funding. Funding for maintenance of the storm drainage systems shall be derived from the Storm Water Utility funds. Funding for the landscape maintenance, litter control and lighting shall be derived from the general fund.

At their September 27 meeting, the Town's Community Services and Public Safety Committee discussed this dedication request. The discussion ended with a motion and unanimous approval to proceed in accepting the dedication as recommended by staff.

A RESOLUTION OF THE TOWN OF HILTON HEAD ISLAND

RESOLUTION NO. 2021-_____

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, AUTHORIZING THE PUBLIC DEDICATION AND ACCEPTANCE OF PRIVATE ROAD RIGHTS OF WAY FOR MAIN STREET, FROM WHOOPING CRANE WAY TO WILBORN ROAD, CENTRAL AVENUE, MUSEUM STREET, MERCHANT STREET AND A PORTION OF MEETING STREET FROM MAIN STREET COMMERCIAL PROPERTY OWNERS' ASSOCIATION.

WHEREAS, the Main Street Commercial Property Owners' Association has requested that the Town agree to accept and assume title and future maintenance responsibility to certain private road rights of way pursuant to the Town's established Policy for the Dedication and Acceptance of Private Road Rights of Way; and

WHEREAS, the Town's Community Services and Public Safety Committee met on June 21, 2019, August 12, 2019, and September 27, 2021, to discuss and review this request for public dedication and acceptance of the private road rights of way for Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, Merchant Street, and a portion of Meeting Street; and

WHEREAS, on September 10, 2021, the Board of Directors for the Main Street Commercial Property Owners Association voted to authorize approval of incentives towards the public dedication of these private road rights of way to the Town, wherein they would provide the Town with a lump sum payment in the amount of \$190,299.43, representing all funding currently in the possession of the POA that is dedicated for roadway maintenance; and

WHEREAS, the Town Council for the Town of Hilton Head Island has determined that it is in the best interest of, and will provide benefit to the general welfare of the citizens of the Town of Hilton Head Island, to accept the public dedication of the private road rights of way identified herein.

NOW, THEREFORE, BE IT, AND IT HEREBY IS, RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THAT

The Mayor and Town Manager are authorized to take such actions and to execute such documentation as may be necessary to accept the public dedication of the herein identified private road rights of way for perpetual ownership and maintenance subject to the following conditions:

- A. The road owner shall provide the Town with a lump sum payment in the amount of \$190,299.43, representing all funding currently in the possession of the POA that is dedicated for roadway maintenance.
- B. The road owner shall provide the Town will title to the private road rights of way consisting of Main Street, from Whooping Crane Way to Wilborn Road, Central Avenue, Museum Street, Merchant Street, and a portion of Meeting Street as shown in Exhibit A in such manner and sufficiency as may be determined by the Town Attorney to accomplish such objective.

- C. The road owner shall convey to the Town such rights as the road owner may possess to a ten foot (10') wide area adjacent to all rights of way for construction and maintenance of future utility, landscaping, landscaping maintenance, pedestrian, roadway infrastructure, and intersection view maintenance in such manner and sufficiency as may be determined by the Town Attorney to accomplish such objective.

PASSED AND APPROVED BY THE TOWN COUNCIL ON THIS ____ DAY OF OCTOBER, 2021.

John J. McCann, Mayor

ATTEST:

By: _____
Krista M. Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____



TOWN OF HILTON HEAD ISLAND Executive Department

TO: Mayor McCann and Town Council
FROM: Jenn McEwen, Director of Cultural Affairs
VIA: Angie Stone, Assistant Town Manager
CC: Marc Orlando, Town Manager
DATE: November 30, 2021
SUBJECT: Resolution for the Office of Cultural Affairs Strategic Plan

Recommendation:

Adopt the Office of Cultural Affairs FY22-24 Strategic Plan to address priorities for the Office of Cultural Affairs. Staff recommends approving the Resolution.

Background:

In 2018, the Culture and Arts Advisory Committee adopted a three-year strategic plan for the Office of Cultural Affairs. The Culture and Arts Advisory Committee was dissolved by Town Council in late 2020 and its members formed the Arts Council of Hilton Head to provide volunteer support to the Office of Cultural Affairs.

During FY20 - 21, the volunteer members of the Arts Council of Hilton Head provided input for the development of the Office of Cultural Affairs FY22 - 24 Strategic Plan [the Plan]. Once created, the plan was presented to Town Council for approval via the Community Services and Public Safety Committee.

The Plan was initially approved by the Community Services and Public Safety Committee on July 26, 2021, by a 4 – 0 vote. The Plan was then brought before the full Town Council for consideration on September 21, 2021. The Plan was approved by a vote of 6-0-1.

On October 5, 2021, a motion was made to rescind the original approval of the Office of Cultural Affairs Strategic Plan until the educational curriculum has been fully identified and reviewed by Council. The motion passed 5 – 2.

Subsequent to the October 5, 2021, Town Council Meeting, the Plan was revised to include the requested information and is attached for review and approval.

Conclusion:

The adoption of the Office of Cultural Affairs FY22 - 24 Strategic Plan through a Town Council resolution will provide clear direction and support for the work of the Office of Cultural Affairs during the next three years.

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA FOR THE ADOPTION OF A STRATEGIC PLAN TO ADDRESS PRIORITIES FOR THE OFFICE OF CULTURAL AFFAIRS

WHEREAS, an Office of Cultural Affairs Strategic Plan was adopted in 2018 by the Culture & Arts Advisory Committee; and

WHEREAS, a community driven strategic planning process was implemented in 2021 to provide the Office of Cultural Affairs and the volunteer led Arts Council of Hilton Head with strategic priorities over the next three-years; and

WHEREAS, a strategic plan will provide the Office of Cultural Affairs with management tools to focus resources and time towards goals and objectives that provide continuous improvement and growth for the arts and culture sector; and

WHEREAS, the Office of Cultural Affairs Strategic Plan identified five goals, which include:

1. Promote our arts and culture assets;
2. Increase resource availability for the community and artists;
3. Foster an inclusive multi-dimensional community;
4. Build a connected and collaborative community through public art; and
5. Expand the Crescendo Festival to be recognized as a regional attraction.

WHEREAS, the goals and measurements listed in the Strategic Plan were developed by the Office of Cultural Affairs with input from community volunteers that serve on the Arts Council of Hilton Head, to enhance access to and recognition of the local arts and culture sector by addressing plan initiatives through efficient and effective processes; and,

NOW, THEREFORE BE IT, AND IT HEREBY IS RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THAT the *Office of Cultural Affairs FY22-24 Strategic Plan* is hereby approved in order to support and promote a continuous improvement model for the Office of Cultural Affairs.

MOVED, APPROVED, AND ADOPTED ON THIS 7th DAY OF DECEMBER, 2021.

John J. McCann, Mayor

ATTEST:

Krista M. Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____



Town of Hilton Head Island

Office of Cultural Affairs

Strategic Plan FY22 - FY24





OFFICE OF CULTURAL AFFAIRS

Hilton Head Island

FY22-24 Strategic Plan

Town of Hilton Head Island

Office of Cultural Affairs

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Special Thanks

The Arts Council of Hilton Head, Louise Cohen, Jane Joseph, Miho Kinnas, Michael Marks, Carol Nelson, Linda Piekut, Jeffrey Reeves, Bill Schmitt, Daniel Shapiro, Jennifer Winzeler



Prepared by the Town of Hilton Head Island
Office of Cultural Affairs
1 Town Center Court
Hilton Head Island, South Carolina
www.culturehhi.org

OCA Mission, Vision and Values

Mission

Our mission is to promote and support Hilton Head Island as a vibrant and diverse island that is celebrated locally, regionally and nationally for the ways in which arts and culture enrich and enhance the community.

We use a broad definition of arts and culture. The definition includes the fine arts but also such creative expressions as traditional, ethnic, and folk art, music, the history and heritage of the island, landmarks, parks, and natural resources and sites.

The goal is for our definition of arts and culture to encompass our community's customs, beliefs and traditions.

Our Vision for the Future

Hilton Head Island is recognized as a vibrant and distinctive destination known for its unique arts and culture assets that serve a diverse community and create a richer quality of life.

What will be different because of us?

- Hilton Head Island will be a destination of choice for artists as well as culture lovers.
- Arts and culture organizations will be strengthened because of professional development resources identified by the Office of Cultural Affairs.
- Resources will grow for the arts and culture organizations due to our promotional efforts.
- Hilton Head Island's public art offerings, both temporary and permanent, will be curated in a more intentional and frequent way.

We Value

- A community that celebrates and supports its artists and cultural organizations
- The environment and natural resources
- The contributions of the Gullah community and its rich local history
- Accessibility to and awareness of our cultural assets
- Diversity and inclusion
- Lifelong learning
- Hilton Head Island's unique sense of place

Economic Impact of the Arts

The arts and culture provide inspiration and joy to residents, beautify public spaces, and strengthen the social fabric of our communities. Nonprofit arts and cultural organizations are also businesses. They employ people locally, purchase goods and services from other local businesses, and attract tourists.

During fiscal year 2018, spending by both Hilton Head Island's nonprofit arts and cultural organizations and their audiences totaled \$39.1 million according to a local study by Americans for the Arts.

Direct Economic Activity	Arts & Cultural Organizations	Arts & Cultural Audiences	Total Industry Expenditures
Total Industry Expenditures	\$15,828,417	\$23,253,318	\$39,081,735

Hilton Head Island

Hilton Head Island is the second largest barrier island on the east coast of the United States and home to almost 40,000 residents. Located in the Lowcountry, at the southern boundary of South Carolina, the Island has a beautiful natural environment and rich cultural history stretching back from Native American habitation and through the Revolutionary and Civil Wars.

The Island is approximately 12 miles long and 5.5 miles wide, with 34.5 square miles of area above the mean high tide water line. Thirteen miles of pristine beach fronts the Atlantic Ocean and Port Royal Sound. Vehicular access to the Island is via U.S. Highway 278.

Document Organization

The content in the Cultural Affairs Strategic Plan includes a community vision specific to our existing arts and culture assets. It includes goals and implementation strategies to provide guidance for the volunteer members of the Arts Council of Hilton Head in partnership with paid Town staff working on cultural affairs.

The goals are aligned with the Town's [Our Plan](#) comprehensive plan's [Relentless Pursuit of Excellence](#) core value. According to the community, the Island is a unique and beautiful place that is worth protecting. It is evident the Town and the community seek and expect Excellence. The emphasis for this core value is community-focused and in celebration of the Island history, cultural and socio-economic diversity, and natural resources. The goal is centered on Our Ideals of Excellence and how to sustain excellence for our place, our people, and our planning and process.

The presentation of goals, strategies, and tactics in each core value chapter of [Our Plan](#) (in Sections 3.0, 4.0 and 5.0) supports the purpose of it as a policy guiding document. The goals define aspirations for the community into the future. Strategies and tactics for each goal provide more specific action items or plans for accomplishing the goals.

Goal: an aspiration; a desired outcome

Strategy: a plan of action

Tactic: a tool or action item

Many hours of volunteer and community dedication went into the formulation of these important and foundational components of [Our Plan](#) as well as the specific components of the Cultural Affairs Strategic Plan.

*Definitions used in this document for diversity and inclusion-related terms are found on the International City/County Managers Association (ICMA) [website](#).



Our Plan Ideals of Excellence

To be a community that...

1. Is welcoming, inclusive, values diversity, safe, and people-focused.
2. Is recognized as an excellent place to live, work, and visit.
3. Preserves, values, and recognizes its history.
4. Attracts businesses and residents who identify with and appreciate the Hilton Head Island community's Ideals of Excellence and core values.
5. Is recognized as a best-in-class destination where visitors are welcomed and the economic impact of tourism is valued.
6. Protects the natural environment as a unique quality of our identity.
7. Prioritizes the greater good.
8. Attracts and maintains a diverse and multi-dimensional residential population, providing a competitive live-work option.
9. Recognizes the benefit and value of arts, culture, recreation, healthy living, and education for the community.
10. Fosters a collaborative, transparent, and inclusive environment when resolving concerns or planning for the future.
11. Considers sustainability as foundational to the Island's development and redevelopment of environmental and economic projects and policies.
12. Fosters a spirit of inspiration and leads by example.
13. Uses innovation and learning to continually develop and apply best practices and standards for processes and projects.
14. Continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and the future.

Marketing & Communications

GOAL: Promote our Arts and Culture Assets.

Destination tourism and retirement are two of the biggest drivers for the Island economy. Cultural tourism not only benefits our local economy but bridges gaps between vastly different communities and improves quality of life. This can include many activities such as attending events and festivals, visiting museums and tasting the local food and drinks. A deepened relationship with the Hilton Head Island-Bluffton Chamber of Commerce, local and regional partners, and media outlets will lead to Hilton Head Island being recognized as an arts and culture destination.

STRATEGIES:

1. DEEPENING THE EXPERIENCE

Expand the augmented reality offerings and digital experiences implemented at sites along the cultural trail to further engage residents and visitors and to track interaction with passive sites.

2. DIGITAL MARKETING

Grow website visitors and social media followers through unique content development, digital ad buys, bi-monthly e-newsletter and online event promotions.

3. GULLAH CULTURAL PRESERVATION AND PROMOTION

Through collaboration between the Office of Cultural Affairs, Historic Neighborhoods Preservation Administrator and Town Council, establish cultural districts and branding initiatives that begin on Hilton Head Island and can be replicated throughout the Gullah Geechee Corridor.

4. HERITAGE TOURISM

Work with the Hilton Head Island-Bluffton Chamber of Commerce/ Destination Marketing Organization to build a heritage tourism campaign prior to the 250th anniversary of the American Revolution. See Appendix 1 – Heritage Tourism Executive Summary.

5. MEDIA PROMOTIONS AND PUBLIC RELATIONS

Promote local arts and culture events and public art offerings and expansion for local, regional and national media coverage to define Hilton Head Island as an arts and culture destination. See Appendix 2 - Office of Cultural Affairs Marketing and Communications Plan.

6. CRESCENDO EVENT PROMOTION

Work with community partners to promote Crescendo events.

Resource Provision

GOAL: Increase Resource Availability for the Community and Artists.

Involvement in the arts is associated with gains in math, reading, cognitive ability, and verbal skill. Arts learning can also improve motivation, concentration, confidence, and teamwork along with the creative and critical thinking skills that are so highly valued in today's economy.

The Office of Cultural Affairs identifies resources for organizations' staff and board members, artists and educators wishing to further their skills and knowledge to support the local arts and culture sector.

STRATEGIES:

1. PUBLIC SCHOOL ARTIST-IN-RESIDENCE PROGRAMS

Assist the Arts Center of Coastal Carolina, Hilton Head Symphony Orchestra and the Island School Council for the Arts in expanding current in-school artist-in-residence programs. This includes researching available regional and national funding options to expand these offerings. See Appendix 3 - Executive Summary of the 2021 2D Artist-in-Residence program at Hilton Head Island High School.

2. COMMUNITY MURAL PAINTING

Commission artists to paint murals at Hilton Head Island Elementary and Hilton Head Island High School. COVID cases pending, ideally these would be paint-by-number styles with student body participation.

3. TITLE ONE ART SUBSIDY

Assist the Arts Council of Hilton Head in establishing a plan to subsidize the \$25 student fee for arts participation at the high school level. See Appendix 4 – Subsidy of Beaufort County School Fee for Arts Proposal.

4. PROFESSIONAL DEVELOPMENT RESOURCE IDENTIFICATION

The Office of Cultural Affairs will offer to arts and cultural organizations resources consistent with its mission and the goal of achieving an inclusive, multi-dimensional community. Such assistance will be based on topic feedback and surveys of cultural community members. See Appendix 5 for 2019 Training Topic Survey Results.

5. ISLAND CULTURE PROJECT

Research establishing an Island wide, grade level cultural experience for every student on the Island to experience the same cultural field trip for each grade. This includes costs, organizational participation, school hurdles and funding options.



Inclusive

GOAL: Foster an Inclusive Multi-Dimensional Community.

Fully grasping the Vision of [Our Plan](#) entails addressing socio-economic trends of present day Hilton Head Island that could be more sustainable. It encourages the Island's progression into the future with a multi-dimensional, equitable, and diverse society.

STRATEGIES:

1. HISTORIC SITES AND CULTURAL PRESERVATION

Support historic site preservation initiatives, cultural preservation initiatives, and the organization of cultural districts including but not limited to initiatives within the Gullah community and support for further telling of the Gullah history through mural installation at the Gullah Museum. See Appendix 6 - Town Approval and SC Arts Commission requirements for application.

2. COMMUNITY DEVELOPMENT

Work with community leaders to develop a multi-dimensional and inclusive database of local artists in all genres, with a special focus on underserved and emerging artists including but not limited to Latinx.

3. ACCESS

Develop a Seats for Citizens program to facilitate getting empty seats to performances filled with students, community volunteers and low-income residents.

Public Art

GOAL: Build a Connected and Collaborative Community through Public Art.

Public art is a distinguishing part of our public history and our evolving culture. Public art humanizes the built environment and invigorates public spaces. It is now a well-accepted principle of urban design that public art contributes to a community's identity, fosters community pride and a sense of belonging, enhances the quality of life for its residents and visitors, and creates a heightened sense of connectivity.

Public art encompasses many forms: permanent sculptures, temporary installations, murals in public spaces, and interactive art experiences. Our permanent public art collection, temporary public art, and creative placemaking programs tell all of our residents and visitors that we are a place that cares about who we are, what we do, and where we come from.

STRATEGIES:

1. DEVELOPMENT

Create a small, permanent pathway exhibit similar to a mini High Line to further connect art with recreation, connect the community, and deepen experiences for residents and guests.

2. CREATIVE PLACEMAKING INITIATIVES

Grow the annual HHI Lantern Parade participation annually. Identify new financial sponsors for the event and non-profit community outreach partners.

3. COLLABORATION

Encourage and facilitate residents and visitors to collaborate around common values and celebrate the realization of shared objectives through the co-curation Community Creates application process.

4. QUALITY OF LIFE

Improve the Island aesthetic and engagement opportunity for residents by managing the annual temporary sculpture exhibit and additional permanent art collection commissions. Incorporate public art with new capital improvement projects. See Appendix 7 for Public Art Masterplan.



Annual Crescendo Celebration

GOAL: Expand the Crescendo Festival to be Recognized as a Regional Attraction.

The Crescendo Celebration is organized in honor of October's National Arts and Humanities month, and highlights and showcases the vast array of arts, culture and history organizations, individual artists, performers, and authors residing and working on Hilton Head Island.

The month-long celebration features more than 100 unique arts and cultural programs, concerts, theatrical productions, museum and gallery exhibits, lectures, poetry readings, dance performances, historical tours, hands-on arts experiences, and educational offerings. Crescendo's programmatic and promotional aspects align with the regional value of [Our Plan](#) by presenting artists from across the Southeast, partnering with local and state agencies to identify funding sources and by marketing the events to drive-time markets to offer exposure and opportunity for our local artists and arts organizations.

STRATEGIES:

1. MARKETING AND PROMOTIONS

Grow Crescendo attendance through local and tourism marketing initiatives and expanding partnership opportunities with the Hilton Head Island-Bluffton Chamber of Commerce Visitor and Convention Bureau.

2. PROGRAMMING

Create one new signature event annually for the festival in addition to the opening celebration and Lantern Parade.

3. CULTURAL TOURISM

Grow Crescendo brand recognition through strategic media buys and promotions in 50+ mile markets.

4. PLANNING

Draft long-term strategy for the future of Crescendo (next 3 years).



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**OFFICE OF
CULTURAL AFFAIRS**

Hilton Head Island

FY22-24 Strategic Plan Appendices

Appendix 1 – Heritage Tourism Executive Summary

Supportive of Marketing & Communications Goal - Heritage Tourism Strategy

Appendix 2 – Office of Cultural Affairs Marketing & Communications Plan

Supportive of Marketing & Communications Goal – Media Promotions and Public Relations Strategy

Appendix 3 – Public School Artist-in-Residence Programs

Supportive of Resource Provision Goal – Public School Artis-in-Residence Programs Strategy

Appendix 4 – Title One Art Subsidy

Supportive of Resource Provision Goal – Title One Art Subsidy Strategy

Appendix 5 – 2019 Professional Development Training Topic Survey Results

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Appendix 6 – Town Approval and SC Arts Commission Requirements for Cultural District Designation

Supportive of Inclusive Goal – Historic Sites and Cultural Preservation Strategy

Appendix 7 – Public Art Master Plan Summary

Supportive of Public Art Goal – Quality of Life Strategy



FY22-24 Strategic Plan Appendix 1 Office of Cultural Affairs Marketing & Communications Plan

Supportive of: Marketing &
Communications Goal

Strategy 4 – Heritage Tourism

Appendix 1 – Heritage Tourism Strategy

Cultural-Heritage Tourism Consortium Executive Summary

We envision a heritage tourism experience for guests featuring world-class sites and services, developed through a collaborative, strategic approach to collectively leveraging our cultural heritage assets.

The overarching goal of the Cultural-Heritage Tourism Consortium (CHTC) is to provide a forum for dialog among cultural-heritage service providers to identify collaborative opportunities and priorities and to develop a strategy to promote the cultural-heritage assets on the Island.

Goals and desired outcomes of the consortium include but are not limited to:

- Develop shared goals and priorities for cultural-heritage tourism service providers
- Provide ranked priorities for Town of Hilton Head Island-Office of Cultural Affairs and Destination Marketing Organization marketing of Hilton Head Island as a cultural-heritage tourism destination
- Identify common interests/concerns/needs to increase potential for meaningful local collaboration
- Develop shared standards cultural-heritage tourism services (purpose of content, quality of interpretation, guiding principles, etc)
- Prioritize support and promotion to help further develop assets on the Island including but not limited to Historic Mitchelville Freedom Park, Gullah Museum, Coastal Discovery Museum/Santa Elena, Zion Cemetery and the Hilton Head Island History Park

Office of Cultural Affairs FY22-24 Strategic Plan Appendices

- Leverage existing assets including signage, bike pathways, public parks and trolley system to support cultural-heritage tourism.

Desired Partners include but are not limited to:

- Historic Mitchelville Freedom Park
- Coastal Discovery Museum/Santa Elena Center
- Gullah Museum
- Heritage Library (Zion Cemetery and Ft Mitchel)
- Hilton Head Land Trust (Ft Howell)
- Sea Pines Resort (Sea Pines Shell Ring and Stoney-Baynard Ruins)
- Greenwood Development (Leamington Lighthouse)
- Gullah Heritage Trail Tours
- Hilton Head History Tours; Heritage Library
- Town of Hilton Head Island Office of Cultural Affairs
- Hilton Head Island/Bluffton Visitors and Convention Bureau
- Palmetto Breeze Trolley



FY22-24 Strategic Plan Appendix 2 Office of Cultural Affairs Marketing & Communications Plan

Supportive of Marketing &
Communications Goal

Strategy 5 – Media Promotions and Public
Relations

Appendix 2 – Office of Cultural Affairs Marketing & Communications Plan

Introduction

The basic goals of this plan are to build awareness of and engagement with the Town of Hilton Head Island's art, culture, history, and entertainment assets. The plan will have two objectives:

1. To reach residents and second homeowners to engage with the vast array of assets on the island; and
2. To attract tourists and guests with an interest in culture and heritage tourism.

The long term goal is to achieve the Town's vision for Hilton Head Island to be recognized as an arts and cultural destination.

Mission Statement

Our mission is to promote and support Hilton Head Island as a vibrant arts and cultural destination that enriches our diverse community.

Our Vision for the Future

We envision recognition for Hilton Head Island as a vibrant and distinctive destination known for its unique arts and culture assets that serve a diverse community and create a richer quality of life.

Our Core Values

- A community that celebrates and supports its artists and culture organizations
- Hilton Head Island's unique sense of place
- Accessibility to and awareness of cultural assets
- Life-long cultural learning
- Diversity and inclusion
- The contributions of the Gullah community and its rich local history
- The environment and natural resources
- Collaboration between cultural assets and other community interests

GOALS

This plan is designed to be a working document addressing both short-term and long-term needs of promoting Hilton Head Island's arts and cultural assets.

Short Term Goals

- Improving access to on-island cultural offerings via a dedicated web presence, social media, and community outreach
- Educating and engaging residents and visitors regarding cultural offerings to encourage support and participation
- Build a partnership with the Chamber of Commerce and Vacation and Convention Bureau to incorporate additional art and culture messaging in their overall marketing of the island
- Increase social channel following and web traffic by 10%

Long Term Goals

- See an expansion of the shoulder season (heads in beds) that can be linked to strategically produced arts and culture events
- Develop brand and message for the Office of Cultural Affairs and community that it supports
- Research and grow foundation and corporate grant support to grow Office of Cultural Affairs initiatives

TARGET AUDIENCES

The population of Hilton Head Island is close to 40,000, while more than 2.8 million visitors arrive annually and thousands of workers commute onto and off the island daily. Bluffton and surrounding areas are growing rapidly, all of which means the potential for larger audiences for artists and arts organizations on Hilton Head Island.

- Full- and part-time residents: Our primary audience, especially over the next year, will be full-time and part-time residents. There is a strong core of vocal supporters of the arts, and additional residents can be accessed through POAs and partnerships with civic organizations.

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- Diverse Audiences: The story of Hilton Head Island can't be told without the rich heritage of its Gullah community – including Mitchelville – taking center stage. Every effort should be made not only to celebrate that story from the past, but to engage and support cultural activities of today's Gullah population. Additionally, Hilton Head's largest minority population, the Lantinx community, will wield increasing influence in the years to come, and it should be a priority for the Office of Cultural Affairs to engage and embrace them through the arts.
- Visitors: As we know from great data provided by the Hilton Head Island/Bluffton Chamber of Commerce, the Hilton Head Island visitor is an affluent traveler and the decision makers skew female. In data provided in the 2017 Tourism Summit hosted by the Hilton Head Island/Bluffton Chamber of Commerce, consultants Destination Analysts determined the Hilton Head visitor to be:
 1. A more intense planner;
 2. More connected while traveling; and
 3. Explorers who value arts and culture.

The Office of Cultural Affairs will look to engage messaging around arts and culture that piques the interest of the Hilton Head Island visitor.

- Arts and Culture Organizations and Artists: With nearly 70 such entities on the island, the vast majority of which operate at an extremely high level, we must provide a clarion call, rallying point and hub for artists, musicians and event makers on Hilton Head Island. Most communities spend great time and money trying to attract the types of and quality of artist and cultural organization that we already have on the island. Now let's work to support this community so that they continue to grow. It would be a great loss for the island if any of

our high level organizations chose to relocate to another town or area.

TACTICS

1. Social Media/E-marketing

In 2017, marketing consultants hired by the Town to support the arts and culture recommendations, Rawle Murdy, established the Experience Hilton Head Facebook page. As a Facebook page with the same name was already established by a local web-zine and the Hilton Head Island/Bluffton Chamber of Commerce hosts a member support page, Signature Experiences, it was decided to change the Office of Cultural Affairs Facebook page name to CultureHHI to be consistent across all branding mediums. Additionally, an Instagram account was also established in late FY18, @Culture_HHI and the #culturehhi has been infused across all social media posts.

Pay for Play

Organic reach via social media platforms is limited due to shifts in the algorithm that is set-up to reward paid support on Facebook and Instagram. To stay relevant, CultureHHI has planned for a paid social program to support content created for e-promotions. Our social campaigns prioritize driving traffic back to the CultureHHI.org website, along with growing our audience, engagement, and event attendance at Island arts and culture events.

Social Focus:

- Facebook: Facebook is our most active channel. The plan is to incorporate original content with a focus on incorporating Facebook Live video at cultural events and offering “behind the scenes” coverage, sharing and enhancing partner-generated content shared by artists and organizations in the cultural community, co-op partnerships and events, and targeted page promotions to both a local audience and drive-time markets.
- Instagram: The primary focus will be sharing event based images and video from cultural events on the island through Instagram

stories and Instagram Live video. Secondary will be identifying influencers in the market to incorporate the #culturehhi into their posts.

- Culture HHI Website and Newsletter: The new Culture HHI webpage will be a comprehensive one-stop shop for arts and culture on the island. Artists and Cultural Organizations will each have a landing page networking back to their own web and social media presence and a full calendar of arts and culture events will be maintained. Additionally, we will be focusing energy on telling the story through our blog articles, creating unique “behind the scenes” and “meet the artists” editorial style entries that will also be used to feed content to our e-news. Our bi-weekly e-newsletter will be content driven and promote engagement between our readers and events occurring on the island. Content will be targeted by interest groups that subscribers will opt into.

Social Tactics

Social's primary role will continue to be the distribution of our articles. To keep things fresh, to drive engagement, and to try new things, we will also implement:

- Local content creation: Leveraging the voices of local influencers to create video content and write blog posts to ensure a uniquely “Hilton Head Island” voice and expand our reach.
- Facebook Live and Instagram Story interviews. Already scheduled are Public Art Pop-Up Performances by Swampfire Records artists in August and September to promote the upcoming Public Art Exhibit; Public Art Exhibit Artist Installation coverage; Arts Education partnerships to cover Island School Council for the Arts programming with Hilton Head Island schools.
- Other content and engagement tactics will be determined as we are able to track interest and response rates while we grow the audience and learn trends.

Social Metrics

It's critical that all online marketing that is deployed to drive exposure for Hilton Head Island is based on driving conversions for its partners, and exposure for the destination. Social content initiatives will be viewed both on its own and holistically, as each strategy should work together to achieve overall digital marketing goals.

- E-news: tracking open rates and click through rates, and continuously improving campaign performance over time by tweaking content and timing. The growth of the list size will also be tracked and we will look to increase the list by 10% each year.
- Social channels: Individual posts will be tracked based on engagement (Likes, Shares, Comments) and by tracking traffic driven to the Culture HHI website. Tracking trends around these metrics will help determine the best way to adjust content and increase conversions throughout the year. Additionally, Page Likes and Follows will be tracked and we will develop content based on analysis of engagement levels.
- Website: Analytics tracking traffic to the Culture HHI website and from the Culture HHI website to other arts and culture websites and social media posts will be tracked to measure engagement.

2. Media

Earned Media

With limited media buying resources, the Office of Cultural Affairs must rely heavily depend on earned media/public relations to build awareness of arts and culture on Hilton Head Island. This will be a two-pronged effort:

- the local market; and
- drive time markets.

The year will include ongoing media relations with key editors, journalists, influencers and publishers to target press pitches for their respective interests, locations, and audiences. This will be executed

Office of Cultural Affairs FY22-24 Strategic Plan Appendices

in partnership between the Office of Cultural Affairs and the Town's new Director of Communications to keep important outlets apprised of news, human interest stories, and featured arts and culture events.

For the local market, targets will include the Island Packet, Hilton Head Monthly, Local Life, CH2/CB2, WSAV, WHHI, GPB, WJWJ, and partnerships with the SC Arts Commission.

Drive time markets will include Columbia, Charleston, Greenville, Charlotte, Atlanta, Jacksonville, Augusta, and Asheville to start. Analysis after the first year by tracking ink in regional publications and radio coverage will determine where to invest time in subsequent years.

Paid Media

With limited financial resources for media buys, the Office of Cultural Affairs must rely heavily on earned media/public relations to build awareness of arts and culture on Hilton Head Island, but occasionally purchased media may be necessary to get the message out.

Print

In larger communities, print media no longer carries the same weight it once did, but the Hilton Head community subscribes to the local newspaper at a higher rate than larger communities with 46% of island households subscribing to the print edition of the newspaper. In addition to the Island Packet or other local magazines, program ads in local arts event programs will be added when the affordability and opportunities arise.

Digital

Digital would be the best paid channel to use in drive time markets due to the higher frequency of engagement, the greater ability to target, and the ability to track success.

Media Metrics

Similar to our social content initiatives, our media efforts will be viewed both on a standalone basis and holistically, as a key layer to the overall marketing mix.

- Earned Media: Tracking impressions from third party media mentions, publication of articles, or appearances on television or radio will be our most basic measurement. Organic and referral traffic to the Office of Cultural Affairs website and social media channels through media inclusion will be the strongest measurements available to the success of the media placement.
- Paid Media: Paid media analytics will be determined as we explore outlets for paid advertisements. Print vs. digital and local vs. out markets will determine the metrics that we will be looking for.

3. Grassroots Marketing/Community Engagement

The local Hilton Head Island community is motivated by word of mouth marketing. Buzz can be created by layering the social media and e-communications efforts with paid and earned media and then paired with grassroots efforts. How we position our message by targeting events, civic organizations, and residential communities is an important tactic in reaching the local community.

Partnerships

Building strong community partnerships with local civic, religious, and business partners is key to getting the message out within the local community. E-news and social media trades with local businesses, presentations at meetings for civic organizations and business associations, newsletter articles for POAs and local business associations, developing relationships with the local concierges and restaurants to spread the message to island guests.

Street Team

Being present at events is a great way to target specific interest groups and demographics. We will have a presence at local events with a team of trained volunteers. Volunteers will have marketing materials to distribute at local festivals, community events, and arts events across the island throughout the year. In addition to messaging the work of the Office of Cultural Affairs and promoting

art and culture activity on the island, the street team volunteers will also be encouraging mailing list sign-up to encourage engagement with other communication efforts and proactively work to reach e-news goals. Volunteer Office of Cultural Affairs docents or ambassadors will also have a presence at art and culture events specifically to augment the customer service aspect of the experience.

Getting Creative

The greatest asset that artists have is the ability to get creative. Including our brand and message in the community in creative ways can build impressions, create awareness, and drive traffic to our online outlets. Examples of these tactics could include: Culture HHI branding of businesses where arts happen with window sticker designation; coasters at restaurants and bars directing traffic to culturehhi.org; pop-up performances in public spaces on the island or at events; community engagement events to create art as a group. The opportunities are truly endless.

Grassroots Metrics

Grassroots initiatives are critical to engage the local community in a cost effective manner, but can be a little more difficult to track. Grassroots tactics will be evaluated on a case by case basis, but also as a part of the overall marketing plan. Each touch point with the community should help reach goals in other areas particularly social/e-marketing goals.

- Partnerships: tracking click through rates and referral traffic to the Office of Cultural Affairs website and social channels will determine the success of POA and business newsletter and social inclusion. Visibility gained through presentations, either ours or others during webinars, events, conferences, or meetings is invaluable.
- Street Team: Individual engagement will be tracked by mailing list sign-ups, collateral distributed, and feedback received by event producers.



FY22-24 Strategic Plan Appendix 3 Public School Artist-in-Residence Program

Supportive of Resource Provision Goal
Strategy 1 - Public School Artist-in-
Residence Strategy

Appendix 3 – Public School Artist-in-Residence Program

Executive Summary of 2021 2D Artist-in-Residence Program at Hilton Head Island High School

Hilton Head Island High School's leadership has agreed to host a nationally acclaimed artist to work with its students. Artist Amiri Farris was selected to serve as the artist-in-residence. Payment for his work was secured through a grant from the Community Foundation of the Lowcountry.

In Fall 2021, the artist in residence will work with Hilton Head Island High School students teaching about mural arts. During the month-long residency, the artist will guide each student in designing a small mural. The murals will be juried by Town Council or designee and Beaufort County School District Superintendent or designee. Ten murals will be selected for reproduction and display at appropriate locations across the Island. Benefits of this program will include a sense of pride for participating students in seeing their art displayed in the public domain.

Once the winning murals are selected, permits for placement will be sought through the Town's Design Review Board. Upon approval, the murals will be printed and installed. Following installation, a digital scavenger hunt will be created to keep the community engaged with the art and help promote the work of student artists.



FY22-24 Strategic Plan Appendix 4

Title One Art Subsidy

Supportive of Resource Provision Goal
Strategy 3 - Title One Art Subsidy Strategy

Appendix 4 - Subsidy of the Beaufort County School Fee for the Arts Proposal

Drafted - June 1, 2021

Background: The Advocacy Committee, a subcommittee of the Arts Council of Hilton Head (a 501c3) has designated Education as a key area for advocacy. One issue that surfaced early in the committee's work is the \$25 fee for all high school students on Hilton Head Island. Finding a funding source to relieve students of this fee is an action on the committee's 3 year strategic plan.

Issue:

All students at Hilton Head Island High School (HHIHS) are charged a \$25 fee to take art courses at the school. All students are required to take an art course as a prerequisite for graduation. The Advocacy Committee supports this requirement and have other actions in our strategic plan to encourage students to get more involved in the arts. We are concerned, however, that a significant number of students cannot afford to pay this fee or find it a burden. Therefore, the committee is committed to finding a revenue source that can subsidize this fee. We understand that this needs to be an ongoing resource that is approximately \$25,000 per year.

Benefits of Arts Education:

Multiple research studies done over the past 20 years, including a large meta-analysis of 62 studies that was done by the Arts Education Partnership have noted significant benefits by students who engage in the study of the arts. These include the following:

Improved academic performance: Students who participate in the arts both in school and after school demonstrate improved academic performance, more community service and lower dropout rates regardless of socioeconomic status. Young people working in the arts for at least 3 hours /day for 3 days each week throughout one academic year were:

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- 4 times more likely to have been recognized for academic achievement
- 3 times as often being elected to class office within their schools
- 4 times more likely to participate in a math or science fair
- 3 times more likely to win an award for school attendance
- 4 times more likely to win an award for writing an essay or poem

Expanding the Mind: Various art forms benefit students in different ways:

- Drama helps with understanding social relationships, complex issues and emotions; improves concentrated thought and story comprehension.
- Music improves math achievement and proficiency, reading and cognitive development; boosts SAT verbal scores and skills for second-language learners.
- Dance helps with creative thinking, originality, elaboration and flexibility; improves expressive skills, social tolerance, self-confidence and persistence.
- Visual arts improve content and organization of writing; promote sophisticated reading skills and interpretation of text, reasoning about scientific images and reading readiness.
- Multi-arts (combination of art forms) helps with reading, verbal and math skills; improves the ability to collaborate and higher-order thinking skills.

Preparing Students for the Workplace: Schools and employers rank a degree in the arts among the most significant indicator of a job candidate's creativity and innovation skills. Creativity is one of the top three personality traits most important to career success, according to U.S. employers. Teaching creativity develops critical thinking skills, engages students and fosters innovation. It is critical for problem solving and of primary concern of employers when hiring.

Advantages of Arts Learning Continues over Time: Low socioeconomic students who are highly engaged in the arts are more than twice as likely

as their peers with low arts involvement to earn a bachelor's degree. They had higher occupational aspirations, obtaining better jobs with higher pay and more responsibility, more promotion opportunity and more employee satisfaction. They also demonstrated more civic engagement and civic-minded behavior showing strong advantages in volunteerism and voting. The benefits to art-engaged disadvantaged students are measurable and unparalleled. These studies demonstrate that arts education helps close the achievement gap, improves academic skills essential for reading and language development and advances students' motivation to learn.

"Public opinion is in strong favor of the arts as well. 93% of Americans believe that the arts are critical for a well-rounded education. In fact, more than half of Americans rate the importance of the arts as a ten on a scale from one to ten. The public also overwhelmingly sees the connection between participation in the arts and improved academic achievement, as well as the positive correlation between studying the arts and improved social and emotional skills."

Conclusion: Research indicates that arts programming for K-12 students is of the utmost importance, for their short-term and long-term success. Students demonstrate positive growth in academic achievement and behavior. They develop critical skills that improve their lifelong ability to read, write, and communicate effectively and the likelihood that they will go to college and get a good job.

The arts don't discriminate based on age, race, gender, or any other measure. The arts can quite literally be the lifeline they need to make long-lasting improvements to their life.

Note: Information on Benefits of Arts Education is from the Arts Education Partnership and American's for the Arts

Funding Options: There are several funding options that the committee would explore:

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1. Apply for a grant of \$50,000 from the Community Foundation of the Lowcountry to fund the first two years of the program and then explore alternative sources for ongoing funding.
2. Approach one or more large business organizations on the Island that might be willing to source all or a portion of the required amount. These would include Sea Pines, SERG, etc.
3. Approach one or more of the large non-profits on the Island such as the Rotary organizations.
4. A local annual fundraising event
5. “Adopt a Student” program (1,000 volunteers for \$25 each)
6. Link this need to the larger action of identifying a continuous resource stream to support the arts on the Island

Note: we believe that applying for a grant does not meet the long-term need for funding.

Plan:

1. Document the issue and possible solutions to begin a conversation with Beaufort County School District leadership.
2. Discuss the idea with Superintendent Dr. Frank Rodriguez prior to discussions with HHIHS. Modify the proposal as required.
3. Discuss the plan with HHIHS Principal. Modify the proposal as required.
4. Identify a long-term funding source.
5. Keep up with the issue in the event that the fee requirement changes.



FY22-24 Strategic Plan Appendix 5 Professional Development Survey Results

Supportive of Resource Provision Goal
Strategy 4 - Professional Development
Resource Identification Strategy

Appendix 5 - 2019 Professional Development Survey Results Summary

A survey regarding professional development needs was sent to 177 arts administrators and individual artists in mid-2019. Responses were received from 54 individuals, primarily arts administrators. Survey participants were asked to select all professional topics of interest. Respondents chose 0 – 11 topics each.

Most respondents (81%) selected 0 to 4 topics

0 topics selected = 11

1 topic selected = 8

2 topics selected = 10

3 topics selected = 9

4 topics selected = 6

5 topics selected = 1

6 topics selected = 1

7 topics selected = 3

8 topics selected = 1

9 topics selected = 1

10 topics selected = 3

Training Topic	Number (%) Votes	Status
Marketing	26 (48%)	To be scheduled
Development/Fundraising	21 (39%)	To be scheduled
Strategic Planning	19 (35%)	To be scheduled
Board Development	18 (33%)	To be scheduled
Volunteer Management	18 (33%)	To be scheduled
Leadership Communication	14 (26%)	Held
Design Thinking	11 (20%)	To be scheduled
Emotional Intelligence/Conflict Management	11 (20%)	To be scheduled
Accounting/Financial Management	11 (20%)	To be scheduled
Equity, Diversity, Inclusion	9 (17%)	Held



FY22-24 Strategic Plan Appendix 6

Town Approval and SC Arts Commission Requirements for Cultural District Designation

Supportive of Inclusive Goal

Strategy 1 - Historic Sites and Cultural Preservation Strategy

Appendix 6 – Town Approval and SC Arts Commission Requirements for Cultural District Designation

Town Council approval of proposed Cultural Districts must be obtained prior to seeking approval by the South Carolina Arts Commission. Upon Town Council approval, recommended Cultural Districts will be presented to the SC Arts Commission through its application process ([SC Arts Commission Website](#)). The process includes, among other requirements:

- Creation of a cultural district steering committee whose members are representative of the cultural organizations and artists located in the district;
- Public hearings for the proposed district; and
- A resolution passed by Town Council approving the district and committing to establish it.

The SC Arts Commission defines a cultural district as a geographic area that has a concentration of cultural facilities, activities, and assets. It is a walkable area that is easily identifiable to visitors and residents and serves as a center of cultural, artistic, and economic activity. A cultural district may contain galleries, live performance venues, theaters, artist studios, museums, arts centers, arts schools, and public art pieces. A cultural district may also contain businesses like restaurants, banks or parks whose primary purpose is not arts, but that regularly make their spaces available to artists or create opportunities for the public to encounter the arts.

South Carolina currently has nine Designated Cultural Districts. Several of them are located along or near major arteries like I-20 (Camden, Congaree Vista, Florence), I-26 (Congaree Vista Downtown), I-77 (Congaree Vista, Lancaster, Rock Hill), I-85, Greenwood, Spartanburg (Spartanburg Downtown), and I-95 (Beaufort, Bluffton, Florence). These locations make them convenient places for residents and visitors to stop and take a break.



FY22-24 Strategic Plan Appendix 7 Public Art Master Plan Summary

Supportive of Public Art Goal
Strategy 4 - Quality of Life

Appendix 7 - Public Art Master Plan Summary

Adopted by Town Council on 8/18/2020

Link to Full Document: [THE PUBLIC ART EXHIBITION ON HILTON HEAD ISLAND](#)

PUBLIC ART VISION STATEMENT

Hilton Head Island is a unique blend of natural beauty, rich cultural heritage and environmentally sensitive design. This is a result of careful land planning and a continued focus on creating a built environment that respects this Lowcountry Island's natural setting while providing for the needs of our diverse community of residents and visitors. Therefore, it is the vision to provide public art that:

- Enhances our unique natural and cultural environment
- Reflects our community values
- Honors the diversity of our neighborhoods
- Is in context and harmony with its setting
- Is accessible to all our residents and visitors; and
- Promotes the vitality of our public spaces and pride in our community.

Definition of Public Art:

“Public Art” is hereby defined as any work of art that is displayed in any publicly owned space or any privately owned space that is accessible for public viewing on a regular basis. The focus of the public art initiative can be both permanent installations and temporary art installations consisting either of visual art installations or participatory or performance-based initiatives.

Funding:

Base funding shall be included in the Town general operating budget with the opportunity to secure funding from government, organizations, foundations, corporations, and individuals in support of the mission. All funds secured beyond the Town general operating fund will be managed as part of the Arts council of Hilton Head Fund administered by the Community Foundation of the Lowcountry.

Office of Cultural Affairs FY22-24 Strategic Plan Appendices

Criteria For Selection of Public Art:

Public Art shall comply with the following criteria. Each criterion must be met for the artwork to be selected; however, the Town of Hilton Head Island's Office of Cultural Affairs will determine a scale of priorities in considering the criteria.

1. Adherence to the Vision Statement: Any piece shall be determined to be in compliance with each element of the Vision Statement in order to be selected.
2. Ability and Qualification of the Artist: The artist shall have sufficient experience and credentials.
3. Artistic Excellence: Each piece shall be of exceptional quality and enduring value with the highest degree of excellence in concept, design, execution and installation.
4. Innovation and Originality: Each piece shall demonstrate innovative design that takes into account its setting and the natural and cultural qualities of its specific location.
5. Safety, Durability and Maintenance Requirements: Each piece shall be created to withstand the conditions of its location and not create any hazards to the public or the need for extensive maintenance.
6. Feasibility: Each piece must be able to comply with budgetary requirements and Town Ordinances and Codes.

Priority Action Plan:

1. Park and Pathways Enhancement

It is the belief of the Office of Cultural Affairs that the public parks and leisure pathway network can be enhanced for the user, whether that be the Island resident or guest, through the inclusion of public art. It is the desire of the Office of Cultural Affairs to work with the Town's Community Development department to identify sites along the pathways and in the green spaces that can be desirable locations for either permanent or temporary public art installations.

2. Site-planned initiatives

Public art is often site-specific, meaning it is created in response to the place

Office of Cultural Affairs FY22-24 Strategic Plan Appendices

and community in which it resides. It often interprets the history of the place, its people and perhaps addresses a social or environmental issue. The work may be created in collaboration with the community, reflecting the ideas and values of those for whom it's created. The Office of Cultural Affairs hopes to maintain and grow the established partnership between Public Art and the Coastal Discovery Museum, to support historic projects in augmenting and commemorating the experience on site, as well as build partnership with developers to encourage public art to be incorporated into new retail, business and residential development. Planning for site-specific commissions for additions to the Town's permanent collection is also a goal.

3. Temporary Creative Placemaking Initiatives

Creative Placemaking intentionally leverages the power of the arts, culture and creativity to create a space for more genuine public engagement. The end goal being to have community places that build character, inspire us and define the quality of our Town. Pairing art with our incredible natural assets is an impactful way to build a stronger identity for our Island and its residents and guests. Using visual art and performance-based initiatives these temporary public art initiatives will be utilized to bring our community together.

4. County Partnerships

Placemaking within the Town of Hilton Head Island is core to the vision of the Public Art plan, but additional opportunities have been identified on County owned land located on our Island. Strengthening partnerships within the County is vital to the growth of the program on the Island and the beautification of important points of entry, welcome, and community engagement on the Island, including but not limited to the Hilton Head Island airport, County owned land along the 278 corridor, the Hilton Head Island branch of Beaufort County Library, and land around the public schools and recreation center.



TOWN OF HILTON HEAD ISLAND Executive Department

TO: Mayor McCann and Town Council
FROM: Marc Orlando, Town Manager
VIA: Joshua Gruber, Deputy Town Manager
DATE: November 30, 2021
SUBJECT FY2021-2022 Strategic Action Plan

Recommendation:

Town Council approve the Resolution, formally adopting the FY2021-2022 Strategic Action Plan.

Background:

On October 21, 2021, Town Council held a workshop to review a draft Strategic Action Plan for the 2021-2022 Fiscal Year. An overview of the strategic planning process was discussed along with a review of all proposed strategic initiatives. Town Council provided feedback regarding the draft initiatives and provided guidance on additional aspects that should be included within the Plan. Those comments and suggestions have been incorporated into this final document. In addition to refining the descriptions of several initiatives, two additional strategic initiatives have now been included within the draft Plan. Those include an initiative to "Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency" and "Establish a Historic & Cultural District Development Corporation."

Once adopted, staff will begin implementing all initiatives identified in the Plan along the timelines that are currently proposed. An electronic copy of the entire Strategic Action Plan will be posted on the Town's website along with a copy of the Strategic Action Agenda in AirTable format. This will be one of the primary means of communication used to update the public on the progress that is being made on each of the strategic initiatives. Additionally, a workshop will be proposed in or around the six- and twelve-month time frames to provide a formal review of all project completion and implementation that has occurred to that point. The Plan will be assessed and potentially updated on an annual basis to remove fully completed items and add new initiatives that have been identified as priorities of Town Council.

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, FOR THE ADOPTION OF THE TOWN OF HILTON HEAD ISLAND FISCAL YEAR 2021-2022 STRATEGIC PLAN

WHEREAS, the Town of Hilton Head Island Town Council (the "Town Council") believes that the development of specific goals and objectives is vital to planning for the future of the community; and

WHEREAS, a strategic plan consisting of the priorities of the Town of Hilton Head Island is needed to guide the budget process and ensure that the Town Council clearly communicates its priorities; and

WHEREAS, with input and collaboration from the Town Manager, the Town senior Staff, and various stakeholders, the Town Council developed the goals, priorities, and actions through Fiscal Year 2022 and identified the initial indicators needed to measure progress towards achieving these priorities; and

WHEREAS, the Town Council desires to adopt the Fiscal Year 2021-2022 Town of Hilton Head Island Strategic Plan.

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA AS FOLLOWS:

1. The Fiscal Year 2021-2022 Town of Hilton Head Island Strategic Plan is hereby adopted and attached to this Resolution as Exhibit A and incorporated herein by reference.
2. The Strategic Plan shall be used as the guiding principles for the Town Council in making decisions on Town matters and Town staff shall follow and implement elements of the Strategic Plan as identified within the Plan document.

MOVED, APPROVED, AND ADOPTED ON THIS ____ DAY OF NOVEMBER, 2021.

TOWN OF HILTON HEAD ISLAND,
SOUTH CAROLINA

John J. McCann, Mayor

ATTEST:

Krista M. Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____

Town of Hilton Head Island Strategic Action Plan

FY 2021-2022





**Strategic Action Plan
Fiscal Years 2021 to 2022
for the
Town of Hilton Head Island, South Carolina**

Adopted by Town Council Resolution 2021-#
Date, 2021

Town of Hilton Head Island
One Town Center Court
Hilton Head Island, South Carolina
www.hiltonheadislandsc.gov

Prepared by the Town of Hilton Head Island

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Greetings from the Mayor

John J. McCann



The roadmap to success begins with a plan. We recently adopted **Our Plan**, a comprehensive, informational guide that sets the foundation for Hilton Head Island's growth and development, and that reflects integral components of our community fabric. This framework set the stage for the creation and adoption of our companion Strategic Plan that lays out what we hope to accomplish over the next three years.

The beauty of this strategic plan is the community input that drove the ideas and projects that Town staff thoroughly explored, discussed and prioritized. Our overall aim is to be a strong, vibrant community that celebrates our history and culture, preserves our beautiful environment, builds upon our economy

in new ways, and embraces the regionality that will benefit us and our neighboring municipalities. There are both challenging and exciting projects ahead of us that we have to intentionally address if we aspire to be a connected and inclusive community – the development of our mid-Island tract of land on the north end of the Island, census redistricting, and the William Hilton Parkway (278) Corridor Improvement Project to name a few.

Our Town Council and our Town Staff are committed to addressing our challenges and delivering best-in-class public service to our residents, but we always need your support. We are proud of this strategic plan and the breadth of projects that will enhance the quality of life for our residents, now and into the future.

A Word from the Town Manager

Marc Orlando, ICMA-CM



It is my pleasure to present the Town of Hilton Head Island's Strategic Plan for fiscal years 2022 and 2023. This plan represents the first organization-wide and policy driven strategic plan the Town has written in recent years. It follows the adoption of our comprehensive plan, **Our Plan**, and incorporates the mission, vision, and core values of **Our Plan**: pursuit of excellence, environmental sustainability, revitalize economy, inclusive community, connected community, regional focus, right-sized infrastructure, parks and recreation, and town organization.

The Strategic Plan clearly articulates Town priorities and gives Town leaders, staff members and residents a blueprint of the Town's work plan while providing a framework for budgetary and policy decisions. Our comprehensive plan, our budget and our strong commitment to provide world-class municipal services for our community underlies every strategic objective. As we navigate our future, this document will provide us guidance on where, when and how to use our Town's resources.

I am privileged to work with and lead our staff as we execute our Strategic Plan. Thank you to our Mayor and Town Council for their vision and support, the Novak Group and its facilitators who assisted in our strategic planning workshop, and our many partners and stakeholders whose input resulted in **Our Plan**, the 10-year comprehensive plan upon which we have built our strategic direction. I also express my gratitude to Town staff who are truly committed to carrying out our mission of promoting the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

Town Council

Hold for Town Council Group Photo

Pictured left to right:

Town of Hilton Head Island

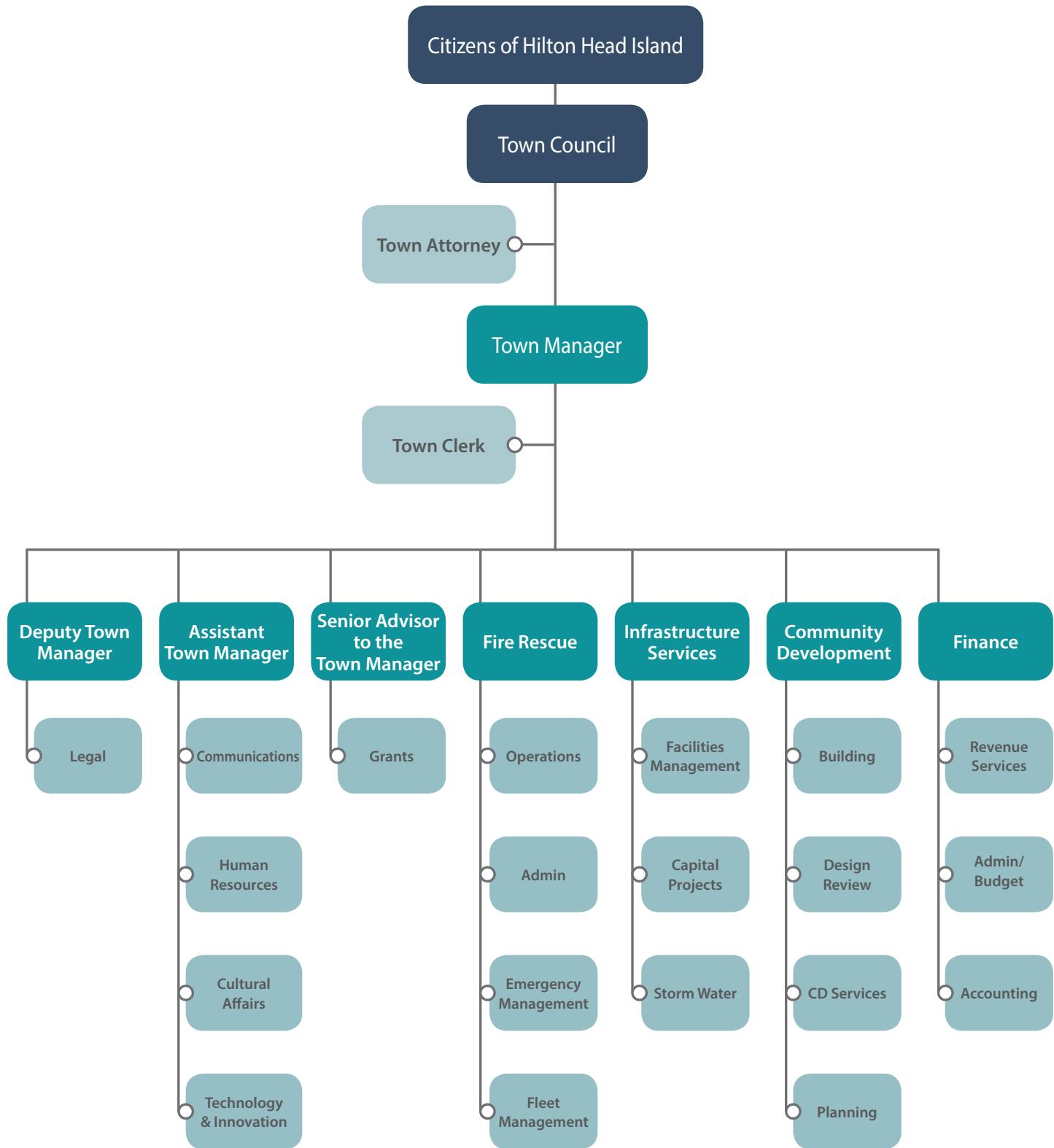
Incorporated in 1983 as a limited services government, the Town of Hilton Head Island proudly serves a diverse community of more than 40,000 residents and over 2.5 million annual visitors in all facets of life, work, and recreation. Each day, a devoted workforce of 119 Town Hall staff and 142 Fire Rescue staff come together to ensure the needs of the community are met through municipal service.

To guide this effort, the Town of Hilton Head Island operates under a clear mission statement and vision towards revitalization and modernization of its economy and infrastructure while building an inclusive and diverse community.

Our Mission

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

Town Organization Chart



Acknowledgments

Town Council

John J. McCann, *Mayor*

William D. Harkins, *Mayor Pro-Tem, Ward 2*

Alex Brown, *Ward 1*

David Ames, *Ward 3*

Tamara Becker, *Ward 4*

Thomas W. Lennox, *Ward 5*

Glenn Stanford, *Ward 6*

Town Staff

Executive

Marc Orlando, ICMA-CM, *Town Manager*

Joshua A. Gruber, JD, MPA, *Deputy Town Manager*

Angie Stone, IPMA-SCP, *Assistant Town Manager*

Shawn A. Colin, AICP, *Senior Policy Advisor to Town Manager*

Krista Wiedmeyer, *Town Clerk*

Departments

Jeff Buckalew, PE, *Interim Infrastructure Services Director*

Carolyn Grant, *Communications Director*

Jenn McEwen, *Director of Cultural Affairs*

Jennifer B. Ray, *Capital Program Manager*

Lisa Stauffer, *Director of Human Resources*

Brad Tadlock, *Fire Chief*

John Troyer, *Finance Director*

John Tuttle, *Technology & Innovation Director*

Chris Yates, *Interim Community Development Director*

Contributor

Taylor Ladd, *Project Planner & Our Plan Project Lead*

1.

Introduction



Strategic Action Plan

Purpose

A strategic action plan presents in sufficient detail the intended activities of staff and associated agencies necessary to successfully implement the policy directions of Town Council in furthering the Town's Mission. By clearly identifying agreed upon Focus Areas in this Plan and the corresponding Strategic Initiatives (initiatives) within these Focus Areas, the Town will be able to:

- Develop appropriate operating budgets;
- Identify and prioritize capital improvement projects;
 - Assist in potential revisions to existing capital improvement projects;
- Define new projects and strategic initiatives and ensure that they are matched to appropriate staff and Town resources;
- Create realistic project schedules that are in-line with established Town Council priorities; and
- Develop accountability within the project implementation process by communicating the status of active strategic initiatives and by creating measurable analytics that are clear indicators of successful performance.

How the Plan Will be Used

The Strategic Action Plan (Plan) will be updated annually as a road-map for staff to follow while implementing the identified Strategic Initiatives. All initiatives that are not capital improvement projects and require a significant investment of staff support or other similar administrative resources are also included in the Plan.

Adherence to the prioritized initiatives contained within this document will help to ensure that staff have the sufficient time and resources necessary to successfully meet expectations. The use of this Plan will also allow for budgetary decisions to be clearly identified and correlated to each initiative. The Plan should be regularly updated as part of the overall annual budget adoption process.

Any new Strategic Initiatives identified by Town Council following the adoption of the Plan will require coordination with the Town Manager to determine how such projects are ultimately implemented in light of any ongoing project(s) within the approved Plan. This will result in either a reprioritization of ongoing projects or the inclusion of new initiatives as part of future annual strategic action plans and operational budgets.



What is Not Part of the Plan

Strategic planning is an organizational management tool that is used to determine priorities, focus time and resources, strengthen organizational operations, and ensure that employees and external stakeholders are working toward common goals. Strategic planning helps to define where an organization is going for its future and what it will take to get there. Because of this it does not include routine operations, budgeted expenditures, or day-to-day core functions, and it removes focus from short-term projects.

How the Plan Is Updated

Ensuring that a strategic plan is up-to-date and sustainable relies on adherence to the following development cycle:



Strategic Planning Process: This process involves the annual strategic planning retreat of Town Council where the elected officials review the Town's Vision and Mission statements and set forth the general goals and strategies that they would like to see accomplished within the upcoming performance cycle to support that Vision and Mission.

Annual Strategic Action Plan and Budget Adoption: This is Town staff's development of a strategic action plan and corresponding fiscal budget to support the identified goals and strategies that Town Council desires to be prioritized. This plan identifies the projects to be completed in detail and sets forth the performance measures for each project.

Achievement and Progress Reporting: An annual report will be presented to and reviewed with Town Council identifying the level of progress achieved for each initiative included in the adopted plan.



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2.

Goals, Strategies & Tactics

Goals, Strategies & Tactics

Strategic planning in the governmental sector entails the purposeful allocation of limited resources through clearly identified actions that are intended to exceed customer expectations in delivering public services. Developing a dynamic yet achievable strategic action plan can be a very challenging undertaking. In order to create such a plan there must be a clear understanding of the following: what are the agency's goals; what are the strategies necessary to achieve those goals; and, what are the tactics that will be undertaken to accomplish those strategies?

At the root of many strategic planning challenges is a lack of clarity between these key planning concepts. Without a clear definition, the terms for goals, strategies and tactics can all be used interchangeably and ultimately ineffectively.

Within **Our Plan**, the Town has defined a “goal” as the direct application of the **Our Plan** vision or aspirations to the key ideas and opportunities identified for each Core Value. We define “strategy” as the primary implementation approach under **Our Plan** as a plan of action. And, we define “tactic” as a secondary implementation approach under **Our Plan** as a specific tool or action item.

- **Goal:** an aspiration; a desired outcome
- **Strategy:** a plan of action
- **Tactic:** a tool or action item



Our Plan: Setting Our Goals

The Town of Hilton Head Island adopted **Our Plan**, the 2020 to 2040 Comprehensive Plan, as a dynamic policy development tool that reflects many integral components of the Island's community fabric. It is intended to be used as a guide book for the Town and community leaders as they seek to strengthen and preserve the Island character while effectively overseeing the Island's growth and development. In developing **Our Plan's** goals, emphasis was placed on revitalizing and modernizing the Island's economy and infrastructure while at the same time building an inclusive and diverse community.

Achieving these goals will result in a community that is balanced in the areas of viable economic development, a resilient built environment, and equitable social conditions. In order to achieve many of the goals identified within **Our Plan**, it is necessary to develop an effective Strategic Action Plan that will clearly engage and communicate to both internal and external stakeholders.

Our 2020-2040 Vision

Reinventing Sustainability... Again!

**To focus on revitalization and
modernization, and
to build an inclusive and
diverse community.**

Key Community Themes

The development of **Our Plan** utilized extensive community input as part of the plan creation process. During these discussions, many of the same recurring ideas became clearly defined and were subsequently organized into 10 Key Community Themes:

- 1** Adopt and pursue **Our Ideals of Excellence**.
- 2** Protect and preserve the natural environment.
- 3** Manage evolving growth while maintaining the Island's unique aesthetic.
- 4** Provide exceptional quality of life offerings in arts, culture, and recreation with best-in-class facilities and programming.
- 5** Develop creative revenue sources to fund the delivery of capital services, maintenance, operations, and projects meeting the needs of the Town, residents, and visitors.
- 6** Recognize, respect, and promote multi-dimensional diversity on the Island.
- 7** Promote efficient and secure public services to meet current and future needs.
- 8** Plan for and mitigate the effects of climate change, environmental or health concerns, and natural disasters.
- 9** View the region as a partner, not a competitor.
- 10** Foster a healthy, self-sustaining community that encourages economic, cultural, and demographic diversity.

Our Ideals of Excellence

To be a Community that

- ① Is welcoming, inclusive, values diversity, safe, and people focused.
- ② Is recognized as an excellent place to live, work, and visit.
- ③ Preserves, values, and recognizes its history.
- ④ Attracts businesses and residents who identify with and appreciate the Hilton Head Island community *Ideals of Excellence* and Core Values.
- ⑤ Is recognized as a best-in-class destination where visitors are welcomed and the economic impact of tourism is valued.
- ⑥ Protects the natural environment as a unique quality of our identity.

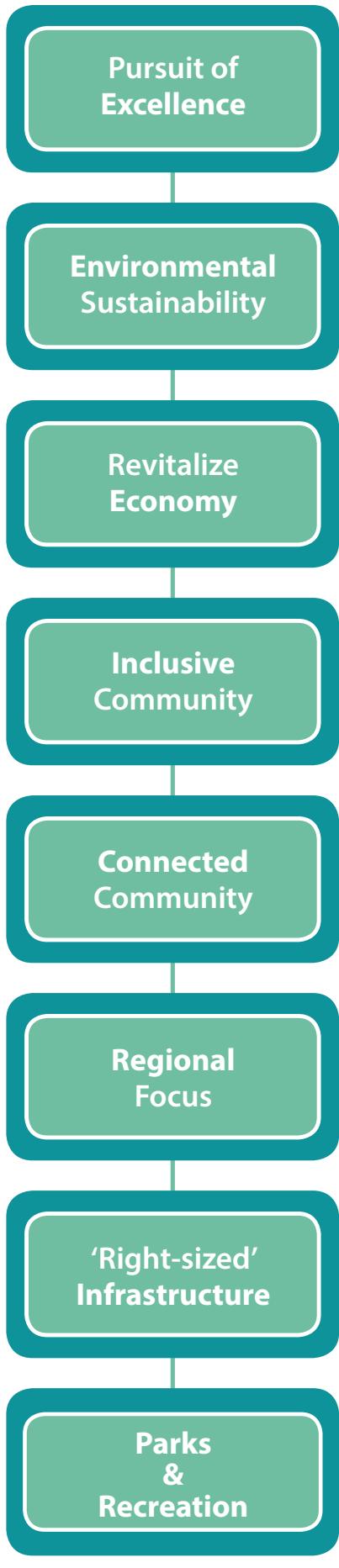
FOR
OUR
PLACE

- ⑦ Prioritizes the greater good.
- ⑧ Attracts and maintains a diverse and multi-dimensional residential population, providing a competitive live-work option.
- ⑨ Recognizes the benefit and value of arts, culture, recreation, healthy living, and education for the community.

FOR
OUR
PEOPLE

- ⑩ Fosters a collaborative, transparent, and inclusive environment when resolving concerns or planning for the future.
- ⑪ Considers sustainability as foundational to the Island's development and redevelopment of environmental and economic projects and policies.
- ⑫ Fosters a spirit of inspiration and leads by example.
- ⑬ Uses innovation and learning to continually develop and apply best practices and standards for processes and projects.
- ⑭ Continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and future.

FOR
OUR
PLANNING
&
PROCESS



Core Values & Focus Areas

The broad goals developed following the Key Community Themes were the foundation for the strategies outlined by Core Value within the **Our Plan** document. Further, this Strategic Action Plan has identified Focus Areas that correspond with and are anchored in the Core Values and Parks and Recreation. The **Our Plan** Core Values are shown below. The corresponding Focus Areas for this Plan are shown in the column to the left.

While Parks and Recreation is an Element and not a Core Value in [Our Plan](#), it is included in this Plan as a Focus Area. Parks and Recreation is representative of significant investment by the Town in numerous capital projects and initiatives, and it is a key factor of an Inclusive Community.



Our Plan Core Values with Goals by Keyword

Summary

This Plan is the guiding document the Town will use to determine how to best utilize the Town's resources over the next one to two years. [Our Plan](#), this Strategic Action Plan and the Town's annual budget are all complementary puzzle pieces which fit together and guide the Town's work during this time.

Implementing these prioritized policies of the Town will require discipline and collaboration between the Town Council, Town Manager, staff and various external stakeholders. However, in accomplishing these objectives we will be known as an Island that is recognized for its world-class environments, that embodies the tenets of sustainability, and is recognized as a leader in delivering quality public services.



3.

Strategic Initiatives

Strategic Initiatives

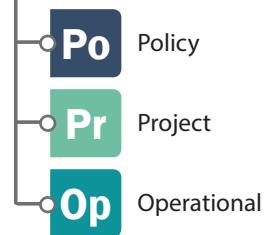
This section presents the **65** Strategic Initiatives which summarize the Town's annual Strategic Action Plan. These projects prioritize the allocation of resources over the course of Fiscal Years 2021 and 2022 and define staff's primary workload. This section is broken down into a summary of Strategic Initiatives by Focus Area followed by a more in-depth description of each initiative:

Strategic Initiatives Summary

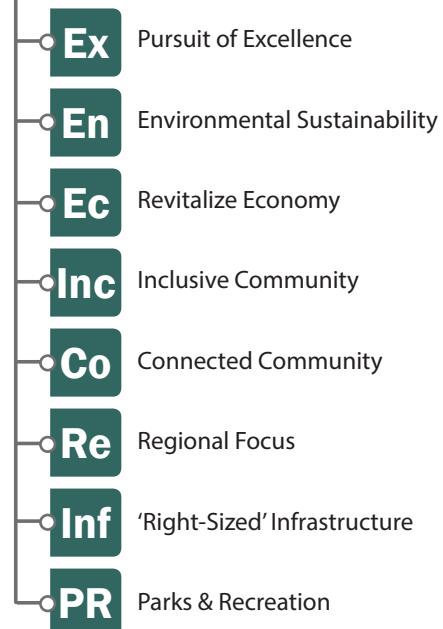
In the Summary, the Strategic Initiatives are presented by the Focus Area they support. Each listing includes the initiative name and the nature of the initiative as either Policy , Project , or Operational. It also indicates the fiscal year in which the initiative was started or is anticipated to start.

- **Policy** – Strategic Initiatives which are strategic by virtue of their legal origin and require formal action on the part of Town Council in order to accomplish. For example, amendments to Town of Hilton Head Island Ordinances, formal Resolutions, creation of new policies or revisions to existing ones, etc.
- **Project** – Strategic Initiatives which are well defined and are strategic because of the substantial commitment to resources required to accomplish them. For example, priority investment construction projects.
- **Operational** – Strategic Initiatives that consist of tasks or other activities executed by Town staff in order to provide enhanced service to Town residents, strategic partners or other customers.

Strategic Initiative Type



Focus Areas



Strategic Initiatives Descriptions

This section provides more detailed one to two-page descriptions about each of the Plan's Strategic Initiatives. The initiatives are sorted by their respective Focus Areas, then by initiative type: Policy, Project, or Operational. The descriptions include the following information:

- Strategic Initiative Name
- Starting Fiscal Year
- Strategic Initiative Type
- Focus Area
- Staff Project Manager
- Department of Primary Responsibility
- Initiative Description

Strategic Initiatives Summary Pursuit of Excellence

POLICY

Implement American Rescue Plan Funding Appropriation

FY Start: 2021

Assess Alternative Revenue Sources

FY Start: 2021

Implement Parking Master Plan

FY Start: 2022

Adopt & Implement Short Term Rental Regulations

FY Start: 2022

Implement Affiliated Agency Town Funding Process

FY Start: 2022

Adopt & Implement 2020 Census Redistricting

FY Start: 2022

Implement Cultural Affairs Strategic Plan

FY Start: 2022

Strengths, Weaknesses, Opportunities & Threats (SWOT)

Assessment of Financial Policies

FY Start: 2022

Pursuit of Excellence

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

POLICY

Adopt Real Estate Transfer Fee Extension & Expansion

FY Start: 2022

Adopt & Implement Beach Master Plan

FY Start: 2023

Enhance Beach Shuttle Services

FY Start: 2023

Establish Island Brand Development Strategy

FY Start: 2023

Adopt & Implement a Human Resources Strategic Plan

FY Start: 2023

Adopt & Implement a Technology & Innovation Strategic Plan

FY Start: 2023

OPERATIONAL

Respond to COVID-19 Pandemic

FY Start: 2020

Improve Permitting & Plan Review Process

FY Start: 2021

Conduct & Respond to Employee Satisfaction Survey

FY Start: 2021

Improve Administrative Support Process for Boards, Commissions & Committees

FY Start: 2021

Research Trends & Implement Best-in-Class Municipal Services Delivery

FY Start: 2021

Acquire Fire Rescue Center for Public Service Excellence Re-accreditation

FY Start: 2021

Implement Fire Rescue Strategic Plan

FY Start: 2021

Enhance Communications Plan with Strong Social Media Emphasis

FY Start: 2021

Pursuit of Excellence

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

OPERATIONAL

Create a Culture of High Organizational Performance

FY Start: 2022

Implement SeeClickFix Mobile & Website Application

FY Start: 2022



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Strategic Initiatives Summary Environmental Sustainability

Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.

POLICY

Implement Beach Renourishment Program & Update Beach Management Plan

FY Start: 2022

Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling

FY Start: 2023

Work with Public Service Districts (PSDs) on Long-Term Capital Projects

FY Start: 2023

Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency

FY Start: 2023

OPERATIONAL

Establish National Leadership Credibility in Environmental Sustainability & Resource Protection

FY Start: 2021

Acquire Audubon International “Sustainable Community” Recertification

FY Start: 2021

Strategic Initiatives Summary Revitalize Economy

Revitalize Economy

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

POLICY

- Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance**

FY Start: 2021

- Develop Town-Owned Property Management, Asset Management & Utilization Plan**

FY Start: 2021

- Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance**

FY Start: 2021

- Establish Economic Development Strategy**

FY Start: 2022

- Establish a Historic & Cultural District Development Corporation**

FY Start: 2023

Strategic Initiatives Summary Inclusive Community

POLICY

Implement Gullah Geechee Task Force Work Plan

FY Start: 2021

Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations

FY Start: 2021

Adopt Annual HUD/CDBG Entitlement Program

FY Start: 2021

Develop Landmark Protection Program

FY Start: 2022

Conduct Community Engagement Survey

FY Start: 2023

OPERATIONAL

Assist with Implementing Mitchelville Master Plan

FY Start: 2021

Incorporate Public Art & Culture Projects into New & Existing Parks

FY Start: 2021

Strategic Initiatives Summary Connected Community

POLICY

Assist with St. James Baptist Church Relocation

FY Start: 2020

Adopt e-Bike & e-Scooter Usage/Regulations

FY Start: 2021

Adopt Mid Island Redevelopment Strategy & Park Master Plan

FY Start: 2022

Develop Hilton Head Island Growth Framework & Illustrative Master Plan

FY Start: 2022

Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO)

FY Start: 2023

Connected Community

Facilitate true connectivity in Island physical, social, and cultural environments.

OPERATIONAL

Update Town Website

FY Start: 2021

Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High Speed Fiber/Cellular Capabilities

FY Start: 2023

Establish Sustainable Environmental Practices Social Media Campaign

FY Start: 2023



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Strategic Initiatives Summary Regional Focus

Regional Focus

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

POLICY

Assess Revisions of Beaufort County Impact Fee

FY Start: 2021

Assess Creation of Regional Housing Trust Fund

FY Start: 2021

Update Lowcountry Area Transportation Study (LATS)

Long-Range Transportation Plan

FY Start: 2021

Establish Reoccurring Regional Joint Meetings between Hilton Head Island & Beaufort County Council

FY Start: 2022

Evaluate Access between Hilton Head Island & the Greater Region through Viable Multi-Modal Transportation

FY Start: 2023

Strategic Initiatives Summary **‘Right-Sized’ Infrastructure**

'Right-Sized' Infrastructure

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

POLICY

Implement Workforce & Affordable Housing Strategy

FY Start: 2020

Develop William Hilton Parkway Gateway Corridor Plan

FY Start: 2021

Assess Main Street Right-of-Way Acquisition

FY Start: 2021

Adopt Community Addressing Ordinance

FY Start: 2023

Adopt Traffic Calming Policy

FY Start: 2023

PROJECT

Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration

FY Start: 2021

Implement Capital Improvement Program (CIP)

FY Start: 2022

Strategic Initiatives Summary Parks & Recreation

OPERATIONAL

Establish Parks & Recreation Marketing Plan

FY Start: 2021

Assist with Ford Shell Ring Park Development

FY Start: 2021

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

FY Start: 2023

Strategic Initiative Descriptions **Pursuit of Excellence**

*** The dates and times identified in this section are dependent upon many variables and are therefore subject to change.**

Implement American Rescue Plan Funding Appropriation

Start Date: FY 2021

Project Manager: John Troyer, *Finance Director*

Department: Finance

Description

Purpose:

As a result of the COVID-19 pandemic, the United States Congress adopted House Resolution 1319 known as the American Rescue Plan. This Act appropriated funding to local governments to counteract the impacts of the pandemic and to allow investment in services and infrastructure that would make the community more resilient from ongoing and future pandemics. Additionally, this Act allowed local governments to utilize this funding to restore revenues that it would have otherwise received in the absence of the pandemic and to utilize that funding for general public purposes. The Act requires that the Town provide reports on the expenditure of these funds by certain milestone dates and must ultimately develop an appropriate plan to fully expend all funding that it receives. The Town will receive \$5,227,178.00 under the Act.

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Work with Town Council to develop and adopt an approved program on the uses and expenditure of the ARP funds. Consideration should also be given to the proposed uses of funds received by Beaufort County and by the State of South Carolina to avoid duplication and maximize public impacts from this funding source.
- Provide appropriate reports to the United States Department of Treasury to ensure grant reporting compliance. Provide updates to the Finance and Administration Committee on the status of these grant awards and their approved expenditures especially including funds that are received and expended in future fiscal years.

Phase 2: 3rd Quarter 2021 - 4th Quarter 2022

- Implement Town Council adopted spending plan to include the following:
 - \$1,000,000 – Community Foundation of the Lowcountry Pandemic Impact Grants
 - \$400,000 – Home Repair-Structural Safety/Removal of Unsafe and Uninhabited Structures Program
 - \$1,000,000 – Town Hall Security and Technology Improvements
 - \$1,000,000 – Patterson Tract Development/Infrastructure
 - \$200,000 – Lateral Sanitary Sewer Connection Grants
 - \$1,627,178 – Public Infrastructure

Total = \$5,227,178

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Assess Alternative Revenue Sources

Start Date: FY 2021

Project Manager: John Troyer, *Finance Director*

Department: Finance

Description

Purpose:

Conduct an evaluation of potential future revenue sources to ensure that the Town can continue to deliver quality public services and facilities that achieve best-in-class distinction.

Phase 1: 2nd Quarter 2021 - 4th Quarter 2022

- Utilize all available resources at the federal, state and local levels to identify and obtain alternative sources of revenue, grant funding, or other project funding so as to support the strategic goals and objectives of the Town, its organizational operations and its Capital Improvement Plans.
- Examine support for potential adoption of the following:
 - Local Option Sales Tax
 - Mid-Island TIF District
 - Real Estate Transfer Fee Extension
 - Accommodations Tax

Phase 2: 3rd Quarter 2021 – 4th Quarter 2022

- Provide periodic updates on the status of alternative funding sources that have been pursued and the overall effectiveness in identifying and obtaining alternative sources of revenue.
- Discuss any corresponding use restrictions or obligations that may be required depending upon the source of the funding that is received.
- Examine Town Development Review Fees and propose adjustments as may be necessary.
- Examine future Stormwater Impact Fee rates.
- Explore opportunities to engage qualified entities to seek State and Federal funding opportunities on behalf of the Town.

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Implement Parking Master Plan

Start Date: FY 2022

Project Manager: Joshua Gruber, Deputy Town Manager

Department: Executive

Description

Purpose:

Implementation of appropriate recommendations from the Walker Consultants Parking Master Plan so as to provide more effective regulation and enforcement of beach parking facilities, improve public communication concerning available parking opportunities, and develop an enterprise program through paid parking fees that can be reinvested into the parking management program and the overall improvement of the Town's beach access areas.

Phase 1: 2nd Quarter 2021 – 4th Quarter 2021

Develop comprehensive presentation of potential legislative actions for consideration by the Public Planning Committee.

- Discuss creation of an enterprise fund for parking operations. Revenues generated from parking fees and/or vendor payments/concessions would be dedicated to paying for operational expenses related to administering an all-inclusive comprehensive parking program. Any additional revenues generated under this program would then be reserved for improving beach parking infrastructure and related access improvements.
- Provide an outline of the draft legislative changes that would be necessary in order to create a comprehensive parking program. This would include requirements to pay to park, oversee the administration of the paid parking program, and allow for appropriate enforcement mechanisms to include the creation of a new administrative penalty associated with parking violations and the necessary due process requirements to constitutionally impose such fines.

Phase 2: 4th Quarter 2021 – 3rd Quarter 2022

Develop a public solicitation for a qualified vendor that can partner with the Town to assist in the creation, development, execution and oversight of the Town's comprehensive beach parking program.

- Discussion of solicitation would include input and feedback from the appropriate standing committee of Town Council as well as comments received during the implementation of Phase 1. Develop a contractual proposal, inclusive of proposed capital investment, technology investment, and operational management and enforcement monitoring plan to be submitted to Town Council.
- Adopt legislative changes necessary to align Town Code with beach parking master plan.

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Adopt & Implement Short Term Rental Regulations

Start Date: FY 2022

Project Manager: Teri Lewis, Deputy Community Development Director

Department: Community Development

Description

Purpose:

Develop a Short-term Rental Ordinance to address the numerous impacts of short-term rentals on single-family neighborhoods including the destruction of neighborhoods, environmental impacts, demands on Fire Rescue services and infrastructure, and an imbalance between residential and resort districts.

Phase 1: 3rd Quarter 2021 – to 1st Quarter 2022

- Research short-term rental ordinances in other resort communities.
- Coordinate with Finance Department on their related business license Ordinance.
- Obtain stakeholder input.
- Review research results with Public Planning Committee.

Phase 2: 2nd Quarter 2022 – to 3rd Quarter 2022

- Working with the Legal Department, draft and revise the Ordinance.

Phase 3: 3rd Quarter 2022 – to 4th Quarter 2022 Winter 2021 – Spring 2022

- Guide the Ordinance through adoption with review by the LMO Committee, the Planning Commission, the Public Planning Committee, and Town Council.

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Implement Affiliated Agency Town Funding Process

Start Date: FY 2022

Project Manager: Joshua Gruber, Deputy Town Manager

Department: Executive

Description

Purpose:

In order to ensure an equitable, consistent, and transparent means of receiving, evaluating, and making awards of public funding to private entities, the Town should undertake an examination of this process to fully understand what limitations, if any, are in place regarding the appropriate of public funds to private entities. There should also be the development of a formalized process that will guide this decision making process to achieve the desired outcomes in the consideration of these types of requests.

Phase 1: 2nd Quarter 2021 - 4th Quarter 2021

- Provide educational information to the Finance and Administration Committee on the current legal ability to provide public funding to private entities through a formal presentation and address any questions or concerns that may arise out of this discussion.
- Develop a proposed formal process by which Town Council, through the Finance and Administration Committee would receive, evaluate, and recommend funding requests that are received from outside agencies.
- Support the procedural process for any formal policy that may ultimately be considered for approval by Town Council.

Phase 2: 4th Quarter 2021 - 2nd Quarter 2022

- Incorporate any policies that are adopted by Town Council into the formal budget consideration and adoption process making sure to provide advance notification to the public and to any existing agency that has received or requested public funds from the Town.

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Adopt & Implement 2020 Census Redistricting

Start Date: FY 2022

Project Manager: Joshua Gruber, *Deputy Town Manager*

Department: Executive

Description

Purpose:

The Town is constitutionally required to redraw the boundaries of its Town Council wards upon the completion of a decennial census in order to ensure equal representation and the cohesiveness of neighborhoods or other similar communities of interest.

Phase 1: 3rd Quarter 2021 – 4th Quarter 2021 Fall – Winter 2021

- Utilize the services of the South Carolina Revenue and Fiscal Affairs Office to provide public engagement on the redistricting process, constitutional mandates, and address questions and concerns of the Hilton Head Island Community.
- Work with the Revenue And Fiscal Affairs Office to prepare and present a baseline redistricting plan for the Town's six Town Council wards that adheres to the following principles:
 - Compactness – wards should be geographically cohesive as possible
 - Contiguity – wards must be geographically connected
 - Equal Representation – ward boundaries should be drawn to ensure equal populations figures are present to ensure constitutional principles of “one-person, one-vote”
 - Communities of Interest – maintain neighborhoods and other similar community interests so as to ensure that elected representatives of representative of these particular communities
 - Constituent Consistency - preserve the core of existing districts and respect incumbent representatives

Phase 2: 1st Quarter 2022 - 2nd Quarter 2022

- Conduct public education on proposed redistricting plan in order to ensure public knowledge and understanding of the proposed district boundaries.
- Assist Town Council in the adoption of an Ordinance redrawing Town Council ward boundaries to ensure constitutional compliance.

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Implement Cultural Affairs Strategic Plan

Start Date: FY 2022

Project Manager: Jenn McEwen, *Director of Cultural Affairs*

Department: Office of Cultural Affairs

Description

Purpose:

Implement the Office of Cultural Affairs Strategic Plan so as to enhance arts and cultural activities on the Island through the coordination and alignment of new and existing projects/programs.

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Develop a presentation to the Community Services and Public Safety Committee that effectively outlines the various goals and objectives identified within the draft Office of Cultural Affairs Strategic Plan.

Phase 2: 3rd quarter 2021 - 4th Quarter 2021

- Upon the concurrence of the CSPSC, submit a draft Resolution to Town Council adopting the Strategic Plan

Phase 3: 4th Quarter 2021 -4th Quarter 2022

- Implement recommendations from the adopted Strategic Plan.

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Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies

Start Date: FY 2022

Project Manager: John Troyer, *Finance Director*

Department: Finance

Description

Purpose:

Conduct a comprehensive review of the Town's current formalized fiscal policies to identify any areas for improvement or further strengthening of the Town's fiscal practices.

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Phase 1: 4th Quarter 2021 - 2nd Quarter 2022

- Review current debt and financial policies.
- Conduct survey to determine best practices across peer organizations – regionally and nationally.

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Phase 2: 2nd Quarter 2022 - 3rd Quarter 2022

- Consider updates to debt and financial policies to maintain a "best practices" position.
- Analyze the potential impact on Town operations, Town financial position, Town bond ratings and the current and future Capital plans if potential changes to policies are adopted.
- Make recommendations to Town Manager to include any proposals with the proposed budget for FY 2023.
- Discuss proposed changes to debt and financial policies with Town Council as the FY 2023 Budget is being crafted and receive input from Town Council (Spring 2022).

Phase 3: 3rd Quarter 2022 - 1st Quarter 2023

- Present updated debt and financial policies with the proposed Budget for FY 2023 and provide opportunity to receive public input.
- Formally adopt the new policies.
- Implement the new debt and financial policies.
- Evaluate the usage of an "open checkbook" type of software to better communicate the Town's financial information to the public.

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Adopt Real Estate Transfer Fee Extension & Expansion

Start Date: FY 2022

Project Manager: Joshua Gruber, *Deputy Town Manager*

Department: Executive

Description

Purpose:

Pursue extension of the Real Estate Transfer Fee and evaluate the modification of its uses to allow for the maintenance and improvement of existing properties that have previously been acquired by the Town.

Phase 1: 1st Quarter 2022 - 2nd Quarter 2022

- Develop an informational memorandum on the history of the Real Estate Transfer Fee (RETF), the prior collections that have occurred under the program and the property that has been acquired through the use of the fee.
- Identify the potential terms and conditions that could be included within a proposed extension and/or expansion of the fee for consideration by both internal and external groups.

Phase 2: 2nd Quarter 2022 - 3rd Quarter 2022

- Develop a list of necessary/impacted stakeholders to present the information memorandum and proposed extension and/or expansion terms.
- Conduct in-person presentations of these materials to these organizations to obtain direct feedback and comments.
- Make potential adjustments to potential terms and conditions based upon the received responses.

Phase 3: 3rd Quarter 2022 – 4th Quarter 2022

- Summarize feedback received and obtain further policy direction from members of Town Council.
- Deliver draft ordinance based upon the policy direction that is received.

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Adopt & Implement Beach Master Plan

Start Date: FY 2023

Project Manager: Aaron Black, Facilities Manager

Department: Infrastructure Services

Description

Purpose:

Undertake a study of the public beach access areas and the overall beach going experience to develop a Beach Master Plan. Solicit public input and engagement in the Master Planning process to achieve stakeholder buy in and facilitate implementation of the Master Plan recommendations.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- The Town will hire a Beach Operations Manager who will be charged with overseeing all beach operations and management of all beach-related contracts.

Phase 2: 3rd Quarter 2021 – 2nd Quarter 2022

- The Beach Operations Manager will evaluate the prior Beach Ambassador Program and develop recommendations in the continued operations of this program and how its mission might be furthered in providing a quality beach going experience.
- Either directly or through the engagement of a qualified third-party, the Beach Operations Manager will oversee an evaluation of the current level of services being offered to the public through the public beach accesses and the overall on-beach experience.

Phase 3: 2nd Quarter 2022 – 4th Quarter 2023

- Staff or the third-party will be charged with conducting substantial public engagement to gather feedback from various stakeholders and public interest organizations.
- Staff or the third-party will prepare a Beach Master Plan which shall be presented to Town Council for adoption by Resolution and shall become an appendix of the Town's Comprehensive Plan.
- Areas of evaluation should also include an assessment of the Town's Beach Pass Decal Parking system to evaluate potential changes to the number of passes issued, the annual cost of the passes, potential technology upgrades to simplify and expedite pass processing, and implementation of the program at Islander's Beach Park.
- Assess need for additional beach regulations such as prohibiting smoking, tent/canopy usage, and other potential areas as may be necessary to ensure a safe and enjoyable beach experience.

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Enhance Beach Shuttle Services

Start Date: FY 2023

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

Provide a safe, clean, well-publicized and enjoyable free beach shuttle service that will transport citizens between parking areas and public amenities. Evaluate enhancements to both beach shuttle service and area trolley service so as to increase resident experience associated with these activities.

Phase 1: 4th Quarter 2021 - 1st Quarter 2022

- Assess designated beach parking areas, and potential new partners for satellite beach parking.
- Assess shuttle routes for timelines and customer understanding of frequency, usage, and infrastructure needs.
- Evaluate expanded use of beach shuttle and trolley services via a cost-benefit analysis.

Phase 2: 1st Quarter 2022 - 3rd Quarter 2022

- Develop preliminary shuttle plan, including funding and revenue projections, and identify resources required for implementation, including an assessment of infrastructure transportation enhancements that may be required.
- Identify beneficial amenities that can be implemented, such as bicycle parking facilities and concessions. Draft legal documents as appropriate where partnering opportunities are identified.
- Evaluate area trolley usage and identify potential revisions, modifications, or enhancements necessary for this service.

Phase 3: 3rd Quarter 2022 - 4th Quarter 2022

- Develop and finalize strategic plan that most efficiently meets user needs.
- Complete procurement of additional resources and implement infrastructure enhancements identified as being required.
- Enhance public awareness and marketing efforts.

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Establish Island Brand Development Strategy

Start Date: FY 2023

Project Manager: Angie Stone, Assistant Town Manager

Department: Executive

Description

Purpose:

The Town will develop an Island brand development campaign in partnership with the Town's Destination Marketing Organization to identify Town vision and values and a framework to communicate our vision, values, and enhance all facets of the Town's image and brand.

Phase 1: 3rd Quarter 2022 - 3rd Quarter 2023

- In coordination with the Town's Destination Marketing Organization (DMO) and the Office of Cultural Affairs, lead a comprehensive team that will begin the groundwork for an organizational journey through brand development/rebranding.
- Determine overall goal of developing the brand/rebranding for the Town of Hilton Head Island.
- Conduct a communications audit of all existing graphic assets (logos, fonts, colors, etc.), value statements and other brand components.
- Develop Style Guide to provide instruction on existing use logo, suggested fonts, official colors, layouts, graphic element/implementation, email signatures, etc., until brand/rebranding process is completed and adopted.

Phase 2: 3rd Quarter 2023 - 1st Quarter 2024

- Develop a Request for Qualifications to publicly solicit the services of a branding/marketing firm to assist in development of an Island brand/rebranding campaign.
- Interview and select a branding/marketing firm to assist in development of an Island brand/rebranding campaign.

Phase 3: 1st Quarter 2024 - 2nd Quarter 2024

- Present brand/rebranding campaign to Town Council for adoption.
- Launch Island brand/rebranding campaign, including refreshed identity and visual brand that reflects and supports the Town's vision, values, goals and priorities.

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Adopt & Implement a Human Resources Strategic Plan

Start Date: FY 2023

Project Manager: Lisa Stauffer, *Human Resources Director*

Department: Human Resources

Description

Purpose:

Develop a Human Resources strategic plan that provides the methods to address current and future workforce needs to achieve Town Council's work plan.

Phase 1: 3rd Quarter 2021 - 3rd Quarter 2022

- Meet with senior staff to identify specific human capital needs in the following areas:
 - Current and future skill needs
 - Current and future position needs
 - Opportunities for retooling current workforce
- Identify gaps between future needs and present capabilities.
- Identify opportunities to enhance the employee experience.
- Identify opportunities to invest in our employee's development.
- Identify opportunities to integrate diversity and inclusion strategies in recruitment, performance management, leadership assessment, and training.
- Review our current on-boarding program to identify opportunities for cultural awareness improvement as part of the employee on-boarding process to include:
 - Organizational relationship development
 - Awareness of the Town operations and initiatives
 - Historical, cultural and ecological education
 - Valuing differences in the workplace

Phase 2: 4th Quarter 2022– 2nd Quarter 2023

- Formulate gap strategies and prioritize those strategies.
- Assess benefit of formal internal mentorship program.
- Assess available external resources for education/awareness of Island history, uniqueness, culture, ecology, etc
- Evaluate Town policies and procedures to ensure they support diversity and inclusion best practices.

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Adopt & Implement a Human Resources Strategic Plan

Phase 3: 3rd Quarter 2023 - 4th Quarter 2023

- Implement enhanced on-boarding program.
- Implement diversity and inclusion training program for all employees.
- Implement inclusive leadership training program.

Phase 4: Ongoing

- Upon completion of first program cycle, assess program success and opportunities for further enhancement.

Adopt & Implement a Technology & Innovation Strategic Plan

Start Date: FY 2023

Project Manager: John Tuttle, *Technology & Innovation Director*

Department: Technology & Innovation

Description

Purpose:

Develop a Technology and Innovation Strategic Plan that provides a method to achieve overall and long-term information technology goals.

Phase 1: 3rd quarter 2022 - 4th Quarter 2022

Determine information technology's strategic position:

- Identify issues that need to be addressed.
- Identify opportunities and threats.
- Assess current and future demands.
- Determine strengths and weaknesses.
- Synthesize data from Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

Phase 2: 4th Quarter 2022 – 2nd Quarter 2023

Develop the strategy:

- Define the IT mission, our core purpose.
- Define IT values, our core beliefs.
- Define the IT vision, what do we consider success?
- Define organization-wide strategies, how we will succeed.
- Develop long term objectives, 3-year plan.

Phase 3: 3rd Quarter 2023 - 4th Quarter 2023

Build the plan:

- Utilize SWOT to guide priorities.
- Identify short SMART goals.
- Establish key performance indicators.
- Establish department wide goals.
- Establish team member goals.
- Determine a one-year budget.

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Adopt & Implement a Technology & Innovation Strategic Plan

Phase 4: Ongoing

Manage the plan:

- Publicize IT strategies internally.
- Set progress review dates.
- Adapt plan quarterly as appropriate.
- Update the strategic plan annually.

Respond to COVID-19 Pandemic

Start Date: FY 2020

Project Manager: Tom Dunn, Emergency Manager

Department: Fire Rescue

Description

Purpose:

To ensure the Town continues to recognize and monitor changes in data related to the COVID-19 pandemic so that policy decisions can be made that support the safety of the community and employees.

Phase 1: 1st Quarter 2020 - 4th Quarter 2022

Collect data to provide to Town Council and Town Leadership resources to monitor vaccination rates and positive case numbers in Beaufort County and by ZIP Code to assist in policymaking determinations. On-Going. Time Line: 6-12 Months

References:

- DHEC County-Level Data for COVID-19 Dash Board - <https://scdhec.gov/covid19/south-carolina-county-level-data-covid-19>
 - To see specific ZIP Code data select Beaufort County and hover the mouse over the shaded area.
- DHEC Vaccination Dashboard - <https://scdhec.gov/covid19/covid-19-vaccination-dashboard>
- Provided Daily:
 - COVID-19 Cases By County
 - Emergency Managers PDF – COVID Cases by ZIP Code
 - COVID-19 Daily Deaths

Phase 1A: Ongoing

- Continue to support all Town employee protocols and procedures to ensure all working spaces and public areas are as safe as possible for employees and visitors.
- Continue to support updates to Fire Rescue emergency response protocols and procedures to ensure safe operational response for personnel and the public.

Phase 2: Ongoing

- Continue to monitor community spread and evaluate the need to support Hilton Head Regional Hospital in providing free community testing for the COVID-19 virus.

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Respond to COVID-19 Pandemic

Phase 3: Ongoing

- Continue to support local vaccination efforts by the South Carolina Department of Health Hilton Head Regional Hospital and local non-profit organizations.

Improve Permitting & Plan Review Process

Start Date: FY 2021

Project Manager: Teri Lewis, Deputy Community Development Director

Department: Community Development

Description

Purpose:

Identify areas of improvement within the Town's permitting and plan review processes so as to accelerate the time necessary to conduct sufficient reviews to the greatest extent practical, improve communications with customers regarding the status of pending request, and significantly improve the overall customer service experience associated with obtaining a permit or development plan review.

Phase 1: 2nd Quarter 2021 - 4th Quarter 2021

- Improve customer service by achieving faster permit entry and plan review, better communications, and streamlining processes.
- Continue using temporary measures to catch up on permit entry and plan review:
 - Hire contract employees to assist with plan review.
 - Utilize other staff members to enter, issue and finalize permits.
 - Extend work hours of existing staff by transitioning from part-time to temporary full time.

Phase 2: 2nd Quarter 2021 – 3rd Quarter 2021

- Develop process improvement documents to aid in application process and review process such as tips for perfect submittals, permit review metrics, and a permit application table. Share with the public through meetings, e-mail blasts, and creative communication strategies.

Phase 3: 3rd Quarter 2021 - 2nd Quarter 2022

- Further streamline the plan review process, including regular follow up and permit tracking.
 - Improve the online permitting process by enabling online submittals of all applications and implement an online permit tracking map.
 - Create a customer satisfaction survey to gather customer feedback and implement suggested improvements.
 - Establish clear and quantifiable metrics along with a corresponding reporting mechanisms in order to track staff performance of plan review and permitting process objectives.
 - Prepare both internal and external reports to communicate measurement of success in achieve processing metric goals.

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Conduct & Respond to Employee Satisfaction Survey

Start Date: FY 2021

Project Manager: Lisa Stauffer, Human Resources Director

Department: Human Resources

Description

Purpose:

Conduct an Employee Survey assess employee engagement focusing on accountability, communication, recognition, working relationships and the employee's understanding and commitment to the Town's mission and core values.

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Identify consultant to support development and deployment of employee survey.
- Provide input and guidance on questions; identify data cuts to enable meaningful and actionable analysis of responses.
- Pilot draft survey and disseminate pre-launch communications.
- Consultant will launch employee survey.

Phase 2: 3rd Quarter 2021 - 2nd Quarter 2022

- The consultant will collect and analyze data, identify areas of strength/concern, and present results to executive leadership team.
- Town leadership, with consultant support, will hold multiple Town Hall meetings with Town staff to share results, solicit additional input and communicate what action items will be taken.

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Improve Administrative Support Process for Boards, Commissions & Committees

Start Date: FY 2021

Project Manager: Krista Wiedmeyer, Town Clerk

Department: Executive

Description

Purpose:

Implement a technology solution to ensure public meetings run smoothly, increase internal efficiency, and document decisions proficiently so policymaking is open and available to the public. Effectively manage boards and commission appointments, talent bank, applicant tracking, and administration required to optimize the processes of the various Town board, commissions, and committees.

Phase 1: 1st Quarter 2021 – 3rd Quarter 2021

- Establish working groups with the Town Clerk, administrative staff, and Technology and Innovation to identify processes and features to be included in an appropriate technology solution.

Phase 2: 3rd Quarter 2021 – 4th Quarter 2022

- Implement roll out of new Board and Commission software solution.
- Conduct internal training with identified user groups.
- Roll out new application process to the public via the Town website.
- Establish a standard operating procedure for board, commission and committee appointment, recruitment, application, selection, on-boarding, training, and appreciation.

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Research Trends & Implement Best-in-Class Municipal Services Delivery

Start Date: FY 2021

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

The Town will become known as an entity that delivers a superior level of public services as compared to its peers and will be on the leading edge of new advancements in the areas of smart/connected cities, digital service delivery, and an emphasis on overall customer experience.

Phase 1: 2nd Quarter 2021 – 4th Quarter 2022

- Work with staff to develop and reinforce a culture of learning and constant improvement with an emphasis on being on the leading edge of new service delivery strategies. Examples of this include:
 - Creating an end-to-end customer experience
 - Differentiating between ‘experience’ and ‘service’
 - Creating a uniform environment
 - Using design thinking principles
 - Tapping into the collective intelligence of our local citizens
 - Adopting an iterative approach
- Reinforce the importance of fostering a creative/cutting edge approach to problem solving issues and explore opportunities to develop creative solutions that place us ahead of our competitors.
- Create expectations within performance planning for staff to include research and exploration of new ideas as critical components of organizational success.
- Develop a clear organizational understanding that in order to be amongst the leaders in local public service delivery we can never be content with our existing service levels or delivery methods.

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Acquire Fire Rescue Center for Public Service Excellence Re-accreditation

Start Date: FY 2021

Project Manager: Joheida Fister, Deputy Chief/Fire Marshall

Department: Fire Rescue

Description

Purpose:

To maintain the current Fire Service Accreditation status from the Commission on Fire Accreditation International through the Center for Public Service Excellence. Fire Rescue has been an accredited agency since 2002 and this re-accreditation process will be the 5th time Fire Rescue has applied for this status and highlights a continuous improvement model that requires an internal self-assessment documenting how the department meets the CFAI criteria.

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Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Complete the required update to the 2016 Standard of Cover / Community Risk Assessment prior to September 1, 2021.
- Complete the required Self-Assessment Manual.

Phase 2: 3rd Quarter 2021 –4th Quarter 2021

- Submit the required documents to the CFAI by the Sept. 30, 2021 due date:
 - Strategic Plan
 - Standard of Cover / Community Risk Assessment (SOC / CRA)
 - Self-Assessment Manual (SAM)

Phase 3: 4th Quarter 2021 – 2nd Quarter 2022

- Upon initial review of the Fire Rescue SAM by the CFAI PEER Team, schedule and host on-site the PEER Team that will verify and validate the department's Self-Assessment Manual. The estimated time period for on-site visit is late fall.
- Fire Rescue will attend (either virtual or in-person) a CFAI Commission Hearing to defend the request to be re-accredited. Hearing will be scheduled upon completion of the site visit and a recommendation from the PEER team to proceed to a hearing.

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Implement Fire Rescue Strategic Plan

Start Date: FY 2021

Project Manager: Brad Tadlock, Fire Chief

Department: Fire Rescue

Description

Purpose:

To address the goals and objectives identified in the 2019-2024 adopted Fire Rescue Strategic Plan that supports the continuous improvement of the department.

Phase 1: 2nd Quarter 2021 2nd Quarter 2022

- Continue the implementation of *Goal #3 Improve the Community Outreach Programs to promote our message to the community utilizing the existing assigned working group.* In Progress.

Phase 2: 2nd Quarter 2021 - 2nd Quarter 2022

- Continue the implementation of *Goal #1 Create the appropriate staffing model to fulfill the needs of the department and best serve the community.* In Progress. The SOC / CRA has recommendations for future staffing considerations for line operations and dispatch.
- Work with HR to evaluate Administrative Staffing levels to ensure the number of staff can compete the workload based on community and Town expectations.

Phase 3: 3rd Quarter 2021 – 3rd Quarter 2022

- Implement a working group in the fall of 2021 to address the objectives of *Goal #5 Improve the quality of EMS care on Hilton Head Island.*
- Implement a working group in the fall of 2021 to address the objectives of *Goal #2 Enhance the professional development of our personnel to meet the needs of our organization and community.*

Phase 4: Ongoing

The following goals are on hold until after re-accreditation is complete:

- *Goal #4 Enhance Emergency Communications through recognized best practices and regulations to meet organizational needs.*
- *Goal #6 Enhance information the technology systems to support the mission and improve efficiencies.*

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Enhance Communications Plan with Strong Social Media Emphasis

Start Date: FY 2021

Project Manager: Carolyn Grant, *Communications Director*

Department: Communications

Description

Purpose:

The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and the community in a timely and effective manner. Further development of this plan will align with the strategic priorities of the Hilton Head Island Town Council thereby advancing the Town's goals and objectives.

Phase 1: 2nd Quarter 2021 - 2nd Quarter 2022

- Review existing communications plan and multi-communications channels to determine areas of improvement, and meet with department leaders to evaluate their communication needs and engage their support of communication efforts.
- Enhance communications plan based on leadership dialogue, Town vision and priorities, and best practices in the field of municipal communications, including social media.
- Develop and deploy a robust and active social media strategy that leverages existing media assets and builds direct communications to audiences.
 - Create a social media master schedule, including campaigns aligned with Town priorities, and continue using analytics to make decisions about what to post and when and to better understand our followings.
 - Review and update existing social media policies and procedures for the Town's digital communications efforts.
 - Deploy a redesigned virtual newsletter for the Town.
 - Identify and implement a social media tracking platform to provide better analytics and tracking, to measure the frequency and tone of Town of Hilton Head Island mentions across numerous platforms, and to better understand our followings, engagements and reach. Develop a Request for Proposals. Started March 2021.
 - Identify online communities servicing our Island and look for ways that the Town can become a leader in sharing information to these communities.
 - Connect with local stakeholders to better understand and address the cultural needs of different audiences, and make sure we are appropriately reaching them through social media platforms. On-going.

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Enhance Communications Plan with Strong Social Media Emphasis

Phase 2: 3rd Quarter 2022 - 4th Quarter 2022

- Present enhanced communications plan to stakeholders, including Town staff and Town Council.
- Implement new strategies outlined in enhanced communications plan.
- Develop and implement a plan for multi-lingual translation services that will ensure the Town doesn't overlook important audience segments and is able to successfully reach Spanish-speaking, and visually- or hearing-impaired residents more effectively.

Phase 3: Ongoing

- Continue to explore the numerous platforms available and identify the best social media sites/tools to implement that will reach our target audiences and, if valuable, begin employing them for communication of the Town's policies, services and programs.

Create a Culture of High Organizational Performance

Start Date: FY 2022

Project Manager: Marc Orlando, Town Manager

Department: Executive

Description

Purpose:

Improve overall governmental service levels and operational accountability within Town government through the establishment of a culture that strives for organizational excellence.

Phase 1: 3rd Quarter 2021 - 4th Quarter 2021

- Assess the organizational design and leadership capabilities of Town staff.
- Assess the organization's vision and the goals that it should be striving to achieve.

Phase 2: 3rd Quarter 2021 – Ongoing

- Identify opportunities for organizational realignment to better:
 - Improve customer service levels
 - Achieve continuous process improvement
 - Align staff to maximize productivity
 - Provide enhanced leadership to all staff members
 - Create an environment that emphasizes innovation
- Provide professional leadership and growth opportunities to facilitate staff development.
- Communicate and implement changes in organizational operation and personnel roles as may be necessary.
- Assess success of realignment after 6 months and again at 1 year. Make additional changes as warranted.

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Implement SeeClickFix Mobile & Website Application

Start Date: FY 2022

Project Manager: John Tuttle, *Technology & Innovation Director*

Department: Technology & Innovation

Description

Purpose:

Enhance civic engagement by providing citizens with the ability to report issues like potholes, illegal dumping, overgrown parks and blight issues directly to the Town of Hilton Head Island. The issue submitter will receive an email when the request has been seen and assigned by the department and when the issue has been resolved. Department representatives will access the requests using Cartegraph OMS, the Town's asset/work order management system, .

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Phase 1: 3rd Quarter 2021 - 4th Quarter 2021

- Review and configuration of service request types in SeeClickFix.
- Build integration of SeeClickFix and Cartegraph.
- Develop customized marketing materials for the public announcement of the new SeeClickFix application.
- Staff training on how to process and respond to service requests in SeeClickFix and Cartegraph.
- Final review and testing of SeeClickFix on the website and Cartegraph integration.
- Launch SeeClickFix on Town website.

Phase 2: 2nd Quarter 2023 - 4th Quarter 2023

- Addition of new marketplace application that will enable the Town to deploy its own application in the Google and Apple play store.
- Monitoring of service requests and work orders with the use of interactive maps, dashboards, and reports.
- Addition of service request types as needed.

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Strategic Initiative Descriptions Environmental Sustainability

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Implement Beach Renourishment Program & Update Beach Management Plan

Start Date: FY 2022

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

The beaches of Hilton Head Island are one of its most vital assets and great care must be taken to manage them through future storm events and potential sea level rise. In order to improve the overall coastal resiliency of the island, protect natural habitats and resources and manage the beaches, the Town will work to review and propose cost-effective improvements to the beach management program.

The elements of Town's beach nourishment program should be allowed to evolve with time to take advantage of lessons learned and to incorporate new goals. The present program has been highly successful in achieving the goals of buffering erosion, maintaining a desirable width and quality of recreational beach, renourishing on a flexible schedule with multiple sand sources, and exercising environmental sensitivity. The next step to improve upon this plan is adding increased storm protection and climate change resiliency to the goals with incremental improvements to the existing plan, using a cost effective approach that improves the resident and tourist experience at the beach.

Phase 1: 3rd Quarter 2021 - 4th Quarter 2022

- Evaluate the Beach Renourishment Program and identify any new goals and objectives to incorporate into the next project before design begins.
- Facilitate partnership discussions with Hilton Head Plantation representatives to pursue cooperative the renourishment of the Pine Island Beach as a part of the Town's 2025 beach renourishment project.
- Consider adding additional geographic areas of the Island such as Mitchelville and Fish Haul Beach into the Town's statutory definition of "public beach" in order to facilitate the renourishment of these areas as part of the Town's greater plan to conduct a 2025 beach renourishment project.
- In accordance with the South Carolina Beachfront Management Act, update the Town's Local Comprehensive Beach Management Plan and submit to SCDHEC-OCRM for approval by the August 30, 2022 deadline. The plan shall be approved by Town Council prior to submittal.

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Implement Beach Renourishment Program & Update Beach Management Plan

Phase 2: 4th Quarter 2022 - 2nd Quarter 2023

- Continue design and permitting activities required to facilitate the 2025 beach renourishment project.
- Consider Public-Private-Partnerships to achieve stated goals of protecting and managing coastal infrastructure.
- Continue to work with the State to receive beach renourishment funds in the event the Town does not have local funding to renourish qualifying areas.
- Monitor Beach Renourishment funds and recommend changes or pursuit of other sources as warranted for future projects.
- Maintain and replenish appropriate levels of Town disaster relief funds.

Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling

Start Date: FY 2023

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

The Town's **Our Plan** document lays out several goals related to increasing capacity with regards to processing recyclable materials and ensuring the long-term viability of solid waste disposal for the Island. To achieve these objective, the Town will need to work in coordination with Beaufort County as the agency responsible for household waste streams disposal for the entire county and jointly pursue opportunities that improve recycling and composting rates.

Phase 1: 3rd Quarter 2022 - 3rd Quarter 2023

- Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- Engage in dialogue with Beaufort County regarding their long-range solid waste disposal and recycle programs. If they undertake revisions or update to their long-range plans, actively participate in such discussions in order to represent the goals of the Island in these plans.
- Propose discussions with Beaufort County regarding the potential creation of an off-Island materials processing center that would facilitate increases recycling rates from within the Town and the greater region.
- Examine the creation of composting models at highly visible sites around the Town.

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Work with Public Service Districts (PSDs) on Long-Term Capital Projects

Start Date: FY 2023

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

Assess appropriate partnership opportunities with PSD Facilities and Capital Projects to ensure future delivery of potable water to Hilton Head Island residents.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Work with PSDs to identify current as well as long-term capital and facility improvements necessary to deliver water and wastewater services to the community.

Phase 2: 4th Quarter 2022 - 1st Quarter 2023

- Work with PSDs to develop a water and wastewater service CIP project map or dashboard tool.

Phase 3: 1st Quarter 2023 - 3rd Quarter 2023

- Identify opportunities to utilize partnerships to deliver facility and service needs consistent with Town Council goals.
- Explore opportunities to utilize Town-owned property for site facilities and other utility infrastructure if deemed appropriate.
- Work with PSDs to execute partnership opportunities, capital plans and other mutually beneficial agreements deemed appropriate.

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Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency

Start Date: FY 2022

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

As Hilton Head Island is a barrier island subject to the impacts of sea level rise and other climate related affects, it is vital that a plan be developed to enhance resiliency of the island's infrastructure and developed areas against future storm events and potential sea level rise. In order to improve the resiliency of the island, the prudent application of climate change science and data to inform our administrative decisions, public policy, and infrastructure investments is critical. By using the most up to date models and sound information on future projections, we can assess vulnerabilities and enhance our adaptive capacity with tools and actions designed to protect the short and long-term interests of our residents and businesses and public infrastructure.

Phase 1: 3rd Quarter 2022 – 2nd Quarter 2023

- Evaluate similar existing plans from other entities and agencies.
- Outline the goals, objectives, extents, schedule, and stakeholders of the plan
- Compile existing data and studies, local, regional and national, relevant to the plan.
- Establish HHI tide gage and participate in statewide sea level monitoring program
- Facilitate partnership discussions with local, state and federal agencies regarding data sharing, grant funding,
- Identify critical infrastructure, facilities,
- Identify all Town ordinances and regulations that could be modified to increase future protections of property, infrastructure, and buildings.

Phase 2: 2nd Quarter 2022 – 2nd Quarter 2023

- Procure consultant(s) to model future sea level rise and storm scenarios to identify inundation impacts and a menu of mitigation actions, each with benefit costs analysis associated with varying levels of protection.
- Evaluate and consider changes to zoning and building codes and other ordinance and regulatory changes that will better protect property, infrastructure and buildings against future impacts from sea level rise and climate change.
- Develop recommendations and projected budget needs for future mitigation and protection projects, based on near, mid and long-term implementation schedule.

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Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency

- Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.
- Continuing to maintain and replenish appropriate levels of Town disaster relief funds.
- The Town Comprehensive Plan includes Goal No. 6 regarding Resilience -To prepare a plan for and to mitigate the effects of climate change and natural disasters.
 - 6.1 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.
 - 6.2 Adjust Town codes as appropriate to minimize the impacts of climate change and sea level rise on private property.
 - 6.3 Maintain all programs required to support and continue the beach renourishment program and dune reconstruction and protection projects.
 - 6.4 Continue to acquire or protect wetlands and other low-lying and flood-prone pieces of land in order to decrease development in flood-prone areas.
 - 6.5 Use Town communications and sustainability outreach resources to educate residents and visitors about climate change and how it will affect the Island.
 - 6.6 Develop and implement a resiliency plan to address all types of natural disasters or states of emergency that can impact the Island residents, visitors, and businesses.

Establish National Leadership Credibility in Environmental Sustainability & Resource Protection

Start Date: FY 2021

Project Manager: Sally Krebs, Sustainable Practices Coordinator

Department: Community Development

Description

Purpose:

Take appropriate actions to highlight that environmental protection and sustainability are truly foundational values of our Island community.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2022

- Research how to integrate Low Impact Development (LID) techniques in the LMO.
- Assist with development of LMO Amendments to ensure existing environmental protections are maintained or strengthened.
- Strengthen existing and form new partnerships to further environmental education.
- Investigate environmentally sustainable standards for development projects, including Town projects.
- Investigate opportunities and methods to cool urban heat islands and use green infrastructure to protect and improve air and water quality and biodiversity.

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Acquire Audubon International “Sustainable Community” Recertification

Start Date: FY 2021

Project Manager: Sally Krebs, Sustainable Practices Coordinator

Department: Community Development

Description

Purpose:

Achieve recertification as a “sustainable community” as defined under the Audubon International standards.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Seek recertification as an Audubon International Sustainable community (initially certified in 2017).
- Submit recertification materials to Audubon International for review, and prepare an appropriate communications strategy upon receipt of recertification.

Phase 2: 3rd Quarter 2021 – 3rd Quarter 2022

- Prioritize and advance Hilton Head Island Green Blueprint and Sustainable Community Indicators based on input from Audubon International.

Ongoing:

- Monitor and track Indicators for future recertification.

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Strategic Initiative Descriptions **Revitalize Economy**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance Adoption

Start Date: FY 2021

Project Manager: April Akins, Revenue Services Manager

Department: Finance

Description

Purpose:

Take such legislative actions as necessary in order to ensure compliance with the requirements of Act 176 of 2020, the South Carolina Business License Standardization Act.

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Study the Model Business License Ordinance prepared by the Municipal Association of South Carolina and identify the potential impacts that the adoption of the model ordinance will have on the Town's current business license operations both from an administrative standpoint and from a financial standpoint.

Phase 2: 3rd Quarter 2021 – 4th Quarter 2021

- Introduce research and proposed amendments to the Town's Finance and Administration Committee for review and recommendation to Town Council.
- Conduct public education and outreach to potentially affected businesses.
- Present recommendations to Town Council for Model Business License Ordinance adoption.

Phase 3: 4th Quarter 2021 – 2nd Quarter 2022

- Implement the new ordinance with an effective date of calendar year 2022.
- Update necessary computer systems with corresponding changes.
- Develop communications to taxpayers to inform them of the changes and conduct help sessions to answer any questions.

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Develop Town-Owned Property Management, Asset Management & Utilization Plan

Start Date: FY 2021

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

Comprehensively review and assess the approximately 1,400 acre inventory of Town-owned properties so as to possess a full and complete understanding of the historical acquisition of all Town-owned properties, the sources of funding that were utilized to effectuate the purchase of the properties, and any corresponding restrictions applicable to the use or maintenance of these properties. Once fully understood, develop an asset management plan consistent with existing industry best practices that articulates the life-cycle costs of owning, operating, and maintaining these properties along with expectations on potential public uses and service levels that could be appropriate for each property.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2022

- Refine the existing Town-owned property database to identify all historical acquisition information for each property, opportunities and limitations related to the historical funding sources and use limitations of each property, and include a separate category for economic development opportunities to all be included within a public facing dashboard.
- Identify opportunities and marketing steps necessary to facilitate the redevelopment of appropriate Town-owned properties such as the Modern Classic Motors Site and the Palmetto Bay Road Tract.
 - Prioritize inventory of identified Town-owned land assets to target the recruitment of strategic development partnerships.
 - Develop effective marketing and/or recruitment materials so as to further the goals identified by Town Council in the utilization of these Town-owned assets.
- Coordinate the usage of \$300,000 in Utility Tax Credits for site development of the Modern Classic Motors Site.
- Identify opportunities and limitations related to the uses of a potential housing development on the Town's Marshland Road property in coordination with creation of the Patterson Park.

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Develop Town-Owned Property Management, Asset Management & Utilization Plan

Phase 2: 4th Quarter 2022 – 2nd Quarter 2023

- Develop a strategic asset management plan to extract the highest total value from the Town's public land assets while identifying life-cycle costs necessary to maintain these properties at established standard of excellence service levels.
- Consider development of a forestry management plan for appropriate properties that are identified as use restricted or will otherwise be maintained in a natural state.
- Consider development of a turf management program that will effectively provide a superior level of quality in the use and maintenance of town properties that utilize either natural or artificial turf surfaces.

Phase 3: 2nd Quarter 2023 – 4th Quarter 2023

- In coordination with Town Council, identify capital improvement program opportunities, inclusive of funding mechanisms and associated programming, to achieve the articulated goals in the use and management of Town-owned lands.

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

Start Date: FY 2021

Project Manager: Jenn McEwen, *Director of Cultural Affairs*

Department: Office of Cultural Affairs

Description

Purpose:

Work with the Town's authorized Destination Marketing Organization to adopt and implement an effective marketing plan that places an emphasis on positive community attributes of Hilton Head Island as a place to live, work, and play. Identify any necessary changes and ensure that Town Council feedback is incorporated into the annual marketing plan. Monitor the performance of the Town's authorized Destination Marketing Organization partner with DMO staff to assess performance against stated goals.

Phase 1: 2nd Quarter 2021 – 4th Quarter 2021

- Survey current metrics required by the DMO contract and analyze with the Town Manager to achieve best outcomes to achieve Town goals.
- Review any metrics recommendations/changes with DMO facilitated by Town Manager.

Phase 2: 4th Quarter 2021 – 3rd Quarter 2022

- Support DMO Marketing Council in creation of marketing plan to ensure that correct performance measurements are being included and achieved.

Phase 3: Ongoing

- Continue monitoring DMO performance and achievement of identified performance measures.

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Establish Economic Development Strategy

Start Date: FY 2023

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

Create an economic development framework and strategic plan to include business retention and expansion, commercial occupancy assessment and targeted recruitment of key business industries.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Request the Beaufort County Economic Development Corporation (BCEDC) provide the Town an Assessment of the Island's framework for Business Retention and Expansion (BRE).
- Conduct research to quantify commercial properties and occupancy levels, using Costar or similar tool.
- Continue efforts towards redevelopment for the Modern Classic Motors and Palmetto Bay Road commercial sites.

Phase 2: 1st Quarter 2023 - 2nd Quarter 2023

- Partner with BCEDC to conduct a SWOT analysis of the Town Economic environment to include:
 - Overall Capacity Analysis
 - Competitiveness Analysis
- Develop a commercial property database and dashboard.
- Solicit input from local realtors and business owners to determine existing market conditions, including opportunities as well as barriers and competitive disadvantages island properties are experiencing.

Phase 3: 3rd Quarter 2023 - 4th Quarter 2023

- Ensure the Town's development services, Town policies and priorities are continually streamlined, efficient, customer focused and responsive to efficiently support new growth, local economic development and the long-term success of existing local businesses. Evaluate existing programs and regulatory environment to gauge effectiveness and comparative position to competitors.
- Work with BCEDC to develop a full business retention and expansion strategy (BRE).
- Develop priority execution strategy for use of Town-owned land for Economic Development.

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Establish Economic Development Strategy

Phase 4: 4th Quarter 2022 - Ongoing

- Identify Economic Development opportunities to include in the development of a Growth Management Framework.
- Coordinate with land use planning and growth management framework to enhance options for capital and priority investment strategies for areas that are in need of improvements.
- Develop strategies, including regulatory options and funding solutions that may be utilized to advance goals of increasing preferred occupancy and retention.
- Actively recruit investment into the community from targeted strategic partners.

Establish a Historic & Cultural District Development Corporation

Start Date: FY 2023

Project Manager: Joshua Gruber, *Deputy Town Manager*

Department: Executive

Description

Purpose:

The Town has expressed a desire to explore the creation of a local economic development/redevelopment corporation with a particular emphasis on examining economic prosperity in some of the historic neighborhoods of northern Hilton Head Island. Such an organization would exist with a mission to assist businesses within a respective geographical area to get started, to succeed and grow, and help develop overall economic growth. The success of this type of organization results in a vibrant and dynamic neighborhood in the process.

Phase 1: 3rd Quarter 2022 – 1st Quarter 2023

- Introduce a Resolution authorizing the creation of the economic development corporation
 - The Resolution would outline the purpose and intent of creating the economic development corporation and any guidance on how the entity should be organized and operated.
 - The Resolution would authorize the Town Manager to take appropriate steps to create and file the necessary regulatory paperwork to carry out the actions authorized in the Resolution.
- Draft and file Articles of Incorporation with the South Carolina Secretary of State to legally create the corporation as a separate legal entity.
- File for non-profit status with the United States Internal Revenue Service.

Phase 2: 1st Quarter 2023 – 3rd Quarter 2023

- Appoint an initial Board of Directors who will meet to discuss adoption of organizational by-laws.
 - By-laws will outline how the organization will be managed from both a board standpoint as well as a day-to-day standpoint.

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Strategic Initiative Descriptions **Inclusive Community**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Implement Gullah Geechee Task Force Work Plan

Start Date: FY 2021

Project Manager: Sheryse DuBose, *Historic Neighborhoods Preservation Administrator*

Department: Community Development

Description

Purpose:

Implement the Framework for the 16 Top Priority Projects from the Gullah Geechee Preservation Report Recommendations as approved by Town Council in 2019.

Top Priority Projects:

1. PP-4: Designate Historic Overlay District
2. PP-6: Provide greater flexibility for ROW and drainage easements
3. PP-2: "Fast Track" Development Review Process
4. PP-5: Add Family Compound Provisions to Land Management Ordinance
5. CP-17: Recognize Gullah Churches to be the source of leadership and communication
6. CP-14: Establish open air market for Gullah products
7. CP-7: Program to educate Town officials, teachers, and others on Gullah history and culture
8. HP-4: NIBCAA to work the Community Foundation of the Low Country (CFL) to create a fund to clear property titles
9. HP-2: Leverage local, state, and national organizations to address Heirs' Property
10. PP-14: Program for temporary or seasonal signs to promote economic opportunities for Gullah businesses and residents
11. HP-1: Utilize Heritage Library as a first step to clearing land title
12. PP-12: Program to education Gullah residents on policy (Taxes, Land Use, Development)
13. HP-3: Encourage Center for Heirs' Property Preservation (CHPP) to open satellite office
14. CP-1: Promote Heritage Library to research history and genealogy
15. PP-11: Fund for Delinquent Taxes
16. PP-3: Historical Neighborhoods Preservation to work with Gullah property and business owners to assist with Town regulations

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Implement Gullah Geechee Task Force Work Plan

Phase 1: 2nd Quarter 2021 – 4th Quarter 2021

- Adopt the Family Compound and Family Subdivision LMO Amendments.
- Work with Heritage Library to create genealogy clinic as first step to clear land title.
- Develop a program for temporary and seasonal signs in the Historic Neighborhoods to expand economic opportunities for Gullah businesses.
- Evaluate locations for an open-air market for Gullah products.
- Evaluate land use and density for a Historic Gullah Neighborhoods Overlay District.

Phase 2: 2nd Quarter 2022 - 2nd Quarter 2023

- Facilitate efforts with NIBCAA and Community Foundation of the Lowcountry to create a fund to clear property titles.
- Develop a program to educate Town officials, teachers, and other community members on Gullah history and culture.
- Develop a program to educate Gullah residents on policy issues such as taxes, land use, etc.
- Promote the Center for Heirs' Property Preservation trainings on heirs' property, forestry, and wills.

Ongoing:

- Continue to assist Gullah property and business owners with Town regulations.

Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations

Start Date: FY 2021

Project Manager: Joshua Gruber, *Deputy Town Manager*

Department: Executive

Description

Purpose:

Explore the creation of a public-private partnership with the University of South Carolina – Beaufort (USCB), and the Arts Center of Coastal Carolina (ACCC) in order to secure the long-term viability and economically efficient usage of public arts facilities.

Phase 1: 2nd Quarter 2021 – 4th Quarter 2021

- Work with USCB and ACCC to enter into a mutually agreeable Memorandum of Understanding that will delineate the responsibilities of the parties in exploring the formal creation of a public-private partnership.
- Assist in the creation of a draft Memorandum of Understanding between USCB and ACCC that identifies how a degree granting program can be incorporated within the operations of the ACCC facility and how the delivery of public art programming will be provided by the ACCC within a USCB owned and managed facility.

Phase 2: Ongoing

- Undertake facility assessment of current ACCC facilities to help in the development of a comprehensive redevelopment plan and corresponding project budget that will allow the future use of the property to meet the needs of both USCB and the presentation of dynamic public art events.
- Support programming/scheduling/presenting that will ensure that the redeveloped space will be utilized effectively.
- Examine recruiting local and regional performing arts groups, high schools and universities, as well as local organizations such as the Art League, Hilton Head Dance Theatre, Lean Ensemble, and the Hilton Head Symphony Orchestra to program in the space.

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Adopt Annual HUD/CDBG Entitlement Program

Start Date: FY 2021

Project Manager: Marcy Benson, Senior Grants Administrator

Department: Executive

Description

Purpose:

Obtain approval of annual action plan for HUD/CDBG entitlement program funds.

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Draft Consolidated Annual Performance Evaluation Report (CAPER) for previous year (2020).
- 2020 CAPER 15 day public comment period scheduled (HUD requirement); public meeting to present 2020 CAPER and take public comment scheduled.
- 2020 CAPER and resolution authorizing submittal to HUD scheduled for Town Council meeting. CAPER submitted to HUD no later than September 30th.

Phase 2: 3rd Quarter 2021 – 4th Quarter 2021

- Staff discussion of project(s) to recommend for inclusion in Annual Action Plan (AAP).
- Schedule public meeting to solicit community input for project(s) to include in AAP.
- Staff drafts proposed AAP based upon public comments that have been received.
- HUD issues notice of allocation amount. (Date fluctuates depending on Federal budget adoption date. Notice may be received as late as June.)

Phase 3: 2nd Quarter 2022– 3rd Quarter 2022

- Draft of AAP presented to Community Services and Public Safety Committee for review and comments; draft of AAP 30 day public comment period scheduled (HUD requirement).
- Draft of AAP and resolution authorizing plan submittal to HUD scheduled for Town Council meeting.
- AAP submitted to HUD 45 days prior to the start of fiscal year (May 15).
- HUD has 45 days to review AAP and issue CDBG grant agreement.
- Staff conducts environmental review for infrastructure project listed in AAP and submits request for release of funds to HUD.

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Develop Landmark Protection Program

Start Date: FY 2023

Project Manager: Sheryse DuBose, *Historic Neighborhoods Preservation Administrator*

Department: Community Development

Description

Purpose:

In coordination with various external stakeholder organizations, develop a historic landmark protection program that will ensure preservation of irreplaceable sites that possess culturally significant sites, structures and/or architecture located on Hilton Head Island. Research the need to create potential ordinances, regulations, or a zoning district amendments in order to achieve these goals or to otherwise offer additional protection to historical and culturally significant sites.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2023

- Draft a comprehensive list of all historic sites on the Island including their cultural significance; i.e. Revolutionary War, Civil War, Gullah, and identify who owns each site.

Phase 2: 2nd Quarter 2023 - 4th Quarter 2024

- Hire or partner with a historical preservation specialist to assist in drafting a comprehensive and detailed cultural preservation plan for the Island. Explore potential partnerships with academic organizations such as SCAD.
- Segment out a focus on Gullah historical sites and cultural preservation in accordance with recommendation CP-16 of the Gullah Geechee Culture Preservation Project Report.

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Conduct Community Engagement Survey

Start Date: FY 2023

Project Manager: Angie Stone, Assistant Town Manager

Department: Executive

Description

Purpose:

Utilize a survey or series of surveys to help assess the overall community sentiment regarding the quality of resident life on the Island to include criteria such as the quality and expectations in delivering public services, opinions on public infrastructure and views towards the quality of existing public facilities, thoughts regarding general public trust and opinions on public engagement.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Discuss with Town Council and key stakeholders how to gauge the morale of the community and citizen feedback on their interactions with public facilities and Town-owned infrastructure.
- Define survey objectives for each assessment category (quality of community life, service delivery, public trust and public engagement).

Phase 2: 4th Quarter 2022 - 2nd Quarter 2023

- Issue an RFQ/RFP to obtain support for developing and deploying survey.

Phase 3: 2nd Quarter 2023 - 4th Quarter 2023

- Launch and promote survey to ensure maximum participation.
- Ensure survey is accessible to all (remove barriers to participation).
- Analyze responses to identify areas for improvement and develop an action plan.

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Assist with Implementing Mitchelville Master Plan

Start Date: FY 2021

Project Manager: Jayme Lopko, Senior Planner

Department: Community Development

Description

Purpose:

Provide proactive support and guidance to the Historic Mitchelville Freedom Park organization in their pursuit of successfully implementing their Town approved Master Plan.

Phase 1: 2nd Quarter 2021 – 1st Quarter 2022

- Consider development of a separate lease agreement for Town and County jointly-owned properties on Beach City Road to be consistent with Mitchelville Master Plan.
- Coordinate with Mitchelville to transfer existing utilities from the Town to Mitchelville.
- Review and approve interpretive signage.

Phase 2: 4th Quarter 2021 – 4th Quarter 2022

- Revise the master plan to remove one of the Town and County's jointly owned properties on Beach City Road since it will not be developed as part of the Historic Mitchelville Freedom Park. Remove references to the park being gated with an admission charge from the master plan and business plan.
- If the need is identified, develop replacement public parking spaces on the adjacent Town and County's jointly owned property at the end of Beach City Road.
- Engage in proactive participation with the Historic Mitchelville Freedom Park organization in order to further their master plan implementation and overall site development by exploring the following possible activities:
 - Assist with design, permitting, and installation of interpretive panels (Mitchelville to provide info for signs)
 - Clean and repair the existing temporary structures
 - Expand and increase the Wi-Fi capabilities in the park
 - Repair the tabby base around the Toni Morrison bench
 - Open up the entry to the park to make it more visible through appropriate vegetation removal
 - Modify the entry kiosk to include an information board for tours, website, and donation information
 - Expand electrical capabilities in the park for events

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Assist with Implementing Mitchelville Master Plan

Ongoing:

- Provide engaged support to Mitchelville throughout the permitting process.
- Ensure required documents including insurance, annual budget, and end of year financials are submitted to the Town for public reporting and accountability purposes as the project progresses.

Incorporate Public Art & Culture Projects into New & Existing Parks

Start Date: FY 2021

Project Manager: Jenn McEwen, Director of Cultural Affairs

Department: Office of Cultural Affairs

Description

Purpose:

Optimize strategic opportunities to incorporate arts and cultural projects into the design and implementation of Town parks and other appropriate recreational spaces that align with the Town's adopted Capital Improvement Program (CIP).

Phase 1: 2nd Quarter 2021 - 4th Quarter 2021

- Review plans for new park & pathway development and identify spaces in pre-planning for site specific artwork and creative placemaking augmentations.

Phase 2: 3rd Quarter 2021 - 4th Quarter 2022

- Review current parks & pathways and consider proposals for art augmentation that was not developed as part of the original design. Examples include the following:
 - Gullah mural around rest area building @ Sailing & Rowing, interpretive panels telling the story of the BASF conflict and commissioning bronze sculpture of Gullah fisherman casting net.
 - Install sculpture and free-standing murals along the 1 mile stretch of pathway along Arrow Road that is hidden from the street for an unexpected "High Line" style experience.

Phase 3: Ongoing

- Implement more art and creative placemaking initiatives in a similar manner as to those that are identified above.

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Strategic Initiative Descriptions **Connected Community**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Assist with St. James Baptist Church Relocation

Start Date: FY 2020

Project Manager: Joshua Gruber, *Deputy Town Manager*

Department: Executive

Description

Purpose:

To assist St. James Baptist Church and Beaufort County in the successful relocation of the church congregation to a mutually agreed upon location that will meet the needs of the church and of the greater community.

Phase 1: 3rd Quarter 2019 - 4th Quarter 2019

- Work cooperatively with the leadership from the St. James Baptist Church, Beaufort County, the Hilton Head Island Airport, and the Town of Hilton Head Island to submit an agreed upon relocation plan for consideration by the Federal Aviation Administration.

Phase 2: Ongoing

- Monitor Status of FAA submission and provide supplemental information or responses as may be necessary for continued evaluation of the joint proposal.

Phase 3: Ongoing

- If the joint relocation plan is approved by the FAA, work with Beaufort County to provide the church with the grant funding sufficient to allow commencement of the construction of the relocated facility.
- If the relocation plan is not approved by the FAA, we will reconvene the joint meetings of all parties to review and discuss FAA required modifications or alteration that may need to be incorporated to achieve an approval relocation plan.

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Adopt e-Bike & e-Scooter Usage/Regulations

Start Date: FY 2021

Project Manager: Diane Busch, Staff Attorney

Department: Legal

Description

Purpose:

To prepare a detailed legal analysis of e-scooters and e-bikes usage with sufficient information to consider and formulate a Town Council policy for each device.

e-Scooters

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Perform comprehensive research regarding definitions and interpretations of e-scooters to include applicable S.C. Code Sections; NHTSA regulations, and any applicable case law subsequent to S.C. Code amendments; research the Town's authority to regulate speed, usage, areas of restricted use, and enforcement approach; and draft a memorandum summarizing research.
- Review and analyze e-scooter related incidents, complaints made to the Town, and documented legal cases that have occurred since the change of the definition of e-scooters; and compile a summary of research.
- Contact PUD's Security Departments, including Sea Pines and Palmetto Dunes to determine how they are approaching regulating, limiting, and enforcing e-scooters within their communities; and prepare a summary of findings.

Phase 2: 3rd Quarter 2021 - 4th Quarter 2021

- Research benefits v. risks of electric-scooters to the community and summarize findings.

Phase 3: 4th Quarter 2021 - 1st Quarter 2022

- Develop a presentation based on information compiled, providing viable options for regulation, and enforcement of electric-scooters for consideration by the PPC during the June 16, 2021 special meeting.
- Provide staff assistance for ordinance progression from PPC to Town Council. Proposed ordinance is on the July 20, 2021 agenda for first reading.

(continued back page)

Adopt e-Bike & e-Scooter Usage/Regulations

e-Bikes

Phase 1: 2nd Quarter 2021 - 3rd Quarter 2021

- Perform comprehensive research regarding e-bikes and other low speed vehicles including applicable S.C. Code definitions; review and evaluate any e-bike related incidents and complaints occurring within Town limits; review the Town's authority to regulate speed, usage, and areas of restricted use; consider Town's approach to enforcement; and consider any subsequent legal cases since the amendment of the definition of e-bikes.

Phase 2: 3rd Quarter 2021 - 4th Quarter 2021

- Research which other communities are struggling with e-bikes, compile a summary of their policies and enforcement of e-bikes, and contact the identified communities and exchange ideas for options to regulate speed, usage, or both of e-bikes.
- Prepare comprehensive overview of findings and present to PPC during the June 16, 2021 special meeting.

Phase 3: 4th Quarter 2021 - 1st Quarter 2022

- Upon conclusion of community research, prepare a presentation of options for Town Council or appropriate Town Council standing committee to consider in developing a policy direction related to e-bikes.
- Present information compiles, based on research of federal and state law, and treatment of e-bikes in response to questions raised, and direction provided from PPC members during the June 16, 2021 special meeting.
- Conduct additional research and consideration of methods to regulate e-bikes in response to questions raised, and direction provided from PPC members during the June 16, 2021 special meeting.
- Respond to stakeholder and citizen inquiries and conduct further research on e-bikes uses, including personal experimentation with the devices. Conduct review of appropriate and legal means for PPC to consider for e-bike regulation. Organize findings ad prepare for August 10, 2021 e-bike workshop.

Adopt Mid Island Redevelopment Strategy & Park Master Plan

Start Date: FY 2022

Project Manager: Jennifer Ray, Capital Program Manager

Department: Infrastructure Services

Description

Purpose:

Plan and design a Mid Island Redevelopment Plan anchored by a public park and open space, located at the Town-Owned portion of the former Port Royal Planters Row Golf Course, to attract investment and build community.

Phase 1: 3rd Quarter 2021 – 4th Quarter 2021

- Prepare a Redevelopment Strategy for the Mid-Island Initiative Area including a community park on the Town-owned Mid-Island Tract.
- Select a consultant team from proposals received in response to Request for Qualifications. Conduct site analysis and community engagement. Prepare initial and final redevelopment strategies. Prepare initial and final park concept plans.

Phase 2: 1st Quarter 2022 – 4th Quarter 2022

- Prepare detailed design and construction documents for development of a world-class community park and a strategy to revitalize area/corridor/sites rooted in market reality, financial feasibility, community design, and effective implementation.
- Develop place-based, community goals grounded in economic potential, demolition and development scenarios, and physical and market constraints assessments based on proven planning principles.
- Adopt Redevelopment Plan.
- Approve Park Master Plan.
- Align Redevelopment Plan with LMO.
- Work with property owners, stakeholders, Beaufort County, etc throughout effort.

See also Implement Capital Improvement Program (CIP)

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Develop Hilton Head Island Growth Framework & Illustrative Master Plan

Start Date: FY 2022

Project Manager: Christopher Yates, *Interim Community Development Director*

Department: Community Development

Description

Purpose:

The development of a growth framework for Hilton Head Island will be an invaluable tool that will guide Town leaders in achieving a strong and vibrant livable community. A growth framework is not about centralized command and control but rather, a way to anticipate needs, coordinate efforts, and draw a path to a vision that is collectively held by the community. Planning of this nature will help to inform infrastructure and services investments, balance demands for growth with the need to protect the environment and enhance the overall livability, prosperity and equity within the Town.

The development of an Island Growth Framework and a corresponding Illustrative Master Plan will transform this vision into implementation and ensure that the scarce resource of space will guide all future development, direct the calibration of the Town's LMO and help facilitate the implementation of appropriate design performance standards.

Phase 1: 4th Quarter 2021 - 3rd Quarter 2022

- Develop a Master Service Agreement via competitive public solicitation to create a mechanism for efficiently undertaking various planning and/or design services projects.
- Utilize the services the preferred vendor(s) identified in the Master Service Agreement to assist in the preparation of the following:
 - Island Capacity Baseline Assessment

Phase 2: 2nd Quarter 2022 - 2nd Quarter 2023

- Develop additional strategies utilizing the Master Service Agreement to include:
 - Growth Framework Strategy
 - Island Subarea/District Plans
 - Island Illustrative Master Plan
 - Future Land Use Map Amendments

Phase 3: 3rd Quarter 2023 - 3rd Quarter 2024

- Align the Land Management Ordinance provisions to be accurate and reflective of any necessary zoning, design and development standards.

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Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO)

Start Date: FY 2023

Project Manager: Teri Lewis, Deputy Community Development Director

Department: Community Development

Description

Purpose:

Utilize a SWOT analysis of the Town's Land Management Ordinance (LMO) as an assessment tool that will identify the core strengths, weaknesses, opportunities, and threats of the existing code regulations. This will be accomplished via a realistic, fact-based, data-driven analysis of the current LMO and will utilize diverse voices to achieve fresh perspectives and new ideas as to any potential changes that may be necessary to achieve the community's identified land development goals and smart growth framework.

Phase 1: 4th Quarter 2021 – 2nd Quarter 2022

- Use existing staff resources to perform a SWOT analysis of the Town's LMO regulations employing a diverse range of both internal and external stakeholders that will provide feedback and guidance on the need for potential LMO amendments. Areas of evaluation will include, but not be limited to, the following:
 - Height and scale of structures appropriate for surrounding developments and neighborhoods
 - Protection of natural resources and utilization of trees and landscaping to reduce visual impacts of new buildings
 - Reducing impervious site coverage and avoiding heat islands
 - Improving the quality of stormwater runoff
 - Evaluation of new subdivision regulations
 - Design and performance standards
- Identify a proposed first set of LMO Amendments based upon the comments and feedback obtained through the SWOT analysis.

Phase 2: 3rd Quarter 2023 – 3rd Quarter 2024

- In alignment with the Town's Illustrative Master Plan and Future Land Use Map, present the first set of proposed amendments to the Public Planning Committee and the LMO Committee as required by Town Code.
- Using direction from the PPC and LMO Committee, research and draft any modifications as may be appropriate.
- Guide the proposed amendments through the legislative adoption process, including LMO Committee, Planning Commission, Public Planning Committee, and Town Council.
- Evaluate the creation of a Transfer of Development Rights (TDR) program to enhance Island growth settlement patterns.

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Update Town Website

Start Date: FY 2021

Project Manager: Rene Phillips, Web Developer

Department: Technology & Innovation

Description

Purpose:

Develop and launch the new Town website to enhance civic engagement by providing an innovative platform for information about the Town's government, values, and services.

Phase 1: 4th Quarter 2020 – 2nd Quarter 2021

- Comprehensive review, rewrite and restructure of all current website content and navigation, employing usability standards, for a user-focused and task-based user experience.
- Design and development of a new website layout, structure and templates utilizing responsive design to ensure that all content is mobile-friendly, while adhering to WCAG accessibility standards.
- Identification, configuration and implementation of third-party applications for integration with the website to improve services and user experience.

Phase 2: 2nd Quarter 2021 - 3rd Quarter 2021

- Final review and testing of website and content by departments.
- Launch redesigned website in 3rd quarter 2021.

Phase 3: 3rd Quarter 2021 – 3rd Quarter 2022

- Update of all third-party applications for consistency and improvements.
- Continue expansion of content and services including and not limited to:
 - Online form submissions and process workflows
 - Integration of new Agenda Management System, e-commenting and boards and commission solution.
 - Interactive dashboards, open data and web applications
- Assignment of content owners and implementation of auditing and update process.

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Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High Speed Fiber/Cellular Capabilities

Start Date: FY 2023

Project Manager: John Tuttle, Technology & Innovation Director

Department: Technology & Innovation

Description

Purpose:

To understand existing and future needs for broadband supply and demand in different community segments and improve wireless call quality and reliability through the expansion of 5G service for the island.

Phase 1: 2nd Quarter 2022 - 4th Quarter 2022

- Conduct a broadband survey to understand population segment service needs and how they are being met with services from internet providers.
 1. Design and conduct a survey that can provide community segment specific information on broadband supply and demand.
 2. Research alternative solutions for different community segment demands.
 3. Prepare a matrix presentation showing the different community segment's needs and identify potential solutions based on various technology options.
 4. Tabulate location and project data and display tabulated data on maps to identify clusters of homes or businesses in need of greater access to broadband or increased speeds.
 5. Present and discuss the survey results with prospective internet service providers along with maps of the responses to encourage service improvements on the island.

Phase 2: 1st Quarter 2023 - 3rd Quarter 2023

- Assess the mobile coverage across the island for major carriers to uncover areas in need of service improvement. Maintain data on existing vertical assets of cell towers and antennae placement locations and provide carriers with support for the site selection and permitting process. Manage and report progress.
 1. Routinely survey call and data services for the four main carriers on the island.
 2. Advise carriers of locations where improvements to the wireless network are needed.
 3. Suggest alternative solutions for quality, reliability, and coverage.
 4. Support the site selection and permitting process.
 5. Manage and report on progress toward service improvements.

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Establish Sustainable Environmental Practices Social Media Campaign

Start Date: FY 2023

Project Manager: Carolyn Grant, *Communications Director*

Department: Communications

Description

Purpose:

The Town places special interest in protecting the environment and supporting environmentally sustainable practices are a clear mandate of the adopted [Our Plan](#). In order to communicate with the greater Hilton Head Island community the Town will engage in a purposeful social media campaign that provides public education, resources and furthers the Town's goals of supporting environmental sustainability.

Phase 1: 3rd Quarter 2022 – 3rd Quarter 2023

- Develop and deploy a robust and active social media campaign on sustainable environmental practices.
 - Create a list of topics to research and develop into content with accompanying photos, graphics or video.
 - Incorporate posts into social media master schedule.

Phase 2: 3rd Quarter 2023 – 4th Quarter 2023

- Review and update our social media calendar to include new content on sustainable environmental practices.
 - Review related analytics to make decisions about what to post and when, and to better understand our followings.
 - Develop new content using our analytics, ideas highlighted in [Our Plan](#), and contributions from Town Staff and other experts.
 - Explore new media platforms to disseminate messages, i.e., podcasts, and determine if appropriate to use.

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Strategic Initiative Descriptions **Regional Focus**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Assess Revisions of Beaufort County Impact Fee

Start Date: FY 2021

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

Review of proposed update to Beaufort County Impact Fees including projects, funding arrangement and consideration of an updated Intergovernmental Agreement

Phase 1: 2nd Quarter 2021 - 4th Quarter 2021

- Update Town leadership on status of Beaufort County request to the Town to execute an Intergovernmental Agreement outlining the collection and use of funds.
- Provide status report on latest correspondence with the County and action taken since the last correspondence to the Town Manager.
- Review Town's current fee structure as well as the structure/arrangement proposed by Beaufort County including changes to impact schedule and projects included for funding consideration.
- Present this information, in coordination with Beaufort County staff to the appropriate standing committee of Town Council.

Phase 2: 1st Quarter 2022 - 3rd Quarter 2022

- Continue discussions with representatives from Beaufort County on the proposed level of impact fees to be assessed and the corresponding capacity improvements to be carried out with the impact fee revenue that is generated.
- Make recommendations to the Town Council on the proposed adoption of Intergovernmental Agreements with Beaufort County to impose or update current impact fees.

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Assess Creation of Regional Housing Trust Fund

Start Date: FY 2021

Project Manager: Jayme Lopko, Senior Planner

Department: Community Development

Description

Purpose:

Examine the creation of a regional housing authority in conjunction with other regional governmental entities such as Beaufort County, the Town of Bluffton and the City of Hardeeville to oversee and administer a regional affordable housing program.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Participate in County-led project to explore creation of a Regional Housing Trust Fund as one tactic to address workforce availability. Refer to Pursuit of Excellence – Workforce and Affordable Housing Strategy.
 - Participate in monthly meetings of Steering Committee and consultant to develop a Framework.

Phase 2: 3rd Quarter 2021 - 4th Quarter 2021

- Present Housing Trust Fund Proposal and Implementation Plan to SOLOCO and all participating member organizations.
 - Evaluate the Town's participation in a Regional Housing Trust Fund.

Phase 3: 1st Quarter 2022 - 3rd Quarter 2022

- Identify the impacts to the FY23 budget if Town Council votes to participate in a Regional Housing Trust Fund.

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Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan

Start Date: FY 2021

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

The Town is a participating member in the Lowcountry Area Transportation Study (LATS). As a member of this group the Town will participate in the mandatory update of the Long-Range Transportation Plan that will serve to identify both current and future transportation needs as well as provide multi-modal strategies to address identified needs. Through its participation, the Town will ensure that the transportation interests of the greater Hilton Head Island community will receive substantial consideration as part of the plan update process.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Undertake appropriate efforts to ensure that the Lowcountry Area Transportation Study's (LATS) status as a Metropolitan Planning Organization (MPO) is not adversely impacted by revisions to the U. S. Census Bureau's policy governing the designation of federally-recognized metropolitan areas.
- Review the Town's relationship with the Lowcountry Area Transportation Study (LATS) group, with a focus on increasing the Town's participation on the group's Technical Committee by qualified staff members and ensuring adequate representation by one or more of the Town's elected or appointed officials on the group's governing Policy Committee.
- Town representatives will establish and improve working relationships with appropriate personnel with the Lowcountry Council of Governments (LCOG) that provide administrative functions for the LATS MPO.

Phase 2: 4th Quarter 2021 - 2nd Quarter 2022

- Work within the LATS group to identify and appropriately prioritize multi-modal capital improvements equitably based on need, updating the study area's Transportation Improvement Plan (TIP) and Long-Range Transportation Plan in accordance with the availability of state and federal guide share monies and ongoing reassessments of needs and projected benefit.

Phase 3: 3rd Quarter 2022 – 4th Quarter 2022

- Continue efforts outlined above on an ongoing, long-term basis, maintaining and/or increasing the Town's influence as a regional leader in the development of long-range transportation policy and resultant priorities.

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Establish Reoccurring Regional Joint Meetings between Hilton Head Island & Beaufort County Council

Start Date: FY 2022

Project Manager: Krista Wiedmeyer, Town Clerk

Department: Executive

Description

Purpose:

Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments in order to increase open lines of dialogue regarding items of regional significance and to support advocacy efforts related furthering those items.

Phase 1: Ongoing

- Create a series of reoccurring joint meetings between the representatives of the Hilton Head Island Town Council and other local governing bodies in the greater Beaufort County area
- Encourage attendance at annual workshops, retreats of other government agencies, and regional/state-wide governmental leadership events such as the MASC supported conferences.
- Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
- Coordinate with regional partners on emergency planning, response, evacuation, and communication.
- Continue to participate in meetings and serve as a member on the Southern Lowcountry Regional Board (SoLoCo).

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Evaluate Access Between Hilton Head Island & the Greater Region Through Viable Multi-Modal Transportation

Start Date: FY 2023

Project Manager: Darrin Shoemaker, *Traffic Engineer*

Department: Infrastructure Services

Description

Purpose:

To improve the quality of life and promote economic growth within the Town and region via the provision of a synergistic multi-modal transportation system that reduces the reliance of the public on single-occupant motor-vehicle trips and enhances the Town's reputation as a proactive steward of the environment.

Phase 1: 3rd Quarter 2022 - 3rd Quarter 2023

- Engage in discussions with multi-modal transportation authorities and organizations including the SCDOT Intermodal Planning Division, Beaufort County, the Town of Bluffton, Palmetto Breeze, the Lowcountry Council of Governments (LCOG), private transportation providers, private communities, local advocacy groups, etc., to identify significant needs and resources toward increasing the interoperability and cross-functionality of existing and proposed modes of transportation.
- Continue to work with the SCDOT and Beaufort County to ensure that the US 278 entry gateway corridor improvement project adequately serves multiple modes of transportation via the provision of off-street multi-use facilities and in accordance with the precepts of a "Complete Streets" policy.
- Develop a master plan of desirable improvements and associated funding sources to improve public transportation and facilities that serve alternative modes of transportation.
- Cooperate with the SCDOT Intermodal Planning Office, the Beaufort County, and LCOG to assess opportunities and strategies to enhance water-based transportation.
- Actively engage LRTA / Palmetto Breeze to discuss existing demands and resources and to identify opportunities to improve utilization of existing public transportation modes.
 - Find out why ridership is so low and develop actions to improve ridership.
- Assess the use of e-bikes within the Town and determine what elements of a multi-modal transportation plan are indicated in order to effectively manage this rapidly-increasing demand and its impact on the Town's multi-use pathway network.
- Assess the availability of electric-vehicle charging stations within the Town and the need for improved availability at Town facilities and other points of interest.

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Evaluate Access Between Hilton Head Island & the Greater Region Through Viable Multi-Modal Transportation

- Develop a master plan for enhancing multi-modal and interoperability opportunities that will encourage the use of alternate modes of transportation by the public as a result of their attractiveness, efficiency, and accessibility, with the goal of relieving motor-vehicle demand on the Town's major arterials and enhancing the Town's reputation as a proactive and effective steward of the natural environment.

Phase 2: 2nd Quarter 2022 - 4th Quarter 2022

- Identify adequate funding sources and potential geographic sites for master-planned projects that can be implemented near-term, both within the Town via Town Council and regionally via collaboration with external agencies.
- Partner with the SCDOT's Intermodal Planning Division and Beaufort County to develop a workable plan to implement new water-based transportation links to northern Beaufort County, Daufuskie Island, and downtown Savannah.
- Conduct projections and economic analysis to demonstrate that a workable plan is projected to generate sufficient revenue to completely or largely offset initial and recurring costs.
- Work with Palmetto Breeze and the Town of Bluffton to expand the existing trolley service to Greater Bluffton and develop public transportation links between the Town visitor-activity hubs, the Bluffton Historic District, and both Tanger Outlet Malls.
- Conduct economic analysis to identify required funding and potential resources to plan for implementation of higher-impact, larger-cost projects that support these efforts.

Phase 3: 2nd Quarter 2023 - 4th Quarter 2024

- Identify adequate funding to design and construct the public infrastructure required to support expanded alternate transportation services and to provide intermodal connections in a manner that further encourages the selection of alternative modes of transportation on a regular basis by the public at large.
- Identify Federal and State funding opportunities.
- Complete the multi-modal transportation enhancement effort by designing and constructing projects of a magnitude that may qualify for federal or state funding and that elicit regional participation interest.



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Strategic Initiative Descriptions **‘Right-Sized’ Infrastructure**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Implement Workforce & Affordable Housing Strategy

Start Date: FY 2020

Project Manager: Jayme Lopko, Senior Planner

Department: Community Development

Description

Purpose:

Work with Hilton Head Island Town Council to develop appropriate policies that will support the growth and expansion of workforce and affordable housing opportunities on the Island. Beginning in Fiscal Year 2019, Town Council made this initiative a priority and adopted the Workforce Housing Strategic Plan. The following is continued work towards implementing recommendations and using research from this plan.

Phase 1: 2nd Quarter 2020 – 3rd Quarter 2022

- Reevaluate Workforce Housing Strategic Plan (accepted by Town Council November, 2019) and define a long term plan for workforce availability.
- Draft a business plan with steps the Town could implement as further incentives to create opportunities for workforce housing.
- Continue to participate in the Regional Housing Trust Fund Steering Committee.
- Explore Creating a Regional Housing Trust Fund.
- Evaluate use of the +/-3.27-acre Town-owned Patterson Tract as well as other appropriate properties for a housing partnership and a neighborhood development opportunity.
- Engage developers and investors by creating an education and outreach program with information on the program and current incentives.

Phase 2: 3rd Quarter 2022 – 3rd Quarter 2023

- Gather feedback from developers and investors on additional methods to encourage the development of workforce housing.
- Complete a Town-owned property dashboard to identify properties that could be sold or used for the development of workforce housing.
- Continue to record and track inquiries regarding workforce housing, including concerns and feedback to assess opportunities for improvements to the program.

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Develop William Hilton Parkway Gateway Corridor Plan

Start Date: FY 2021

Project Manager: Shawn Colin, Senior Policy Advisor to the Town Manager

Department: Executive

Description

Purpose:

Execute the goals and objectives outlined in the adopted “Guiding Principles for the US278 Gateway Corridor Project” as a comprehensive corridor improvement plan stretching from the mainland to the Cross Island Parkway and any/all ancillary or affected areas included therein.

Phase 1: 3rd Quarter 2021 – 4th Quarter 2021

- Coordinate with SCDOT, KCI, MKSK and HDR, along with community stakeholders and Town leadership to identify opportunities to affect positive, community based solutions for this effort and develop corridor for the Gateway/Stoney area.
- Describe the benefits of specific corridor strategies, including roadway alignment, intersection design, and mitigation.
- Identify land use strategies and solutions that can be incorporated into multimodal transportation corridor plan.
- Influence the conversion of William Hilton Parkway Gateway from a highway corridor to a well-articulated boulevard through application of context sensitive design solutions consistent with local values and expectations.
- Identify mitigation opportunities to enhance quality of life for impacted property and business owners in the corridor.
- Review and provide feedback to the preferred alternative from SCDOT expected for release in July.

Phase 2: 4th Quarter 2021 – 1st Quarter 2022

- Coordinate with project partners and various community stakeholders to deliver design element recommendations to enhance the overall project consistent with the guiding principles and community values.
- Work with project partners and property and business owners to identify mitigation opportunities to potential project impacts
- Support Town Council in their discussion and overall deliberation of these elements once identified so as to formulate a formal Town Council position on the municipal consent of the gateway corridor project as required by current South Carolina law.

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Develop William Hilton Parkway Gateway Corridor Plan

Phase 3: 2nd Quarter 2022 – 3rd Quarter 2022

- Develop an RFQ/RFP to secure the services for a comprehensive corridor plan for William Hilton Parkway, to include Pope Avenue, Palmetto Bay Road, Main Street, and corresponding adjacent parcels in order to integrate transportation, mobility, land use, landscape, and context sensitive design and consistency throughout the entire corridor.

Phase 4: 3rd Quarter 2022 – 3rd Quarter 2023

- Establish and adopt the comprehensive corridor plan for William Hilton Parkway, to include Pope Avenue, Palmetto Bay Road, Main Street, and corresponding adjacent parcels.

Assess Main Street Right-of-Way Acquisition

Start Date: FY 2021

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

Main Street is a minor arterial and serves as a commercial frontage road to William Hilton Parkway. This and the three side streets connecting William Hilton Parkway offer the traveling public an alternative should there be a wreck, heavy traffic, etc. The poor condition of Main Street portrays a bad image of the Town, as most do not realize it is a private road. A multi-use pathway along this road has been the top priority pathway project of the Planning Commission for the past two years. The Town is therefore considering accepting a public dedication of the Main street Rights-of-Way for improvement and perpetual maintenance.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Conduct an examination of current rights of way title work and the existing documents related to the existences and operations of the Main Street Commercial Property Owners Association.
- Review prior and current financial records of the Association.
- Update past infrastructure condition assessments and cost estimates.
- The estimated construction cost for a new streetscape CIP infrastructure project, including new road surface, repaired curbing, new pathway on one side and landscaping, is \$2,500,000.
- Immediate repairs may cost \$500,000, but a portion may be included in the CIP project.
- Engage in discussions with Association to bring their “best and final” offer for the Town to accept the dedication of these road rights of way and adjacent easements.

Phase 2: 3rd Quarter 2021 – 4th Quarter 2021

- Bring this item to the appropriate standing committee of Town Council to consider acceptance of these rights of way, with necessary accompanying terms and conditions that have been defined to that point.
- If recommended to accept, then seek approval of a Town Council Resolution authorizing the Town Manager to take such actions and to prepare and execute such documentation as may be necessary to facilitate the transfer of these rights of way pursuant to any terms and conditions that may be required by Town Council.

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Adopt Community Addressing Ordinance

Start Date: FY 2023

Project Manager: Joheida Fister, Deputy Chief/Fire Marshall

Department: Fire Rescue

Description

Purpose:

In the best interest of public safety for the citizens of the Town of Hilton Head Island, the addressing system, designations, corrections, and updates will utilize whenever possible the best available methods and follow the National Emergency Number Association (NENA) and United States Postal Services (USPS) standards for addressing.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Finalize the internal procedures that identify best practices in community addressing and following national standards on addressing.
- Timeline: July 2021

Phase 2: 4th Quarter 2022 - 1st Quarter 2023

- Present the draft procedures to the Community Services & Public Safety Committee.
- Timeline: August 2021

Phase 3: 1st Quarter 2023 - 3rd Quarter 2023

- Work with Town Legal and Community Development to present the Community Service and Public Safety Committee (CSPSC) recommendation as a proposed ordinance to the full Town Council.
- Timeline: August/September 2021

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Adopt Traffic Calming Policy

Start Date: FY 2023

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

Adopt a policy to provide fair and reasonable application of traffic calming measures within previously established neighborhoods and other qualifying public roadways so as to a uniform methodology of installing traffic calming measures that increase public safety and minimize impacts to emergency response services.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Research the existing policies from similar municipalities and local governments.
Draft a policy considering concerns and ideas of Traffic Engineering and Fire Rescue.
Obtain Town Manager approval of the draft policy and request assignment to
Community Service and Public Safety Committee (CSPSC).

Phase 2: 4th Quarter 2022 - 1st Quarter 2023

- Present the draft policy to CSPSC for endorsement to Town Council.

Phase 3: 1st Quarter 2023 - 3rd Quarter 2023

- Present the CSPSC endorsed policy to Town Council for adoption. Once adopted,
assign staff roles and responsibilities (Engineering Division and Fire Rescue), to set
up standard operating procedure and flow chart to implement the policy.

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Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration

Start Date: FY 2021

Project Manager: Jeff Buckalew, *Interim Infrastructure Services Director*

Department: Infrastructure Services

Description

Purpose:

Remove the existing Cross Island Toll Booth infrastructure, reconfigure the roadway and pathway networks through this area, and assess the donation of surplus property to best serve the Town's interests.

Phase 1: 3rd Quarter 2021 – 4th Quarter 2021

- Coordinate with SCDOT on project design regarding landscaping, pavement removal, toll booth removal, signage, pathway alignments and connections, and the acquisition of the administrative building. Initiate/continue discussions with SCDOT regarding acquisition of the administration building. [SCDOT construction (\$14M) scheduled for bid letting early 2022 and build though summer 2022]

Phase 2: 4th Quarter 2021 – 2nd Quarter 2022

- Coordinate efforts to acquire the administration building for possible use as a Town facility (satellite office/storage for Facilities Management, Parking Management contractor, Storm Water or potentially market and sale).
- Coordinate with SCDOT during demolition/reconstruction as necessary (public information, traffic control, maintaining pathway and connections for public use to greatest practical extent).

Phase 3: 2nd Quarter 2022 – 4th Quarter 2022

- Consider installation of additional median and shoulder area landscape enhancements if SCDOT project / budget is lacking.
- Develop scope and extent during FY22, budget for implementation in FY23.

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Implement Capital Improvement Program (CIP)

Start Date: FY 2022

Project Manager: Jennifer Ray, *Capital Program Manager*

Department: Infrastructure Services

Description

Purpose:

The Capital Improvement Program (CIP) is the Town's five-year program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town Plans. The CIP links this Plan to the Comprehensive Plan with fiscal capacity. Capital needs are synchronized with operating expenses and tied to forecasted revenues for the current and up-coming fiscal years. It includes projects that improve or maintain a Town asset including new construction, expansion, renovation, or replacement of facilities and equipment. The program follows a yearly planning and budgeting process including recommendations by the Planning Commission and Parks and Recreation Commission with a budget adopted by Town Council. The following list includes the projects by category adopted as part of the FY22 budget.

Parks Projects:

- Parks and Recreation
 - Mid Island Initiative Area & Park
 - Coligny Beach Parking Area
 - Chaplin Community Park
 - Crossings Park
 - Shelter Cove Community Park
 - Chaplin Linear Park
 - Patterson Family Park
- Island Recreation Association - Capital Requests
- Public Art Program
- General Park Enhancements

Fleet:

- Town Vehicle Replacement
 - Staff Vehicle Replacement
 - Vehicle Outfitting
- F+R Apparatus & Vehicle Replacement
 - Engine/Pump Replacement/Quint Company Replacement
 - Fire Rescue Specialty Vehicles
 - Staff Vehicle Replacement
 - Firefighting Foam for Trucks

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See also Appendix C, Capital Improvement Program FY22

Implement Capital Improvement Program (CIP)

Roadway Projects:

- Dirt Road Improvement Program
 - Mitchelville Lane
 - Pine Field Road
 - Other Roads
- William Hilton Parkway Enhancements
 - Crosswalk Uniformity & Lighting
 - Turn Lanes
 - Pedestrian and Vehicular Enhancements
- Pope Avenue Enhancements
- Main Street Enhancements
- Other Roadway Projects

Facilities & Equipment:

- Town Hall Security & Facility Enhancements
- Coastal Discovery Museum Capital Project
- IT Equipment & Software
- Fire/Medical Systems Equipment
- Security Cameras: Shelter Cove Community Park
- Automobile Place/Modern Classic Motors Site Enhancements
- Fire Hydrant Expansion
- Arts Campus Feasibility Study
- Stormwater Projects

Beach Management:

- Beach Management & Monitoring
- Beach Renourishment

Pathway Projects:

- Pathways Accessibility & Safety Enhancement
- New Pathway Segments
 - Shelter Cove Lane: William Hilton Parkway to Shelter Cove Community Park
 - Phase 1 Boggy Gut Pathway: Cordillo Parkway to Office Park Road, Woodhaven Dr/Ln
 - William Hilton Parkway East Bound: BCSO to Mathews Drive

Land Acquisition:

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



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Strategic Initiative Descriptions **Parks & Recreation**

* The dates and times identified in this section are dependent upon many variables and are therefore subject to change.

Establish Parks & Recreation Marketing Plan

Start Date: FY 2021

Project Manager: Carolyn Grant, *Communications Director*

Department: Communications

Description

Purpose:

Create a Parks and Recreation Marketing Plan that will develop effective strategies to promote our Island's best-in-class parks, recreation facilities and programs to improve the knowledge and usage of these valuable public resources by the Island's residents and visitors.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2022

- Identify and meet with key staff & stakeholders to determine the marketing and communication goals for parks and recreation.
- Continue development and distribution of monthly parks and recreation e-newsletter, which includes articles, parks spotlights, meeting updates and other updates on parks and recreation projects; explore consolidation with a general Town newsletter. Ongoing on a monthly basis.
- Work with consultant teams for the mid-Island tract, Chaplin Community Park and Crossings Park to obtain and incorporate their communication strategies and assets for community engagement and marketing.

Phase 2: 4th Quarter 2022 - 1st Quarter 2023

- Develop a marketing plan that uses best practices for promoting and highlighting the Town's vision, priorities and assets for parks and recreation.

Phase 3: 1st Quarter 2023 - 3rd Quarter 2023

- Present marketing plan to key staff & stakeholders for awareness and buy-in.
- Implement marketing strategies.

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Assist with Ford Shell Ring Park Development

Start Date: FY 2021

Project Manager: Jayme Lopko, Senior Planner

Department: Community Development

Description

Purpose:

Participate in County-led effort to develop a passive park at the jointly-owned property to highlight the unique cultural and historical resource.

Phase 1: 2nd Quarter 2021 – 3rd Quarter 2021

- Continue to work with Beaufort County on developing a Joint Operating Agreement.
- Review and approve the County's site design and permit applications.

Phase 2: 4th Quarter 2021 - 1st Quarter 2022

- Provide input to the County during the bidding process to ensure receipt of bids that will achieve the Town's communicated goals for the park development.

Phase 3: 1st Quarter 2022 - 3rd Quarter 2022

- Assist the County during construction as needed.

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

Start Date: FY 2023

Project Manager: Brian Eber, *Environmental Planner*

Department: Community Development

Description

Purpose:

Work with representatives from Beaufort County and the Hilton Head Land Trust to pursue the joint development of a new passive park at the Northridge Tract site.

Phase 1: 3rd Quarter 2022 - 4th Quarter 2022

- Review the proposed partnership with Town Council to gauge their interest in development of the Northridge Tract as a passive park.

Phase 2: 4th Quarter 2022 - 1st Quarter 2023

- If Town Council is interested, visit the site, order updated surveys, and review the activities allowed per the conservation easement.
- Develop a conceptual plan with passive recreational opportunities. Review the plan with the Hilton Head Land Trust Board, obtain public input, and present the plan to Town Council for input.

Phase 3: 1st Quarter 2023 - 3rd Quarter 2023

- Submit a Public Project Review application for review by the Planning Commission.

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4. **Appendix**

A. Strategic Action Agenda

Appendix A consists of the Town's **Strategic Action Agenda** in the format that will be used to convey project status and update information to the public.

B. Our Plan Implementation Index

Appendix B provides the **Our Plan Implementation Index**. This is a matrix to relate the items identified from **Our Plan** that are categorized using the *Now, Near* and *Next* designations to items that were identified as Town Council priorities during the 2021 annual strategic planning workshop.

C. Capital Improvement Program FY 2022-2023

Appendix C presents the Town's adopted **Capital Improvement Program** (CIP) for the Fiscal Years 2022 and 2023.

D. Governing Body Work Session Report

Appendix D is a copy of the **Governing Body Work Session Report** provided by the Novak Consulting Group as documentation of the Town Council 2021 annual strategic planning workshop.

A. **Strategic Action Agenda**

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
	Comprehensive Plan Goal: Pursuit of Excellence							
	Initiative Type: Policy							
1	Implement American Rescue Plan Funding Appropriation	Pursuit of Excellence	Policy	Finance	 johntr@hiltonheadisland.org	20...	Finance and Admin...	Town Council adopted a proposed spending plan on 09/21/2021. Staff has begun implementation of spending plan with MOA with Community Foundation of the Lowcountry Other aspects of the spending plan are underway.
2	Assess Alternative Revenue Sources	Pursuit of Excellence	Policy	Executive	 Marcy Benson	20...	Finance and Admin...	Submitted grant applications to the NEA for Artist in Residency Program, T-Mobile for Shelter Cove sculpture trail project, and SC-DOT TAP program for Woodhaven Drive and Lane pathway project. Submitted letters of intent to SC-PRT Recreational Trails Program for the Shelter Cove Lane and Woodhaven Drive pathway projects. Preparing 3 BRIC/FEMA grant applications for Wexford Pump Station, Jarvis Creek System Outfall and Climate Adaptation plan to be submitted Nov. 19, 2021. Research conducted on EDA Travel, Tourism & Outdoor Recreation grant opportunity and recommended staff forward to Mitchellville group. Researched private foundation grant opportunities at request of Fire Rescue staff for address signage project. Notified eligible property owners of FMA grant funding cycle for residential elevation projects.
3	Implement Parking Study Master Plan	Pursuit of Excellence	Policy	Executive	 Joshua Gruber	20...	Public Planning Co...	Scheduled presentation of recommended implementation steps for Public Planning Committee discussion on 10/28/2021.
4	Adopt Short Term Rental Regulations	Pursuit of Excellence	Policy	Community Development	 Teri Lewis	20...	Public Planning Co...	Hired White & Smith Planning and Law Group to assist the Town with this initiative. Kick-off held with PPC on 9/28/21. Focus group meetings with stakeholders are ongoing.
5	Implement Affiliated Agency Town Funding Process Standardization	Pursuit of Excellence	Policy	Executive	 johntr@hiltonheadisland.org	20...	Finance and Admin...	Draft policy approved by Town Council on 08/17/2021. Staff to bring forward draft application documents to Finance and Administration Committee for review and discussion in later 2021/early 2022.
6	Adopt 2020 Census Redistricting	Pursuit of Excellence	Policy	Executive	 Joshua Gruber	20...	Finance and Admin...	The Town has engaged the services of the South Carolina Revenue and Fiscal Affairs Office to assist in the redrawing of its ward boundaries. Staff is in the process of identifying a date when RFA will be able to attend a Town Council meeting to present information on the redistricting process.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
7	Implement the Cultural Affairs Strategic Plan	Pursuit of Excellence	Policy	Office of Cultural Affairs	Jenn McEwen	20...	Community Servic...	Not yet started.
8	Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies	Pursuit of Excellence	Policy	Finance	johntr@hiltonheadisla...	20...	Finance and Admi...	Not yet started.
9	Adopt Real Estate Transfer Fee Extension & Expansion of fer Fee	Pursuit of Excellence	Policy	Executive	Joshua Gruber	20...	Finance and Admi...	A draft memorandum outlining the history of the Town's Real Estate Transfer Fee and the necessary steps to extend its collection has been prepared for discussion at the Town Council Strategic Plan Workshop.
10	Adopt & Implement Beach Master Plan	Pursuit of Excellence	Policy	Infrastructure Services	Aaron Black	20...	Community Servic...	Staff to make presentation to the Community Services and Public Safety Committee on 10/25/2021.
11	Enhance Beach Shuttle Services	Pursuit of Excellence	Policy	Infrastructure Services	Jeff Buckalew	20...	Public Planning Co...	Not yet started.
12	Establish Island Brand Development Strategy	Pursuit of Excellence	Policy	Communications	Carolyn Grant	20...	Public Planning Co...	Not yet started.
13	Adopt & Implement a Human Resources Strategic Plan	Pursuit of Excellence	Policy	Human Resources	Lisa Stauffer	20...	Finance and Admi...	Not yet started.
14	Adopt & Implement a Technology & Innovation Strategic Plan	Pursuit of Excellence	Policy	Technology and Innov...	John Tuttle	20...	Finance and Admi...	Not yet started.
Initiative Type: Operational								
15	Respond to COVID-19 Pandemic	Pursuit of Excellence	Oper...	Fire Rescue	Thomas (Tom) Dunn	20...	Community Servic...	Coordinated with DHEC to provide weekly testing, on-island beginning August 13 and is scheduled through the end of November. Supporting local vaccination events in coordination with DHEC and HHH when possible. The full list of events is located on the S: Drive - S:\COVID-19 Testing and Vaccinations\Event Data.
16	Improve Permitting & Review Process	Pursuit of Excellence	Oper...	Community Developm...	Teri Lewis	20...	Public Planning Co...	Ongoing. Open House held with HH Homebuilders Association in late September to review recent changes.
17	Conduct & Respond to Employee Satisfaction Survey	Pursuit of Excellence	Oper...	Human Resources	Lisa Stauffer	20...	Finance and Admi...	Staff has assimilated all of the survey data received from Town employees. This information has been presented to all staff members. Focus groups will be conducted in November and December to solicit additional information and feedback in several areas.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
18	Improve Administrative Support Processes for Boards, Commissions & Committees	Pursuit of Excellence	Oper...	Executive	Krista Wiedmeyer	20...	Finance and Admi...	All administrative support processes for the Town's Board, Commissions and Committee have been combined under a single department for oversight and management. Granicus software roll out is scheduled to take place before 12/01/2021.
19	Research Trends & Implement Best-in-Class Municipal Services Delivery	Pursuit of Excellence	Oper...	Executive	Shawn Colin	20...	Public Planning Co...	Not yet started
20	Acquire Fire Rescue Center for Public Service Excellence Re-accreditation	Pursuit of Excellence	Oper...	Fire Rescue	Joheida Fister	20...	Community Servic...	The Community Risk Assessment / Standards of Cover Document has been finalized and submitted along with the Self- Assessment Manual. Both were submitted on Sept. 03, 2021. Expect an on-site visit by the CFAI PEER Team in early December 2021.
21	Implement Fire Rescue Strategic Plan	Pursuit of Excellence	Oper...	Fire Rescue	Bradley W Tadlock	20...	Community Servic...	Fire Rescue has assigned one working group to address the SP Goal on Community Engagement. A working group will be established in Nov. 2021 to address SP Goal on evaluating the department's professional development standards.
22	Enhance Communications Plan with Strong Social Media Emphasis	Pursuit of Excellence	Oper...	Communications	Carolyn Grant	20...	Finance and Admi...	10.4.21: Communications Team has begun meeting with Dept leaders to gain a better understanding of their work and communication needs. The first meeting was with Jennifer Ray on Aug. 31. One outcome of this meeting was development a standard communication guide sheet that she will include with her project packets; the guide includes a checklist of information needed for news releases, social media and other commonly used communication avenues. 10.4.21: Communications Team identified several media tracking companies - Critical Mention, Agility PR and Meltwater. Based on presentations, we selected Meltwater. A contract with Meltwater was initiated week of Sept 27 and signed/approved by Sept 30. Three primary users have been assigned - Carolyn Grant, Kelly Spinella and Jennifer McEwen.
23	Create a Culture of High Organizational Performance	Pursuit of Excellence	Oper...	Executive	Angie Stone	20...	Finance and Admi...	Several organizational adjustments have been implemented to better align with staff roles and responsibilities.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
24	Implement SeeClickFix Mobile & Website Application	Pursuit of Excellence	Oper...	Technology and Innov...	John Tuttle	20...	Community Servic...	Implemented See-Click-Fix in conjunction with the launch of the new Town website on July 2, 2021. See-Click-Fix is currently embedded as a web page in the Report Issues section of the website. Staff is currently developing a mobile app which can be used in lieu of web site for reporting of citizen issues. Mobile app will be made available to citizens via the Google Play or Apple App store.
Comprehensive Plan Goal: Environmental Sustai...								
Initiative Type: Policy								
25	Implement Beach Renourishment Program & Update Beach Management Plan	Environmental Sustainability	Policy	Infrastructure Services	Jeff Buckalew	20...	Community Servic...	Preliminary efforts have begun with a consultant to prepare for the 2025 beach Renourishment efforts. We are also looking at adding additional public beach areas into our renourishment scope.
26	Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling	Environmental Sustainability	Policy	Infrastructure Services	Jeff Buckalew	20...	Community Servic...	Not yet started.
27	Work with Public Service Districts (PSDs) on Long-Term Capital Projects	Environmental Sustainability	Policy	Infrastructure Services	Jeff Buckalew	20...	Community Servic...	Representatives of the three Public Services Districts made presentation on their long-range capital projects. On going discussions are centered on potential use of Town owned property for infrastructure improvements.
28	Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency	Environmental Sustainability	Policy	Infrastructure Services	Jeff Buckalew	20...	Community Servic...	Not yet started.
Initiative Type: Operational								
29	Establish National Leadership Credibility in Environmental Sustainability & Resource Protection	Environmental Sustainability	Oper...	Community Develop...	Sally Krebs	20...	Public Planning Co...	Completed weekly FaceBook/Twitter posts for 2021 on island biodiversity and its importance. Met with the director of the SE Sustainability Directors Network about their organization and networking opportunities and recommended we join to share our experiences and learn from others. Worked with the Women's Association of HHI to provide a powerpoint presentation on our green infrastructure project at Jarvis Creek Park and a welcome letter from the mayor to be displayed at one of the pavilions at COP26.
30	Acquire Audubon International "Sustainable Community" Recertification	Environmental Sustainability	Oper...	Community Develop...	Sally Krebs	20...	Public Planning Co...	The updated indicator chart was submitted to Audubon International on 4-30-21; we received notification of recertification on 7-14-21; this item is completed.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
	Comprehensive Plan Goal: Revitalize Economy							
	Initiative Type: Policy							
31	Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance	Revitalize Economy	Policy	Finance	April Akins	20...	Finance and Admi...	MASC Model Business License Ordinance adopted 9/21/2021
32	Develop Town-Owned Property Management, Utilization & Asset Management Plan	Revitalize Economy	Policy	Executive	Shawn Colin	20...	Community Servic...	Coordinating staff review of Town-owned properties, including review of funding sources and restrictions on use. Coordinated development of Town-owned property dashboard using GIS technology to more efficiently access and understand property information. First phase was reviewed in July. Additional direction and staff assignments were outlined for execution. Next update from staff is expected by the end of October.
33	Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance	Revitalize Economy	Policy	Office of Cultural Affairs	Jenn McEwen	20...	Finance and Admi...	Not yet started.
34	Establish Economic Development Strategy	Revitalize Economy	Policy	Executive	Shawn Colin	20...	Finance and Admi...	Not yet started.
35	Establish a Historic & Cultural District Development Corporation	Revitalize Economy	Policy	Executive	Joshua Gruber	20...	Finance and Admi...	Not yet started.
	Comprehensive Plan Goal: Inclusive Community							
	Initiative Type: Policy							
36	Implement Gullah Geechee Task Force Work Plan	Inclusive Community	Policy	Community Develop...	Sheryse DuBose	20...	Public Planning Co...	5 priorities have achieved 100% completion 5 priorities have achieved 75% completion 6 priorities have achieved 50% completion A report on the progress of implementing the report's recommendations will be provided at the 10/19/2021 Town Council meeting. A detailed overview on each priority and its corresponding implementation is provided at the monthly Gullah Geechee Task Force meeting.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
37	Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations	Inclusive Community	Policy	Executive	Joshua Gruber	20...	Finance and Admi...	A draft Memorandum of Agreement has been prepared outlining the roles and responsibilities of a public-private between the Town, the Arts Center, and USCB. The Agreement has been reviewed and approved by the Arts Center and is awaiting review and approval by USCB.
38	Adopt HUD/CDBG Entitlement Program-Adoption of Annual Action Plan	Inclusive Community	Policy	Executive	Marcy Benson	20...	Finance and Admi...	2021 Annual Action Plan submitted to HUD in May 2021. 2021 CDBG grant agreement executed Aug. 30, 2021.
39	Develop Landmark Protection Program	Inclusive Community	Policy	Community Develop...	Sheryse DuBose	20...	Public Planning Co...	Not yet started.
40	Conduct Community Engagement Survey	Inclusive Community	Policy	Executive	Angie Stone	20...	Public Planning Co...	Not yet started.
Initiative Type: Operational								
41	Assist with Implementing Mitchelville Master Plan	Inclusive Community	Oper...	Community Develop...	Jayme Lopko	20...	Public Planning Co...	Ahmad Ward to present progress update to F&A Committee 10/19/21
42	Incorporate Public Art & Culture Projects into New & Existing Parks	Inclusive Community	Oper...	Office of Cultural Affairs	Jenn McEwen	20...	Community Servic...	Will be reviewed during FY23 CIP formulation.
Comprehensive Plan Goal: Connected Community								
Initiative Type: Policy								
43	Assist with Relocating St. James Baptist Church	Connected Community	Policy	Executive	Joshua Gruber	20...	Finance and Admi...	The Town participates in monthly discussions with Beaufort County and representatives of St. James Baptist Church. On 10/08/2021, the Town and County held a conference call with staff members from Congressman Clyburn's office to explain the project status and to discuss potential assistance from the Congressman's office on the pending FAA application.
44	Adopt e-Bike & e-Scooter Usage/Regulations	Connected Community	Policy	Legal	Diane Busch	20...	Public Planning Co...	Staff made a presentation to the Public Planning Committee in September 2021 and has had several follow up meetings with stakeholder groups to achieve concurrence on outstanding issues. A follow up presentation is estimated to occur at the December 2021 Public Planning Committee on e-bikes usage and regulations. E-scooter discussions will occur after completion of actions on e-bike regulations.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
45	Adopt Mid-Island Redevelopment Strategy & Park Master Plan	Connected Community	Policy	Infrastructure Services	Jennifer Ray	20...	Public Planning Co...	This project consists of preparation of a redevelopment strategy for the Mid-Island Initiative Area and planning for a new community park on the Town-owned Mid-Island Tract, a portion of the former Planter's Row Golf Course. Conceptual Design has begun with the selected firm.
46	Develop Hilton Head Island Growth Framework & Illustrative Master Plan	Connected Community	Policy	Community Developm...	Jennifer Ray	20...	Public Planning Co...	Not yet started.
47	Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO)	Connected Community	Policy	Community Developm...	Teri Lewis	20...	Public Planning Co...	Not yet started
Initiative Type: Operational								
48	Update Town Website	Connected Community	Oper...	Executive	Angie Stone	20...	Finance and Admi...	New website launched successfully on July 2, 2021. (Jacob Deuel 7/29/2021)
49	Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High Speed Fiber Connectivity/Cellular Usage Capabilities	Connected Community	Oper...	Technology and Innov...	John Tuttle	20...	Finance and Admi...	Not yet started.
50	Establish Sustainable Environmental Practices Social Media Campaign	Connected Community	Oper...	Community Developm...	Carolyn Grant	20...	Public Planning Co...	Not yet started.
Comprehensive Plan Goal: Regional Focus								
Initiative Type: Policy								
51	Assess Revision of Beaufort County Impact Fees	Regional Focus	Policy	Executive	Shawn Colin	20...	Finance and Admi...	Current status of this effort was summarized for the Town Manager in July. Transportation and Park projects were submitted to the county for incorporation. This item was suspended pending resolution of Law Enforcement fee issue with the county.
52	Assess Creation of Regional Housing Trust Fund	Regional Focus	Policy	Community Developm...	Jennifer Ray	20...	Finance and Admi...	Representatives of Beaufort County will be presenting the consultants recommendations on creating a regional workforce housing trust fund at the 10/19/2021 Town Council meeting.
53	Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan	Regional Focus	Policy	Executive	Shawn Colin	20...	Public Planning Co...	Participated in kick-off meeting and initial survey for input to long-range transportation plan update. Developing list of projects consistent with LATS project criteria to submit for consideration by Town Council and the LATS Policy Board.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
54	Establish Reoccurring Regional Joint Meetings Between Hilton Head Island and Beaufort County Council	Regional Focus	Policy	Executive	Krista Wiedmeyer	20...	Finance and Admi...	Not yet started.
55	Evaluate Access Between Hilton Head Island & the Greater Region Through Viable Multi-Modal Transportation	Regional Focus	Policy	Community Developm...	Darrin Shoemaker	20...	Public Planning Co...	Facilities to accommodate non-motorized travel modes between Hilton Head Island and the mainland are being incorporated into the SCDOT's Gateway Entry Corridor Project. The Town's Metropolitan Planning Organization (MPO), LATS, is developing an update to their Long Range Transportation Plan (LRTP) that is examining opportunities to improve multi-modal connectivity between HHI and areas within the MPO boundary. The Town is taking an active role in both efforts via coordination with SCDOT and Beaufort County on the US 278 project and active participation on the LATS Technical and Policy Committees relative to the LRTP.
Comprehensive Plan Goal: Right Sized Infrastructure								
Initiative Type: Policy								
56	Implement Workforce & Affordable Housing Strategy	Right Sized Infrastructure	Policy	Community Developm...	Jayme Lopko	20...	Public Planning Co...	Update to Planning Commission 10/6/21 Marketing/Education materials emailed by 10/8/21 Interview with 843TV 10/13/21 Staff working to on draft RFOI for solicitation. Working to partner opportunity with Patterson Park CIP element.
57	Develop William Hilton Parkway Gateway Corridor Plan	Right Sized Infrastructure	Policy	Executive	Shawn Colin	20...	Public Planning Co...	Engaged consultants MKSK and HDR through contract to develop transportation and corridor related recommendations for the Gateway corridor projects. Coordinated several public engagements and meetings with stakeholders, Town Council and the community to develop a local position for the project. Meeting scheduled with Town Council on October 12th to take a vote on a local position with recommendations to provide to and discuss with the county and SCDOT leadership.
58	Assess Main Street Right-of-Way Acquisition	Right Sized Infrastructure	Policy	Infrastructure Services	Jeff Buckalew	20...	Finance and Admi...	Town Council to review Resolution authorizing the acceptance of the right-of-way at it meeting on 10/19/2021.

#	Strategic Action Item	Comprehensive Plan Goal	Initiative Type	Department of Primary Responsibility	Project Manager	Fiscal Year Start	Town Council Committee Assignment	Project Notes
59	Adopt Community Addressing Ordinance	Right Sized Infrastructure	Policy	Fire Rescue	Joheida Fister	20...	Community Servic...	The internal policy currently being utilized to define the process will be finalized in the next few months. Current readdressing projects are being compared to the policy and updates to the policy are being included. Working with Community Development to draft the addressing ordinance as part of the LMO update.
60	Adopt Traffic Calming Policy	Right Sized Infrastructure	Policy	Infrastructure Services	Jeff Buckalew	20...	Community Servic...	Not yet started.
Initiative Type: Project								
61	Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration	Right Sized Infrastructure	Project	Infrastructure Services	Jeff Buckalew	20...	Public Planning Co...	SCDOT is in the procurement process and expects to award a design/building contract in December of 2021 and to be under contract with the preferred firm by January of 2022. Expected project completion is estimated for December 2022. Transfer of the Administration building is scheduled to occur following project completion. Estimated for early spring 2023.
62	Implement Capital Improvement Program (CIP)	Right Sized Infrastructure	Project	Infrastructure Services	Jennifer Ray	20...	Public Planning Co...	Ongoing. See CIP status update notes.
Comprehensive Plan Goal: Parks and Recreation								
Initiative Type: Operational								
63	Establish Parks and Recreation Marketing Plan	Parks and Recreation	Oper...	Communications	Carolyn Grant	20...	Community Servic...	Not yet started.
64	Assist with Ford Shell Ring Park Development	Parks and Recreation	Oper...	Community Developm...	Jayme Lopko	20...	Public Planning Co...	Project under design, submitting for permits November 2021. JOA and new easement in legal review
65	Establish Beaufort County & Hilton Head Land Trust Northridge Conservation Tract Partnership	Parks and Recreation	Oper...	Community Developm...	Shawn Colin	20...	Community Servic...	Not yet started.



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B. **Our Plan Implementation Index**

Our Plan Goals, Strategies and Tactics: Council Workshop Categorization

updated: 03/05/2021 (TL)

ID Number	Our Plan Section	Core Value or Element	Goal Number	Strategy Number	Tactic Number	Strategic Outcomes and Goals	Workshop Goals Prioritization	Workshop Strategies Prioritization	Goal, Strategy or Tactic Content Text
1	3.0	Excellence	1			BiC Services & Facilities	Now		Our Ideals of Excellence (People & Process): To adopt and pursue Our Ideals of Excellence for Hilton Head Island.
1	3.0	Excellence	1			Prosperity & Innovation	Now		Our Ideals of Excellence (People): To adopt and pursue Our Ideals of Excellence for Hilton Head Island.
1	3.0	Excellence	1			Quality of Life	Now		Our Ideals of Excellence (Place): To adopt and pursue Our Ideals of Excellence for Hilton Head Island.
2	3.0	Excellence	1	1.1				TC Priority	Establish a brand for the Town that reflects Our Ideals of Excellence and the Core Values in order to initiate progress for these strategies and provide a foundation for the Town as outlined in this chapter.
3	3.0	Excellence	1	1.2				TC Priority	Deploy Our Ideals of Excellence through the Town's community engagement, communication standards, and execution of projects and policy.
4	3.0	Excellence	1	1.2	1.2.1				Develop a sense of place that clearly communicates our community values and Our Ideals of Excellence, for example, through promotion or other visual standards.
5	3.0	Excellence	1	1.3					Ensure Our Ideals of Excellence are reflected in how the Island is promoted and marketed.
6	3.0	Excellence	1	1.4				Existing	Apply for and promote awards of recognition for the Town, such as the League of American Bicyclists Bicycle Friendly Community designation and the National Civic League's All America City Award.
7	3.0	Excellence	1	1.5				Existing	Foster the preservation and promotion of the rich cultural heritage and historical resources of Hilton Head Island.
8	3.0	Excellence	1	1.6				Existing	Evaluate, develop, and maintain standards that preserve and enhance the natural and physical environments that reflect the character of the Island.
9	3.0	Excellence	1	1.6	1.6.1				Set an example for the community by developing and maintaining Town projects and properties in a manner that preserves and enhances Island character.
10	3.0	Excellence	1	2.1				TC Priority	Develop a communication plan that relays Our Ideals of Excellence, as well as their adoption and implementation strategies.
11	3.0	Excellence	1	2.2				Existing	Encourage increased knowledge and awareness of, and respect for, the local Island and Gullah Geechee history.
12	3.0	Excellence	1	2.3				Existing	Pursue awards, programming such as the National Flood Insurance Community Rating System (CRS), and recognitions that promote the qualities of our residential community.
13	3.0	Excellence	1	2.4				Existing	Continue to host Town special events and meetings that are in compliance with adopted standards for accessibility. Evaluate adopting a policy for accessibility that meets or exceeds the standards.
14	3.0	Excellence	1	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.
15	3.0	Excellence	1	2.6				Existing	Continue to provide excellent law enforcement, Fire Rescue, Emergency Management, and disaster recovery services for Island residents and visitors. Build on the outstanding reputation of the Fire Rescue and Emergency Management services as existing custodians of excellence.
16	3.0	Excellence	1	2.7				Existing	Continue to provide the staff and requisite facilities needed to maintain the excellent administration of all Town government functions, including customer service.
17	3.0	Excellence	1	2.8				Existing	Continue to engage the community through excellent arts and culture education with outreach opportunities and events.

18	3.0	Excellence	1	2.9				Existing	Recognize the importance of parks and recreation for the Island community through the development, maintenance, improvement, and enhancement of recreation facilities and programs.
19	3.0	Excellence	1	2.10				TC Priority	Work with partners and anchor institutions to promote opportunities that will diversify the residential population.
20	3.0	Excellence	1	2.10	2.10.1				Encourage development and redevelopment opportunities that help Hilton Head Island be a competitive and affordable place to live and work.
21	3.0	Excellence	1	2.11					Leverage the deep experience and skills of the retirement community and their volunteerism to publicize the human capital on the Island.
22	3.0	Excellence	1	2.12					Recognize the importance of the private healthcare sector to the Island's economy and quality of life through continued consideration for ways to bolster advancements and private investment.
23	3.0	Excellence	1	2.13					Recognize the importance of the public and private education sector to the Island's economy and quality of life through continued consideration for ways to bolster education opportunities, partnerships, and private investment.
24	3.0	Excellence	1	3.1				Existing	Evaluate the Town's Comprehensive Plan on a regular basis for consistency and applicability to existing conditions, policies, and projects in existence at the time.
25	3.0	Excellence	1	3.1	3.1.1				Develop and 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.
26	3.0	Excellence	1	3.2					Create our Town government to be a Center for Excellence.
27	3.0	Excellence	1	3.2	3.2.1				Encourage the Town Council, boards, commissions, and staff to monitor and evaluate their work and projects for compliance with the Core Values and Our Ideals of Excellence.
28	3.0	Excellence	1	3.2	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.
29	3.0	Excellence	1	3.2	3.2.3				Consider convening citizen think tank sessions to vet new ideas and obtain input on the Town's progress and implementation of policies.
30	3.0	Excellence	1	3.3				Existing	Continue to provide an appropriate range of land uses that accommodate the needs of the community.
31	3.0	Excellence	1	3.3	3.3.1				Provide appropriate modifications to the zoning designations and land use regulations to meet community needs while maintaining Island character.
32	3.0	Excellence	1	3.4				TC Priority	Ensure new design and development standards consider Our Ideals of Excellence.
33	3.0	Excellence	1	3.5				Existing	Continue to engage the community, above and beyond what is minimally required, in the planning and policy process.
34	3.0	Excellence	1	3.5	3.5.1				Instill a strong sense of civic pride by encouraging involvement in Town boards and commissions, in public decision-making, and through community engagement.
35	3.0	Excellence	1	3.5	3.5.2				Evaluate and incorporate the application of on-line tools, applications, or services in planning and engagement processes.
36	3.0	Excellence	1	3.5	3.5.3				Ensure the Town's technology and communications plans, applications, and infrastructure are positioned to provide best-in-class community engagement for day-to-day activities, as well as during states of emergency or natural disasters.
37	3.0	Excellence	1	3.6				Existing	Pursue awards and recognition for the Town's planning and design efforts.
38	3.0	Excellence	1	3.7					Evaluate and utilize public and/or private partnerships and cooperation in Town projects or beautification efforts.
39	3.0	Excellence	1	3.8				TC Priority	In the development of best practices and standards for processes, policies and projects, use innovation and learning to continually build and improve upon past experiences.
40	3.0	Excellence	1	3.8	3.8.1				Identify and apply standards and best practices for processes and projects.
41	3.0	Excellence	1	3.8	3.8.2				Ensure the planning process is dynamic and transparent.

42	3.0	Excellence	1	3.8	3.8.3				Use lessons learned and innovation to continually improve upon Our Ideals of Excellence and applicable strategies and tactics.
43	3.0	Environment	1			BiC Services & Facilities	Near		Waste: To work towards a Town-wide zero waste model.
44	3.0	Environment	1	1.1					Examine waste collection options that take into account the unique aspects of the Island and maximize efficient collection.
45	3.0	Environment	1	1.2					Explore methods to improve recycling and composting rates.
46	3.0	Environment	1	1.3					Encourage Beaufort County to create an off-Island materials processing center and work with County leaders to identify long-term waste disposal and recycling capabilities for on and off island facilities, and within the region.
47	3.0	Environment	1	1.4					Pursue promotional and educational efforts to foster recycling, composting, and litter control.
48	3.0	Environment	1	1.4	1.4.1				Facilitate composting models at highly visible sites, such as schools and Town facilities.
49	3.0	Environment	1	1.4	1.4.2				Pursue new ways to disseminate information on waste and recycling to residents and visitors.
50	3.0	Environment	1	1.4	1.4.3				Promote Beaufort County's recycling and litter control programs.
51	3.0	Environment	1	1.4	1.4.4				Incorporate initiatives to reuse and up-cycle trash for art programs or with local artists.
52	3.0	Environment	2			BiC Services & Facilities	Now		Environmental Sustainability: To become a recognized leader in environmental protection and sustainability
53	3.0	Environment	2	2.1					Investigate ways to foster environmental ecosystem and environmental sustainability research.
54	3.0	Environment	2	2.1	2.1.1				Sponsor an environmentally-focused event of regional or national significance, such as a Sea Turtle Symposium.
55	3.0	Environment	2	2.1	2.1.2				Develop and implement a Sustainable Practices Plan for Town Hall.
56	3.0	Environment	2	2.1	2.1.3				Look for ways to partner with local and regional education organizations to accomplish this goal and strategy.
57	3.0	Environment	2	2.2			TC Priority		Encourage and offer options for sustainable development of structures and sites.
58	3.0	Environment	2	2.2	2.2.1				Investigate implementation of environmentally sustainable standards, such as Sustainable Sites Initiative, LEED, or Earthcraft, for all development projects.
59	3.0	Environment	2	2.2	2.2.2				Integrate a Low Impact Development (LID) menu of optional design techniques in the Land Management Ordinance (LMO). Provide an incentive for each LID technique.
60	3.0	Environment	2	2.3			Existing		Strive for a green standard for all Town facilities and capital improvement projects.
61	3.0	Environment	2	2.3	2.3.1				Continue to pursue green certifications, such as Sustainable Sites Initiative, or LEED, for new and redeveloped Town facilities and infrastructure.
62	3.0	Environment	2	2.4					Explore ways to expand environmental education efforts and programs.
63	3.0	Environment	2	2.4	2.4.1				Continue to implement effective environmental education efforts and projects, such as installing interpretive signs on Town property.
64	3.0	Environment	2	2.4	2.4.2				Strengthen existing and form new local, regional, and national partnerships with environmental organizations, governments, businesses, religious groups, civic groups, neighborhoods, property owners associations (POAs), schools and universities, and others for environmental education purposes.
65	3.0	Environment	2	2.4	2.4.3				Use current communication formats and social media to successfully implement this strategy.
66	3.0	Environment	2	2.5			Existing		When evaluating property for land acquisition, identify opportunities to provide localized benefits, environmental protections and sustainability benefits.
67	3.0	Environment	2	2.6			Existing		Continue to maintain or strengthen existing environmental protections for buffers, trees, wetlands, dunes, and special habitat areas.
68	3.0	Environment	3			Quality of Life	Now		Water: To monitor our water resource so that it is clean, abundant, and available.
69	3.0	Environment	3	3.1					Preserve healthy watersheds and restore impaired watersheds.
70	3.0	Environment	3	3.1	3.1.1				Continue to publish water quality data regularly.

71	3.0	Environment	3	3.1	3.1.2				Continue to monitor water quality at stormwater discharge points and use the data to guide future infrastructure improvements.
72	3.0	Environment	3	3.1	3.1.3				Explore incentives for applicants to use watershed friendly, low-impact planning strategies during plan review.
73	3.0	Environment	3	3.1	3.1.4				Look for ways to reduce impervious surfaces Island-wide through the use of pervious materials and other methods, and address the watersheds with high impervious percentages.
74	3.0	Environment	3	3.1	3.1.5				Explore innovative methods to take development pressure off environmentally sensitive headwater regions.
75	3.0	Environment	3	3.1	3.1.6				Continue to implement the recommendations of the Broad Creek Management Plan and evaluate the need to update the plan to address changing conditions.
76	3.0	Environment	3	3.1	3.1.7				Consider incentivizing alternative stormwater management to include LID techniques, such as bioretention, treatment trains, permeable pavement, and infiltration.
77	3.0	Environment	3	3.2					Foster the reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation.
78	3.0	Environment	3	3.2	3.2.1				Continue to encourage the use of drought-tolerant native plantings with high value for wildlife food and habitat.
79	3.0	Environment	3	3.2	3.2.2				Educate the community about the benefits of limiting turf grass, which requires more irrigation and fertilization than native, drought-tolerant species.
80	3.0	Environment	3	3.2	3.2.3				Limit the amount of turf grass and species requiring irrigation planted for Town projects and properties.
81	3.0	Environment	3	3.2	3.2.4				Encourage infrastructure improvements needed to store and use reclaimed water.
82	3.0	Environment	3	3.2	3.2.5				Utilize projects and development on Town-owned land to demonstrate rainwater recycling techniques.
83	3.0	Environment	3	3.3					Continue efforts to educate the public on preventing water pollution and increasing water conservation.
84	3.0	Environment	3	3.4					Promote sites like the Betsy Jukofsky Xeriscape Garden at Town Hall, and build demonstration sites and structures, such as green roofs and rainwater harvest technologies.
85	3.0	Environment	3	3.4	3.4.1				Highlight resources for alternative stormwater management and designs on the Town's website for both single family and non-single family developments.
86	3.0	Environment	3	3.4	3.4.2				Ensure the beach environment stays protected by continuing to prevent surface runoff and/or discharge from stormwater runoff and pools.
87	3.0	Environment	4		Quality of Life	Now			Environment: To protect and preserve the natural environment of Hilton Head Island.
88	3.0	Environment	4	4.1			Existing		Establish goals and clear metrics for water (salt and fresh) quality and quantity, tree coverage, wildlife, and beach erosion.
89	3.0	Environment	4	4.1	4.1.1				Monitor the effectiveness of the Coastal Protection Area Overlay (CPA-O) and Transition Area Overlay (TA-O) districts.
90	3.0	Environment	4	4.1	4.1.2				Continue to maintain and protect the beach ecosystem for wildlife and critical habitat for flora and fauna, such as the Piping Plover.
91	3.0	Environment	4	4.1	4.1.3				Continue to preserve and maintain open space, including the improvement and enhancement of existing open space.
92	3.0	Environment	4	4.2			TC Priority		Find ways to use Town property to showcase environmental preservation.
93	3.0	Environment	4	4.2	4.2.1				Where applicable, establish greenways between Town properties and other areas of open space.
94	3.0	Environment	4	4.2	4.2.2				Where applicable, establish blueways to link Town-owned properties.
95	3.0	Environment	4	4.3					Encourage utility companies to maintain easements in a controlled state that balances preservation of natural areas.
96	3.0	Environment	4	4.4					Create a forest management program to preserve and enhance the Island's forested areas.

97	3.0	Environment	4	4.5				Existing	Maintain and adapt the wetland management program to preserve and enhance our wetland system.
98	3.0	Environment	4	4.5	4.5.1				Enhance, create, and maintain vegetated riparian wetland buffers with viewing corridors and windows.
99	3.0	Environment	4	4.5	4.5.2				Maintain and protect wetland buffers on Town-owned property by utilizing native plants and pervious surfaces.
100	3.0	Environment	4	4.5	4.5.3				Continue to evaluate and adopt regulations to ensure wetland buffers are protected.
101	3.0	Environment	4	4.6				Existing	Use Town communications and sustainability outreach resources to educate residents and visitors on natural resource ordinances.
102	3.0	Environment	5			Prosperity & Innovation	Next		Energy: To maximize the efficiency of energy usage and expand the use of renewable energy.
103	3.0	Environment	5	5.1					Evaluate ways to incentivize the use of energy-efficient building techniques, such as Sustainable Sites Initiative, LEED, Earthcraft, green materials, and appliances for residential and non-residential developments.
104	3.0	Environment	5	5.2					Use Town facilities as examples of efficient energy use and renewable energy systems.
105	3.0	Environment	5	5.2					Continue to pursue Sustainable Sites Initiative, LEED, or similar certifications for Town buildings, project sites, and facilities.
106	3.0	Environment	5	5.2	5.2.1				Continue to install new and replace as needed energy-efficient appliances, lighting, and HVAC systems in Town buildings and facilities.
107	3.0	Environment	5	5.2	5.2.2				Consider installing renewable energy systems, such as solar panels, on Town buildings/property to demonstrate the benefits of renewable energy sources.
108	3.0	Environment	5	5.2	5.2.3				Reduce energy consumption of Town buildings where possible.
109	3.0	Environment	5	5.3	5.2.4				Encourage Island residents and businesses to use renewable energy systems, such as solar panels.
110	3.0	Environment	5	5.4					Promote Palmetto Electric's energy efficiency and renewable energy programs in Town facilities and to residential property owners, commercial investors, and visitors.
111	3.0	Environment	6			BiC Services & Facilities	Near		Resilience: To prepare a plan for and to mitigate the effects of climate change or other natural disasters.
112	3.0	Environment	6	6.1					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.
113	3.0	Environment	6	6.1	6.1.1				Identify and define a determination of the most likely future climate and environmental conditions for the Island.
114	3.0	Environment	6	6.1	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.
115	3.0	Environment	6	6.1	6.1.3				Strive to achieve a net zero carbon footprint for Town facilities by balancing carbon dioxide emissions with carbon removal or offsetting.
116	3.0	Environment	6	6.1	6.1.4				Continue to document sea level rise impacts on the Island.
117	3.0	Environment	6	6.2					Adjust Town codes as appropriate to minimize the impacts of climate change and sea level rise on private property.
118	3.0	Environment	6	6.2	6.2.1				Examine the benefits and costs of requiring new structures to be elevated above the minimum requirements.
119	3.0	Environment	6	6.2	6.2.2				Evaluate the environmental impact on exemptions when permitting the redevelopment of nonconforming structures.
120	3.0	Environment	6	6.2	6.2.3				Anticipate the effects of new FEMA Flood Maps.
121	3.0	Environment	6	6.3					Maintain all programs required to support and continue the beach renourishment program and dune reconstruction and protection projects.
122	3.0	Environment	6	6.4					Continue to acquire or protect wetlands and other low-lying and flood-prone pieces of land in order to decrease development in flood-prone areas.

123	3.0	Environment	6	6.5					Use Town communications and sustainability outreach resources to educate residents and visitors about climate change and how it will affect the Island.
124	3.0	Environment	6	6.6					Develop and implement a resiliency plan to address all types of natural disasters or states of emergency that can impact the Island residents, visitors, and businesses.
125	3.0	Environment	6	6.6	6.6.1				Continue to maintain, re-evaluate, and implement as needed the Town's Continuity of Operations Plan (COOP).
126	3.0	Environment	6	6.6	6.6.2				Continue to maintain, re-evaluate, and implement as needed the Town's Disaster Recovery Plan.
127	3.0	Environment	7			Quality of Life	Next		Air Quality: To improve air quality by reducing/minimizing emissions.
128	3.0	Environment	7	7.1					Explore opportunities for the further development and use of public transit and other innovative transportation strategies, such as prioritizing vehicles that use renewable energy.
129	3.0	Environment	7	7.2					Promote the use of low-impact alternative electric transportation where appropriate.
130	3.0	Environment	7	7.3					Continue to preserve and plant trees for reduction of the urban heat island effect.
131	3.0	Environment	7	7.4					Continue to purchase property to decrease the total available density within Town municipal limits.
132	3.0	Environment	7	7.5					Educate residents and visitors about air quality and noise pollution, and their relative impacts on human and environmental health.
133	3.0	Economy	1			BiC Services & Facilities	Now		Transportation: To continue to improve access to and around Hilton Head Island.
134	3.0	Economy	1	1.1				TC Priority	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.
135	3.0	Economy	1	1.2					Consider diverse transportation options for alternate means of access to the Island.
136	3.0	Economy	1	1.2	1.2.1				Continue to work with Beaufort County to modernize and revitalize the Hilton Head Island Airport as an important asset for the Island.
137	3.0	Economy	1	1.2	1.2.2				Work with transportation partners to increase options for public transportation throughout the region to attract workforce and visitors, and provide options for residents.
138	3.0	Economy	1	1.2	1.2.3				Complement public transit operations such as those of Palmetto Breeze (LRTA) by connecting transit stops with employment destinations and tourist destinations.
139	3.0	Economy	1	1.2	1.2.4				Continue to promote and improve the Island's multi-use pathway system as a viable alternative to auto-oriented transportation.
140	3.0	Economy	1	1.2	1.2.5				Evaluate options to integrate marine-based transportation when cost effective and where feasible.
141	3.0	Economy	2			BiC Services & Facilities	Now		Business: To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.
142	3.0	Economy	2	2.1				Existing	Lead the community as an employer that continues to work with staff for telecommuting and remote work in response to situational needs or natural disasters.
143	3.0	Economy	2	2.2				Existing	Collaborate and coordinate with existing organizations to market and expand upon Hilton Head Island's diverse economic opportunities.
144	3.0	Economy	2	2.3				TC Priority	Explore innovative methods to guide development, such as evaluation of policy and ordinances that can facilitate this goal.
145	3.0	Economy	2	2.4				Existing	Seek to attract businesses that can diversify the Island's economic base, such as technology and sustainability-related enterprises.
146	3.0	Economy	2	2.5				TC Priority	Foster and encourage new business start-ups that promote diversification of the Town's economy and jobs, or offer opportunities to advance the Creative Economy.
147	3.0	Economy	3			Quality of Life	Now		Brand: To manage evolving economic growth while maintaining Hilton Head Island's unique aesthetic.
148	3.0	Economy	3	3.1					Support sustainable redevelopment that preserves the environment, modernizes infrastructure, and creates economic benefit to the greatest extent possible.
149	3.0	Economy	3	3.2				Existing	Monitor demographics and economic trends to manage emerging growth and changes.

150	3.0	Economy	3	3.2	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 visitor population on the Island's infrastructure and infrastructure planning and maintenance.
151	3.0	Economy	3	3.2	3.2.2				Monitor trends in housing development to provide housing options that meet market demands.
152	3.0	Economy	3	3.2	3.2.3				Provide data as needed or requested to support other agencies or organizations.
153	3.0	Economy	3	3.3					Monitor areas that have high concentrations of aging structures to target for potential redevelopment.
154	3.0	Economy	3	3.3	3.3.1				Research opportunities to encourage property owners of dilapidated structures to rehabilitate and convert the buildings to workforce housing as a means to provide both redevelopment and additional housing.
155	3.0	Economy	3	3.4				TC Priority	Continue to encourage re-purposing or revitalization of existing commercial spaces/structures or buildings through flexibility or incentives for redevelopment.
156	3.0	Economy	3	3.5				Existing	Encourage a variety of housing types to meet the needs of the population.
157	3.0	Economy	3	3.6					Re-evaluate prior efforts to consider developing appearance and maintenance standards to optimize the character of the Island for commercial areas.
158	3.0	Economy	4			Prosperity & Innovation	Now		Tourism: To explore, understand, prepare for, and adapt to the future of tourism.
159	3.0	Economy	4	4.1					Work with the Hilton Head Island-Bluffton Visitor and Convention Bureau (VCB) to explore, understand, prepare for, and adapt to the future of tourism.
160	3.0	Economy	4	4.1	4.1.1				Promote to Island visitors the destination as a best-in-class, well-maintained, coastal Island residential and resort community with high speed telecommunication and land, water, and air access, where it is possible to operate remotely and also enjoy a fulfilling Island lifestyle.
161	3.0	Economy	4	4.1	4.1.2				Encourage opportunities for culture and heritage based tourism.
162	3.0	Economy	4	4.2					Strive for a balance between tourism and resident economies.
163	3.0	Economy	4	4.3					Collaborate with organizations to market globally a clear brand of Hilton Head Island and what makes the Island unique.
164	3.0	Economy	4	4.3	4.3.1				Continue to encourage the Hilton Head Island Ambassador Program be offered by the University of South Carolina Beaufort (USCB).
165	3.0	Economy	4	4.4					Encourage the tourism industry on the Island to offer visitors a chance to mitigate their travel carbon footprint.
166	3.0	Economy	4	4.5				Existing	Continue to support special events such as the Latin Music Fest, Juneteenth Celebration, HHI Gullah Celebration, RBC Heritage Golf Tournament, and Concours d'Elegance.
167	3.0	Economy	4	4.6				TC Priority	Continue to support existing arts, park and recreation, culture, and history organizations through appropriate and creative funding.
168	3.0	Economy	5			Quality of Life	Now		Population: To attract a diverse and dynamic local population.
169	3.0	Economy	5	5.1				TC Priority	Build relevance to young professionals that represent the New Economy by embracing technology and offering live/work options.
170	3.0	Economy	5	5.2					Encourage companies to promote and provide opportunities for their staff to work remotely or from home.
171	3.0	Economy	5	5.3				Existing	Foster an economy that includes support for a healthy aging population and allows for aging in place.
172	3.0	Economy	5	5.3	5.3.1				Work with appropriate organizations that can help the Town to best utilize and support its older population.
173	3.0	Economy	5	5.3	5.3.2				Encourage housing options that provide opportunities for residents to age in place.
174	3.0	Economy	5	5.4				TC Priority	Create an environment for prosperity and innovation that will allow the private sector healthcare providers to access adequate, cost effective healthcare services for the Island's aging population, including residents and visitors.

175	3.0	Economy	5	5.5					Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the Island.
176	3.0	Economy	6		Quality of Life	Now			Workforce: To have a high-quality, sustainable workforce.
177	3.0	Economy	6	6.1			TC Priority		Encourage the development of workforce housing through effective incentives.
178	3.0	Economy	6	6.1	6.1.1				Continue to pursue the recommendations from the Town's Workforce Housing Strategic Plan.
179	3.0	Economy	6	6.1	6.1.2				Identify methods to support construction of new workforce housing by 2024.
180	3.0	Economy	6	6.1	6.1.3				Support programs aimed at increasing home ownership, such as Habitat for Humanity.
181	3.0	Economy	6	6.1	6.1.4				Consider the use of Town-owned properties, where appropriate, for future development projects or land swaps for workforce housing.
182	3.0	Economy	6	6.1	6.1.5				Review the land acquisition program to determine if a workforce housing component would be an appropriate modification going forward.
183	3.0	Economy	6	6.1	6.1.6				Monitor changing demographics and trends in housing development to allow for housing options to meet market demands.
184	3.0	Economy	6	6.1	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 of workforce housing.
185	3.0	Economy	6	6.2			Existing		Coordinate with educational institutions/agencies to meet the educational and training needs of the Island's population and workforce.
186	3.0	Economy	6	6.2	6.2.1				Collaborate with local industry to determine current and future education needs.
187	3.0	Economy	6	6.2	6.2.2				Encourage diverse educational opportunities that will prepare students for a career, including two-year trade schools, such as through partnerships with USCB or TCL to help expand their program offerings.
188	3.0	Economy	6	6.2	6.2.3				Collaborate with educational institutions and schools in ways that expand them into the local economy.
189	3.0	Economy	6	6.3			Existing		Lead the community as an employer that ensures staff are fairly compensated based on the comparative data in the job market.
190	3.0	Economy	6	6.3	6.3.1				Evaluate and implement as needed the results of Town staff wage and benefit analyses.
191	3.0	Economy	6	6.3	6.3.2				Encourage businesses to conduct wage and benefit surveys.
192	3.0	Economy	6	6.4			TC Priority		Evaluate transportation options for the workforce.
193	3.0	Economy	6	6.4	6.4.1				Encourage enhancements to the public transportation network, such as continued integration of bike racks on buses, linking pathways to transit stops, and providing a link to off-island users.
194	3.0	Economy	6	6.4	6.4.2				Encourage the coordination of existing regional public transit providers to enhance the service to the mainland and the Island for the commuting workforce.
195	3.0	Economy	6	6.5			Existing		Continue to advance opportunities where possible for the Town to have a role in the workforce development and private sector investment in the healthcare industry.
196	3.0	Inclusive	1		BiC Services & Facilities	Now			Education: To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.
197	3.0	Inclusive	1	1.1			TC Priority		Work in partnership with the public school district, private schools, Island non-profit organizations, and concerned citizens to assess on-going needs for early education facilities.
198	3.0	Inclusive	1	1.2			Existing		Encourage Beaufort County to continue their efforts to provide resources and funding for the Hilton Head Island Library.
199	3.0	Inclusive	1	1.3			Existing		Continue to coordinate and partner with the University of South Carolina Beaufort (USCB) and encourage other continuing education programs to partner with arts and culture organizations, and primary, secondary, and tertiary schools, in establishing continuing education.
200	3.0	Inclusive	1	1.4			TC Priority		Cooperate and collaborate with the public school district to assess the needs of the Beaufort County School District Hilton Head Island Cluster.
201	3.0	Inclusive	2		Quality of Life	Now			Historic Sites; Venues: To identify and re-imagine historic places and venues so that they are inviting and accessible.

202	3.0	Inclusive	2	2.1				TC Priority	Consider developing a historic landmarks protection or similar program using recommendations from the Town's Gullah Geechee Culture Preservation Project Report, the Heritage Library, or Mitchelville Preservation Project.
203	3.0	Inclusive	2	2.2				Existing	Continue working with planned communities and other private landowners to provide access to cultural and historic sites for family members, friends, and historians for the purpose of education and maintenance.
204	3.0	Inclusive	2	2.3				Existing	Continue installing wayfinding signs and historic markers to identify Island historic sites, historic neighborhoods, important historic events, and to recognize people who contributed significantly to sustaining life on the Island.
205	3.0	Inclusive	2	2.3	2.3.1				Continue to support the Town's Office of Cultural Affairs (OCA) in efforts to establish wayfinding signs for unique historic areas.
206	3.0	Inclusive	2	2.4				Existing	Continue establishing educational programs to help residents and visitors of all ages better understand the long, unique history and rich cultural traditions of Hilton Head Island.
207	3.0	Inclusive	2	2.4	2.4.1				Establish a program to help better educate Town officials and staff, area school teachers, employers, and others on Gullah culture so they can better understand the culture and more effectively interact with the Island's Gullah citizens per the Town's Gullah Geechee Culture Preservation Project Report.
208	3.0	Inclusive	2	2.5				Existing	Continue to support efforts towards the preservation of historic Island culture, including that of the Gullah Geechee community.
209	3.0	Inclusive	2	2.6					Continue to work with local communities and organizations and investigate land acquisition towards the preservation of historic and cultural sites for future generations to enjoy.
210	3.0	Inclusive	2	2.7					Explore the possibility of establishing historic overlay districts to identify, preserve, and protect sites and structures deemed appropriate for such designation.
211	3.0	Inclusive	2	2.8				TC Priority	Continue to support arts, culture, and history opportunities that contribute to the unique character of the Island.
212	3.0	Inclusive	2	2.8	2.8.1				Support the development of Historic Mitchelville Freedom Park.
213	3.0	Inclusive	2	2.8	2.8.2				Support the planned expansion of the Coastal Discovery Museum.
214	3.0	Inclusive	2	2.8	2.8.3				Continue to foster partnerships between arts, culture, and history institutions and organizations that support this goal and strategy.
215	3.0	Inclusive	3		Quality of Life	Near			Community Development: To foster creation of sustainable, inclusive, equitable, and innovative community development on the entire Island.
216	3.0	Inclusive	3	3.1					Foster events, organizations, and gathering spaces that encourage involvement from the Island's residential and visitor populations.
217	3.0	Inclusive	3	3.2					Continue to identify and encourage the many different organizations and groups that currently are involved in community building efforts inside and outside the Island's gated communities.
218	3.0	Inclusive	3	3.3					Continue to implement the recommendations from the Town's Workforce Housing Strategic Plan.
219	3.0	Inclusive	3	3.4					Evaluate opportunities for diversity in housing costs and transportation modes by establishing incentives for redevelopment of abandoned and underutilized spaces.
220	3.0	Inclusive	3	3.5					Encourage employer assisted housing programs to entice more employees of various professions (teachers, police officers, fire fighters, etc) to live within Town limits.
221	3.0	Inclusive	3	3.6					Encourage collaboration and interaction between residential communities.
222	3.0	Inclusive	3	3.7					Address housing issues by using a systematic approach that integrates economic development, transportation, and land use.
223	3.0	Inclusive	3	3.8					Integrate public policy recommendations from the Town's Gullah Geechee Culture Preservation Project Report.
224	3.0	Inclusive	4		Quality of Life	Now			Natural Resources; Cultural Resources: To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.

225	3.0	Inclusive	4	4.1				TC Priority	Encourage programs and educational experience about preserving the Island's ambiance, cultural, and natural areas.
226	3.0	Inclusive	4	4.2				Existing	Continue to provide equitable access for Island residents and visitors to enjoy the natural Island environment.
227	3.0	Inclusive	4	4.2	4.2.1				Provide equitable access to waterways via beach access, fishing docks, boat ramps/boat launches, Americans with Disabilities Act (ADA) infrastructure, parks and open space, trails and pathways, and conserved natural areas for either recreational or personal enjoyment.
228	3.0	Inclusive	5			Quality of Life	Now		Diversity: To recognize, respect, and promote multi-dimensional diversity on the Island, now and into the future.
229	3.0	Inclusive	5	5.1				Existing	Continue to assess and analyze the basic needs and assets for Island communities.
230	3.0	Inclusive	5	5.2				Existing	Ensure that local businesses and other public spaces accommodate the ease of mobility for citizens with physical disabilities by complying with the ADA.
231	3.0	Inclusive	5	5.3					Foster innovative ways to bridge residential communities inside and outside of the security gates with respect to age, income, culture, and education.
232	3.0	Inclusive	5	5.4				TC Priority	Identify and address the needs of the different demographics on the Island that include, but are not limited to, the elderly, youth, disabled, Gullah Geechee, and Spanish-speaking populations.
233	3.0	Inclusive	6			Prosperity & Innovation	Next		Cultural Tourism: To promote and expand cultural tourism equitably to improve the quality of life for all stakeholders.
234	3.0	Inclusive	6	6.1					Continue to support and promote local arts and cultural events through various media, the Town's website, social media, newsletters, and the OCA.
235	3.0	Inclusive	6	6.2					Continue to develop the economic value of Hilton Head Island's art and cultural resources in tourism.
236	3.0	Inclusive	6	6.2	6.2.1				Integrate cultural preservation recommendations from the Town's Gullah Geechee Culture Preservation Project Report.
237	3.0	Inclusive	6	6.2	6.2.2				Promote and incorporate cultural tourism as a major component of economic development plans for the Town.
238	3.0	Inclusive	7			Quality of Life	Near		Healthcare: To foster a quality healthcare system and health education that are available, accessible, affordable, innovative, and beneficial for all.
239	3.0	Inclusive	7	7.1					Coordinate with institutions and organizations, such as Hilton Head Regional Healthcare, Volunteers in Medicine, the Medical University of South Carolina (MUSC), and other medical groups to assess healthcare needs for the diverse Island population.
240	3.0	Inclusive	7	7.2					Encourage diverse offerings to access healthcare, such as mobile units and telemedicine.
241	3.0	Inclusive	7	7.3					Foster an environment that will promote innovation and private sector investment in the local healthcare industry to attract a qualified and talented work force and provide opportunities for expanding the industry through land use regulations.
242	3.0	Inclusive	8			Quality of Life	Now		Arts; Culture; Recreation: To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.
243	3.0	Inclusive	8	8.1					Continue to work with public/private partnerships to develop venues to accommodate special events and facilitate space for gathering when social distance protocols may be required.
244	3.0	Inclusive	8	8.1	8.1.1				Implement the plan for a community arts campuses outlined in the Town's Venue Committee Report.
245	3.0	Inclusive	8	8.1	8.1.2				Continue to support and facilitate the use of community parks for festivals and events.
246	3.0	Inclusive	8	8.2				Existing	Continue to provide space for the public display of art in parks and buildings for artists to display their work and add character to the space where it is located.
247	3.0	Inclusive	8	8.3				Existing	Continue to support arts, culture, and recreation through funding sources, such as the Accommodations Tax (ATAX).
248	3.0	Inclusive	8	8.4				Existing	Continue to support the Town's Office of Cultural Affairs and the promotion of cultural events, such as festivals, art exhibits, and performances for all cultures represented on the Island.

249	3.0	Inclusive	8	8.5				TC Priority	Implement recommendations from the Parks and Recreation Master Plan, Part 1.
250	3.0	Connected	1			BiC Services & Facilities	Now		Planning: To foster a planning process that is inclusive, collaborative, on-going, and responsive to changing circumstances and stakeholder priorities.
251	3.0	Connected	1	1.1				TC Priority	Apply tools, applications and services to facilitate sharing information supporting community connections and collaborative efforts.
252	3.0	Connected	1	1.1	1.1.1				Plan for technology infrastructure to facilitate best-in-class government services.
253	3.0	Connected	1	1.1	1.1.2				Maintain a strong presence on social media and keep up with ever-changing and new digital and social media platforms to reinforce the Town's Core Values.
254	3.0	Connected	1	1.1	1.1.3				Evaluate the development and use of technology such as online tools, applications, and services to facilitate connectivity, enhance transparency, and increase outreach and public involvement.
255	3.0	Connected	1	1.1	1.1.4				Solicit input from stakeholders when testing new tools for communication.
256	3.0	Connected	1	1.1	1.1.5				Maintain a best-in-class website that is informative, modern and easy to navigate.
257	3.0	Connected	1	1.1	1.1.6				Continue to use multiple forms of communication that are both non-digital and technology based. Evaluate these methods periodically to ensure they are the best options available for communication to meet the needs of the community.
258	3.0	Connected	1	1.2				TC Priority	Ensure optimal opportunities are provided for citizen and stakeholder participation in the planning and policy development processes.
259	3.0	Connected	1	1.2	1.2.1				Continue to consider citizen participation when setting meeting times.
260	3.0	Connected	1	1.2	1.2.2				Continue to solicit input and participation from stakeholders in Town projects and programs.
261	3.0	Connected	1	1.2	1.2.3				Continue to engage experts and task forces where needed to participate in the planning process.
262	3.0	Connected	1	1.2	1.2.4				Monitor citizen participation via different methods of input in order to determine future investment in technological advancements or applications that will facilitate maximum participation.
263	3.0	Connected	1	1.3					Work towards a balanced composition of Town boards that reflects the diversity of the Island's population.
264	3.0	Connected	1	1.4				Existing	Engage in cooperative planning efforts with officials from Jasper County, Lowcountry Council of Governments (LCOG), the Town of Bluffton, Beaufort County, and other regional localities or counties.
265	3.0	Connected	1	1.5					Identify similar areas in the State and region for cross-training or opportunities to learn from other municipalities.
266	3.0	Connected	2			Prosperity & Innovation	Now		Built Environment: To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.
267	3.0	Connected	2	2.1				Existing	Foster the development of public spaces and streetscape designs that encourage community connections through: vibrant public spaces that provide rich social opportunities; well maintained and attractive spaces; pedestrian scale design; public art; access to technology that accommodates connectivity
268	3.0	Connected	2	2.2					Foster community connectivity in the location and design of neighborhoods.
269	3.0	Connected	2	2.2	2.2.1				Foster the creation of community nodes with multiple modes of transport connectivity.
270	3.0	Connected	2	2.2	2.2.2				Encourage neighborhood designs that provide gathering spaces and connectivity to the pathway network.
271	3.0	Connected	2	2.2	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.
272	3.0	Connected	2	2.3				TC Priority	Find ways to ensure exceptional "quality of life" ideals are considered when reviewing proposed residential developments.
273	3.0	Connected	2	2.4				TC Priority	Create incentives and/or public/private partnerships for redevelopment with goals of diversity in housing types and cost, and types of transportation modes.
274	3.0	Connected	3			Quality of Life	Near		Collaboration: To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.

275	3.0	Connected	3	3.1					Foster events, organizations, and communication infrastructure that encourage involvement from the Island's entire residential and visitor populations.
276	3.0	Connected	3	3.2					Share data and planning requests to help nonprofit organizations, through the provision of public information, more effectively meet community needs.
277	3.0	Connected	3	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.
278	3.0	Connected	3	3.4					Continue to identify the many different organizations and groups that are involved in community building efforts inside and outside the Island's gated communities.
279	3.0	Connected	3	3.5					Evaluate the creation of workshops and education series on various topics. Consider partnering with universities or other communities.
280	3.0	Connected	3	3.6					Continue to maintain, evaluate, and develop the Town's communication plan to meet the needs of the community.
281	3.0	Connected	3	3.7					Analyze the feasibility and potential value of re-establishing the Human Relations Council for the Island community to direct their interests or concerns.
282	3.0	Connected	4		Quality of Life	Now			Quality of Life: To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.
283	3.0	Connected	4	4.1			TC Priority		Foster a healthy, self-sustaining community that encourages economic, cultural, and demographic diversity by understanding the needs and assets of each of the Island's many different communities, including but not limited to, the elderly, youth, disabled, Gullah Geechee and Spanish-speaking populations.
284	3.0	Connected	4	4.1	4.1.1				Continue to implement the recommendations from the Town's Workforce Housing Strategic Plan.
285	3.0	Connected	4	4.1	4.1.2				Continue to implement the recommendations from the Gullah Geechee Land and Cultural Preservation Task Force, and the Town's Gullah Geechee Culture Preservation Project Report.
286	3.0	Connected	4	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 and the addition of smart infrastructure.
287	3.0	Connected	4	4.3					Maintain effective and open relationships with education institutions and organizations to promote a vibrant scholastic environment on the Island.
288	3.0	Connected	4	4.4			Existing		Reinforce Hilton Head Island's unique sense of place and quality of life though environmental education, protection, and access to nature and wildlife.
289	3.0	Connected	4	4.5			Existing		Celebrate and promote the Island's rich arts, culture, history, environment, and recreation opportunities.
290	3.0	Connected	4	4.5	4.5.1				Continue to implement the recommendations from the Town's Parks and Recreation Master Plan, Part 1.
291	3.0	Connected	4	4.5	4.5.2				Continue to implement the recommendations from the Town's Venue Committee Report that will promote the arts, entertainment, history, and culture of the Island.
292	3.0	Regional	1		Prosperity & Innovation	Now			Planning: 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.
293	3.0	Regional	1	1.1			Existing		Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments.
294	3.0	Regional	1	1.1	1.1.1				Increase advocacy efforts related to legislative issues that affect the region.
295	3.0	Regional	1	1.1	1.1.2				Encourage attendance at annual workshops and/or retreats of other government agencies.
296	3.0	Regional	1	1.2			Existing		Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
297	3.0	Regional	1	1.2	1.2.1				Coordinate with regional partners on emergency planning, response, evacuation, and communication.

298	3.0	Regional	1	1.2	1.2.2				Continue to participate in meetings and serve as a member on the Southern Lowcountry Regional Board (SoLoCo).
299	3.0	Regional	1	1.3				TC Priority	Build and strengthen existing relationships with regional and private sector economic development partners.
300	3.0	Regional	1	1.3	1.3.1				Begin building links to research institutions and industry groups in the Savannah Region by tapping into the “Arc of Innovation.”
301	3.0	Regional	1	1.3	1.3.2				Maintain relationships with Beaufort County organizations.
302	3.0	Regional	1	1.4				TC Priority	Develop programs and policies to encourage the private sector to become involved in addressing issues such as housing, climate change, environmental protection, education, and healthcare across the region.
303	3.0	Regional	2			Prosperity & Innovation	Near		Workforce: To improve and expand opportunities for workforce development and housing on Hilton Head Island and in the region.
304	3.0	Regional	2	2.1					Pursue regional cooperation of public, private, and nonprofit agencies in meeting area housing and workforce needs.
305	3.0	Regional	2	2.2					Work toward regional solutions to workforce housing issues that result in the construction of quality workforce housing.
306	3.0	Regional	2	2.3					Encourage employer assisted housing programs to allow more employees of various professions (teachers, police officers, firefighters, etc.) to live within the Town limits or within Beaufort County.
307	3.0	Regional	2	2.4					Evaluate and consider participation in a Regional Housing Trust Fund.
308	3.0	Regional	2	2.5					Look for ways to coordinate with regional and local economic development partners to strengthen avenues for workforce development on the Island.
309	3.0	Regional	3			Prosperity & Innovation	Now		Transportation: To increase access between Hilton Head Island and the region through a viable multi-modal transportation system.
310	3.0	Regional	3	3.1				TC Priority	Improve and expand transportation infrastructure to connect the Island's multi-modal system to the rest of the region.
311	3.0	Regional	3	3.1	3.1.1				Coordinate with the State and County to seek funding for 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.
312	3.0	Regional	3	3.1	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.
313	3.0	Regional	3	3.1	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 emerging needs.
314	3.0	Regional	3	3.1	3.1.4				Complement public transit operations such as those of Lowcountry Regional Transportation Authority (Palmetto Breeze), by connecting transit stops with employment and tourist destinations.
315	3.0	Regional	3	3.1	3.1.5				Encourage coordination of regional partners to assess potential marine-based transportation to serve Hilton Head Island, City of Beaufort, and Savannah when feasible.
316	3.0	Regional	3	3.1	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.
317	3.0	Regional	3	3.1	3.1.7				Work with appropriate agencies, including GDOT and SCDOT, Town of Bluffton and Beaufort County, to provide input on roadway improvements along the U.S. 278 corridor, I-95, and I-16, as well as the secondary road system in southern Beaufort County.
318	3.0	Regional	3	3.1	3.1.8				Promote regional transportation and land use planning for all of southern Beaufort County by working with the Town of Bluffton, Jasper County, and Beaufort County.
319	3.0	Regional	3	3.1	3.1.9				Encourage 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 and the Hilton Head Island Airport.
320	3.0	Regional	3	3.1	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.

321	3.0	Regional	4			BiC Services & Facilities	Near		Environment: To lead the region in environmental protection and eco-friendly practices.
322	3.0	Regional	4	4.1					Develop regional approaches to promote resiliency to climate change and sea level rise.
323	3.0	Regional	4	4.2					Partner regionally on environmental education by initiating and maintaining partnerships with other municipalities and County, State, and Federal agencies for environmental education purposes.
324	3.0	Regional	4	4.2	4.2.1				Host workshops and seminars in Beaufort County for the general public's information on environmental issues and regulations.
325	3.0	Regional	4	4.3					Partner on land acquisition to preserve open space or serve the needs of the region for parks and recreation.
326	3.0	Regional	4	4.3	4.3.1				Coordinate with various agencies including the Beaufort County Rural and Critical Lands Board and property owners to identify and purchase undeveloped property for parks and recreation or preservation as needed.
327	3.0	Regional	4	4.3	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.
328	3.0	Regional	4	4.4					Cooperate with Beaufort County and appropriate agencies to seek funding sources to increase the capacity and level of service for recycling and solid waste management on the Island.
329	3.0	Regional	4	4.5					Promote environmental protection through regulation and eco-friendly practices during the development and redevelopment processes in the region.
330	3.0	Regional	5			Prosperity & Innovation	Next		Tourism: To expand tourism focus in order to promote diverse offerings across the region.
331	3.0	Regional	5	5.1					Partner across the region to identify and market our collective strengths, unique qualities, and arts/cultural/heritage tourism in order to identify, develop, and leverage the region's competitive advantages.
332	3.0	Regional	5	5.2					Attract businesses that diversify the region's tourism industry.
333	3.0	Regional	5	5.3					Identify and analyze data to encourage the conservation of regional assets that bring people to the region.
334	3.0	Infrastructure	1			Prosperity & Innovation	Near		Transportation (Land): To establish an integrated, Island-specific transportation network.
335	3.0	Infrastructure	1	1.1					Maintain and improve the road network to provide safe and convenient access and interconnections to all areas of the Island and the corridor to the mainland.
336	3.0	Infrastructure	1	1.1	1.1.1				Develop and implement a new Transportation Plan for Hilton Head Island including specific action items to address resident, worker, and visitor transportation, transit, and multi-modal related goals and strategies in the Comprehensive Plan.
337	3.0	Infrastructure	1	1.1	1.1.2				Coordinate with SCDOT and Beaufort County to maintain the Island's capacity and safety needs of the bridge to the mainland, William Hilton Parkway, and other arterial streets.
338	3.0	Infrastructure	1	1.1	1.1.3				Continue to consider plans and operations for alternative road systems to reduce traffic congestion on William Hilton Parkway.
339	3.0	Infrastructure	1	1.1	1.1.4				Future road projects within the Town should be carefully planned to minimize impact to neighborhoods.
340	3.0	Infrastructure	1	1.1	1.1.5				Consider acquisition of land for future transportation improvements.
341	3.0	Infrastructure	1	1.1	1.1.6				Maintain, evaluate, and update as needed traffic analysis standards to guide development in accordance with the existing and future needs of the Town.
342	3.0	Infrastructure	1	1.1	1.1.7				Explore the use of smart infrastructure or AI-enabled signaling systems to optimize traffic flow and reduce congestion.
343	3.0	Infrastructure	1	1.2					Promote the installation of infrastructure that supports emerging alternatives to traditional automobile travel.

344	3.0	Infrastructure	1	1.2	1.2.1				Ensure policies effectively regulate and infrastructure reasonably accommodates emerging modes of transportation, such as AVs, EVs, micro transit, and Mobility as a Service (MaaS).
345	3.0	Infrastructure	1	1.2	1.2.2				Continue to implement concepts, such as Complete Streets, American Association of State Highway Transportation Officials (AASHTO) standards, and National Association of City Transportation Officials (NACTO) standards where appropriate that integrate multiple forms of transportation modes, improve safety, and promote connectivity.
346	3.0	Infrastructure	1	1.3					Evaluate and install streetscape methods to establish Island character for redevelopment areas, roadways, recreation or activity centers, pedestrian oriented areas, and gateways. These methods should include safety standards for drivers, pedestrians, and cyclists, as well as use of coordinated landscaping, lighting, street furniture, and other public amenities.
347	3.0	Infrastructure	1	1.4					Maintain all public roads on the Island under the Town's jurisdiction to ensure safety and improve access for all users.
348	3.0	Infrastructure	1	1.4	1.4.1				Continue to encourage and facilitate the paving of dirt roads throughout the Island.
349	3.0	Infrastructure	1	1.4	1.4.2				Continue to work with and encourage Beaufort County, SCOT, and private road owners to protect investment in the transportation system through adequate maintenance of facilities, roadways, and associated drainage facilities.
350	3.0	Infrastructure	1	1.4	1.4.3				Continue to offer and contract maintenance services meet the needs of the community and to implement this strategy.
351	3.0	Infrastructure	1	1.5					Continue to secure sufficient funding for the Town's transportation projects.
352	3.0	Infrastructure	1	1.5	1.5.1				Continue to seek funding for safety improvements to Island roads by coordinating with SCOT, the Beaufort County Transportation Committee (CTC), and other entities to secure funds.
353	3.0	Infrastructure	1	1.5	1.5.2				Evaluate and consider updating the transportation impact fees program for both the Town and the County with new developments paying for capacity and efficiency enhancing modifications based on their impact to the transportation system.
354	3.0	Infrastructure	1	1.6					Continue to collect, maintain, and analyze 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.
355	3.0	Infrastructure	1	1.6	1.6.1				Continue to prepare Traffic Monitoring and Evaluation Reports on an annual basis.
356	3.0	Infrastructure	1	1.6	1.6.2				Perform traffic modeling through the regional traffic model at least once every 10 years, or more often as needs and concerns dictate, to identify locations for roadway improvements and define capital improvement projects.
357	3.0	Infrastructure	1	1.6	1.6.3				Monitor, evaluate, and adjust as needed the methodologies used for traffic counts in the annual traffic report to correspond with objectives.
358	3.0	Infrastructure	1	1.7					Continue to educate and engage the public regarding transportation safety issues.
359	3.0	Infrastructure	1	1.7	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.
360	3.0	Infrastructure	1	1.7	1.7.2				Continue to coordinate with State and local law enforcement officials to enforce transportation-related laws and other regulations that improve safety.
361	3.0	Infrastructure	1	1.7	1.7.3				Continue to coordinate with appropriate agencies to plan for and implement safe and efficient evacuation routes off of the Island.
362	3.0	Infrastructure	1	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.
363	3.0	Infrastructure	1	1.8	1.8.1				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.
364	3.0	Infrastructure	1	1.8	1.8.2				Promote public transportation by evaluating the incorporation of transit infrastructure in permitting determinations for suitable developments.
365	3.0	Infrastructure	1	1.8	1.8.3				Explore opportunities for Park-n-Ride lots for commuters and/or public or private bus services for commuters.

366	3.0	Infrastructure	1	1.8	1.8.4				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.
367	3.0	Infrastructure	1	1.8	1.8.5				Plan for the safety and control needs of AVs used for public transportation.
368	3.0	Infrastructure	1	1.8	1.8.6				Plan for the emergence and increased use of personal EVs.
369	3.0	Infrastructure	1	1.9					Plan for, expand, and enhance the multi-use pathway network to provide a comprehensive, Island-wide network that provides for recreational opportunities and an alternative means of transportation to, from, and on the Island.
370	3.0	Infrastructure	1	1.9	1.9.1				Continue to assess the viability of providing new or improved multi-use pathways and supporting infrastructure in conjunction with each Town road improvement project.
371	3.0	Infrastructure	1	1.9	1.9.2				Continue planning and development of the Chaplin Linear Park, a signature, multi-use greenway connecting commercial, civic, historic, recreation, and cultural sites.
372	3.0	Infrastructure	1	1.9	1.9.3				Ensure the multi-use pathway network and bike-ped facilities complement public transit services such as Palmetto Breeze (LRTA) by connecting transit stops with employment, commercial, and recreational destinations.
373	3.0	Infrastructure	1	1.9	1.9.4				Examine requiring connections between developments and nearby sidewalks and multi-use pathways to improve safety and accessibility.
374	3.0	Infrastructure	1	1.9	1.9.5				Coordinate with SCDOT and Beaufort County to establish a safe and accessible multi-use pathway connecting the Island, Pinckney Island, and the mainland.
375	3.0	Infrastructure	1	1.9	1.9.6				Continue to seek funding for access and safety improvements to Island multi-use pathways by coordinating with SCDOT, the Beaufort County Transportation Committee (CTC), and other entities.
376	3.0	Infrastructure	1	1.9	1.9.7				Re-evaluate Town policy regarding pathway use as State legislation regarding e-bikes and other modes of bike or pedestrian electric transportation emerges.
377	3.0	Infrastructure	1	1.10					Continue to improve the access and safety of the multi-use pathway system by identifying conflicts and improvement opportunities.
378	3.0	Infrastructure	1	1.10	1.10.1				Inventory and maintain areas for access and safety concerns, such as low hanging vegetation, inadequate signage, lines of sight, and irregular asphalt.
379	3.0	Infrastructure	1	1.10	1.10.2				Use crash incident data to determine and plan pedestrian and bicyclist needs at intersections, curb cuts, and crosswalks.
380	3.0	Infrastructure	1	1.10	1.10.3				Investigate opportunities to implement safety programs such as "Safe Routes to Schools" for the benefit of the community.
381	3.0	Infrastructure	2			Quality of Life	Near		Transportation (Air): To 'Right-Size' the airport's capabilities and operations.
382	3.0	Infrastructure	2	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.
383	3.0	Infrastructure	2	2.2					Ensure that development surrounding the airport is designed and constructed to minimize the negative impacts of being located near the airport, such as cultural resources, and residential and commercial areas.
384	3.0	Infrastructure	2	2.2	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.
385	3.0	Infrastructure	2	2.3					Encourage Beaufort County to evaluate the interests of nearby residents and business owners when considering changes to the airport facilities.
386	3.0	Infrastructure	2	2.3	2.3.1				Assist Beaufort County with pre-planning for airport modifications.
387	3.0	Infrastructure	2	2.3	2.3.2				Participate in updates to the Hilton Head Island Airport Master Plan.
388	3.0	Infrastructure	2	2.4					Coordinate with Beaufort County for potential use of the airport as a staging ground for supplies and materials during disaster recovery

389	3.0	Infrastructure	3			BiC Services & Facilities	Next		Resilience: To plan for physical, social, and economic resilience from climate change and environmental challenges.
390	3.0	Infrastructure	3	3.1					Identify and define a determination of the most likely future climate and environmental conditions for the Island.
391	3.0	Infrastructure	3	3.2					Establish an integrated program for resistance to and resilience from the effects of rising sea levels and tropical storms.
392	3.0	Infrastructure	3	3.2	3.2.1				The Town should consider assessing and developing environmental resistance and resilience standards for private and public development projects.
393	3.0	Infrastructure	3	3.2	3.2.2				Evaluate changes to zoning and building codes to minimize vulnerabilities.
394	3.0	Infrastructure	3	3.2	3.2.3				Continue to maintain and replenish Town disaster relief funds.
395	3.0	Infrastructure	3	3.2	3.2.4				Consider developing and implementing a sea level rise adaptation plan for the Town.
396	3.0	Infrastructure	3	3.3					Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.
397	3.0	Infrastructure	3	3.3	3.3.1				Consider the implications of environmental challenges when planning improvements on the bridges and corridor to the mainland.
398	3.0	Infrastructure	4			BiC Services & Facilities	Near		Utilities: To foster safe, effective, and resilient utility systems for the Island.
399	3.0	Infrastructure	4	4.1					Promote utility infrastructure policies and investments that promote efficiency, improve safety and environmental quality, and embrace emerging technologies.
400	3.0	Infrastructure	4	4.1	4.1.1				Encourage collaborative projects and programs among the Public Service Districts that benefit long-term water resource stewardship and protection.
401	3.0	Infrastructure	4	4.1	4.1.2				Consider the challenges and impact storms and sea level rise have on the Island's stormwater infrastructure.
402	3.0	Infrastructure	4	4.2					Foster community standards for discretionary water use.
403	3.0	Infrastructure	4	4.2	4.2.1				Support programs and education to help reduce the use of potable water for residential irrigation.
404	3.0	Infrastructure	4	4.2	4.2.2				Explore methods to increase compliance with the existing residential irrigation code.
405	3.0	Infrastructure	4	4.2	4.2.3				Use reclaimed water when maintaining Town projects where financially feasible.
406	3.0	Infrastructure	4	4.2	4.2.4				Develop a program to educate the public on water conservation and water reuse.
407	3.0	Infrastructure	4	4.3					Investigate development and operation of alternative energy and water sources.
408	3.0	Infrastructure	4	4.3	4.3.1				Encourage PSD investigations into alternative sources of potable water.
409	3.0	Infrastructure	4	4.4					Continue to work together with the Hilton Head PSD and Project SAFE in support of sewer service connections where needed on the Island.
410	3.0	Infrastructure	4	4.5					Continue to work with the three Public Service Districts to develop programs that ensure fire hydrants are installed in needed locations to minimize the risk of fire hazards.
411	3.0	Infrastructure	4	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.
412	3.0	Infrastructure	4	4.6	4.6.1				Continue to ensure stormwater infrastructure is well-maintained, resilient, and effective.
413	3.0	Infrastructure	4	4.6	4.6.2				Continue to work with Beaufort County in coordination of updating and implementing the Beaufort County Stormwater Master Plan as applicable.
414	3.0	Infrastructure	4	4.6	4.6.3				Continue to implement the annual requirements of the Town's NPDES permit and Stormwater Management Plan.
415	3.0	Infrastructure	4	4.6	4.6.4				Expand the watershed modeling and master planning efforts to ensure each major watershed is updated every ten years.
416	3.0	Infrastructure	4	4.6	4.6.5				Continue to maintain a current inventory of public stormwater infrastructure and track operation, maintenance, and construction activities on those systems.
417	3.0	Infrastructure	4	4.6	4.6.6				Ensure that the Town's NPDES Stormwater Management Plan is annually updated and implemented for compliance with the 1972 Clean Water Act and the State NPDES permit.

418	3.0	Infrastructure	5			BiC Services & Facilities	Now		Public Services: To promote efficient and secure public services to meet current and future needs.
419	3.0	Infrastructure	5	5.1				Existing	Ensure the Town government and staff are structured and equipped to meet the challenges of increased population, regulatory complexity, technical development, and public expectations.
420	3.0	Infrastructure	5	5.1	5.1.1				Evaluate and address staffing levels of existing and potential new departments as needed, and consider the facility needs of the Town staff through the year 2040.
421	3.0	Infrastructure	5	5.1	5.1.2				Evaluate existing Town facilities and identify opportunities for redevelopment or new construction to provide best-in-class facilities across the Town government.
422	3.0	Infrastructure	5	5.1	5.1.3				Identify the redevelopment of Town and Fire Rescue facilities in a manner that provides for resiliency during disaster situations, to include the Emergency Operations Center, E911 Communications Center, Fire Rescue Headquarters/Fleet Maintenance, and other facilities.
423	3.0	Infrastructure	5	5.1	5.1.4				Evaluate the feasibility of developing a Town Technology Implementation Plan to guide the design, integration, and implementation of information technology to meet the needs of emerging technology, enable visualization of municipal services, encourage community participation in Town activities, and remain secured.
424	3.0	Infrastructure	5	5.2				Existing	Ensure the Town continues to provide best-in-class services and facilities that meet or exceed the expectations of its residents and visitors.
425	3.0	Infrastructure	5	5.2	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 construction of any new facilities or services that may be provided by the Town.
426	3.0	Infrastructure	5	5.3				Existing	Ensure the safety of Town residents and visitors through excellent law enforcement, Fire Rescue, Emergency Management, and Disaster Recovery Services.
427	3.0	Infrastructure	5	5.3	5.3.1				Continue to assess all public services regularly and adjust services as necessary.
428	3.0	Infrastructure	5	5.3	5.3.2				Support and utilize recognized accreditation processes to assure the public of the quality and integrity of Town services and that demonstrate a commitment to continuous improvement.
429	3.0	Infrastructure	5	5.3	5.3.3				Implement the recommendations of the Town's Fire Rescue Strategic Plan.
430	3.0	Infrastructure	5	5.3	5.3.4				Support the evaluation of the Fire Rescue Standard of Cover Document to ensure the emergencies experienced by the public are addressed with a timely response model that provides adequate resources and staffing.
431	3.0	Infrastructure	5	5.4				Existing	Continue to implement the Town's Land Acquisition Program.
432	3.0	Infrastructure	5	5.4	5.4.1				Continue to preserve and protect the Island's character through land acquisition.
433	3.0	Infrastructure	5	5.4	5.4.2				Evaluate the use of Town-owned land for construction of public facilities and/or the establishment of active and passive parks.
434	3.0	Infrastructure	5	5.4	5.4.3				Evaluate the funding and policies of the Land Acquisition Program to determine if any changes are required to better address the needs of the community.
435	3.0	Infrastructure	5	5.5				Existing	Encourage public service providers to ensure continuity of essential services for all Island residents and businesses.
436	3.0	Infrastructure	5	5.6				Existing	Continue to implement requirements to maintain and apply for programs that are beneficial to Town citizens, such as the following: National Flood Insurance Program Community Rating System (CRS); floodplain management; Community Development Block Grants (CDBG); Building Code Effectiveness Grading Schedule (BCEGS)
437	3.0	Infrastructure	5	5.7				Existing	Continue the Mitigation Actions in the Beaufort County Hazard Mitigation Plan and participate in future updates.
438	3.0	Infrastructure	5	5.8				Existing	Continue to update the Town's Disaster Recovery Plan as required or needed.
439	3.0	Infrastructure	5	5.9				Existing	Continue the review and implementation of the Town's Emergency Operations Plan (EOP) and the Continuity of Operations Plan (COOP) to prepare for a response to events impacting the Island community.
440	3.0	Infrastructure	5	5.10				Existing	Continue the development and implementation of the Town's Capital Improvement Program (CIP).

441	3.0	Infrastructure	5	5.10	5.10.1				Coordinate the CIP with any and all agencies that provide public facilities to the Town, including Public Service Districts (PSD), Beaufort County, etc.
442	3.0	Infrastructure	5	5.10	5.10.2				Maintain the Ten-Year CIP.
443	3.0	Infrastructure	5	5.10	5.10.3				Evaluate public facility demands for new development or redevelopment on a project-by-project basis to assure capital facilities are provided concurrent with development requirements.
444	3.0	Infrastructure	5	5.11				TC Priority	Plan and coordinate future transportation investments.
445	3.0	Infrastructure	5	5.11	5.11.1				Continue to update and maintain the Ten-Year CIP in accordance with all state laws. This program should consider road and multi-use pathway improvements, bike-ped facilities, traffic sensors and controls, park and Town facilities, and drainage projects, at a minimum.
446	3.0	Infrastructure	6			Quality of Life	Now		Housing: To promote housing options to meet the needs of all current and future populations on the Island.
447	3.0	Infrastructure	6	6.1				Existing	Adopt policies to support the recommendations of the Town's Workforce Housing Strategic Plan.
448	3.0	Infrastructure	6	6.2				Existing	Continually assess development standards and building codes to ensure they encourage the development and redevelopment of needed housing.
449	3.0	Infrastructure	6	6.2	6.2.1				Evaluate and study regulations to require or provide options for 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.
450	3.0	Infrastructure	6	6.3				TC Priority	Evaluate proposed changes to residential density to ensure they are appropriate for the character of the area and the neighboring properties.
451	3.0	Infrastructure	6	6.4					Evaluate the changing demands in Island housing for the aging population and the zoning or access implications.
452	3.0	Infrastructure	7			BiC Services & Facilities	Now		Technology: To anticipate policy implications and resource investments needed to embrace emerging technologies.
453	3.0	Infrastructure	7	7.1				TC Priority	Adopt policies to accommodate emerging technologies while continuing to adapt for future needs or trends, for example, fiber optic service for the Island, 5G, smart infrastructure (smart cities), information management, and cellular satellite.
454	3.0	Infrastructure	7	7.2				Existing	Continue to implement technology improvements and provide quality information technology at Town facilities.
455	3.0	Infrastructure	7	7.2	7.2.1				Update the Town's Technology Action Plan regularly to ensure it addresses changes in existing and emerging technology and their applicability to municipal services.
456	4.0	Parks + Rec	1			Quality of Life	Now		Community Value: To continue to promote and prioritize the value parks and recreation add to the Island community.
457	4.0	Parks + Rec	1	1.1				Existing	Provide public space for community events and gatherings.
458	4.0	Parks + Rec	1	1.2				Existing	Maintain parks and recreation facilities at a high level to maximize value to the community.
459	4.0	Parks + Rec	1	1.3					Promote outdoor recreation for health, wellness, and enjoyment of the natural environment.
460	4.0	Parks + Rec	1	1.4				TC Priority	Add new parks and new facilities at existing parks to meet current and future needs of the community.
461	4.0	Parks + Rec	2			BiC Services & Facilities	Now		Best-in-Class: To provide best-in-class recreation facilities and programs in the Island's public parks.
462	4.0	Parks + Rec	2	2.1				Existing	Continue to provide high quality park furnishings and amenities.
463	4.0	Parks + Rec	2	2.2				Existing	Continue to provide a variety of activities and amenities to meet the needs of the community and contemporary trends.
464	4.0	Parks + Rec	2	2.3				TC Priority	Evaluate ways to improve maintenance services for all public parks on the island.
465	4.0	Parks + Rec	3			Quality of Life	Now		Programming: To celebrate the unique natural amenities and cultural assets of the Island through education facilities and programs in public parks.
466	4.0	Parks + Rec	3	3.1				TC Priority	Provide opportunities for natural and cultural education and programs for Island residents and visitors.

467	4.0	Parks + Rec	3	3.2				Existing	Add interpretive signage and interactive outdoor exhibits or public art to enhance the natural and cultural aspects of the Island.
468	4.0	Parks + Rec	4		Quality of Life	Near			Water: To continue to improve and increase opportunities for water access.
469	4.0	Parks + Rec	4	4.1					Identify opportunities for improved water access in areas that are conducive to canoeing, kayaking, rowing, sailing, fishing and crabbing, and paddleboarding.
470	4.0	Parks + Rec	4	4.1	4.1.1				Conduct a feasibility study to determine locations that can provide water access opportunities as described in this strategy.
471	4.0	Parks + Rec	4	4.2					Provide programs based on community interest in learning to swim, row, sail, or paddle.
472	4.0	Parks + Rec	4	4.3					Identify opportunities for opening or improving view sheds of the water that are adjacent to public parks, gathering spaces, and pathways.
473	4.0	Parks + Rec	5		BiC Services & Facilities	Now			Pathways: To continue to improve and enhance the multi-use pathway network on the Island for recreation and transportation.
474	4.0	Parks + Rec	5	5.1			TC Priority		Identify areas for improved access to public pathways and expansions of the current system that enhance user experiences in new ways.
475	4.0	Parks + Rec	5	5.2			TC Priority		Identify areas for pathway enhancements to improve cyclist and pedestrian safety.
476	4.0	Parks + Rec	5	5.2	5.2.1				Continue to participate in County efforts and identify ways to integrate recommendations into the Town's bike-ped related planning efforts based on the Master Plan and County-wide Bicycle and Pedestrian Plan.
477	4.0	Parks + Rec	6		Prosperity & Innovation	Now			Sports: To continue to provide opportunities for sports tourism on the Island.
478	4.0	Parks + Rec	6	6.1			TC Priority		Pursue specialized sports tourism, such as pickleball, sand volleyball, tennis, and paddleboarding, based on opportunities offered within the unique context of Hilton Head Island.
479	4.0	Parks + Rec	7		BiC Services & Facilities	Now			Funding: To generate sufficient funds to construct new, redevelop as needed, and maintain all parks in best-in-class condition.
480	4.0	Parks + Rec	7	7.1			TC Priority		Pursue opportunities to develop positive revenue/revenue neutral programs and amenities in the Island's public parks.
481	4.0	Parks + Rec	7	7.2					Pursue alternative funding opportunities to support the Island's parks and recreation facilities and programs.
482	4.0	Parks + Rec	8		??	Now			Accessibility: To promote multi-dimensional inclusion and access for all parks, facilities, and recreation programming.
483	4.0	Parks + Rec	8	8.1					Continue outreach to minority populations and communities on the Island to ensure equitable participation in recreation programming is available.
484	4.0	Parks + Rec	8	8.1	8.1.1				Identify leaders within minority groups and work with those leaders to understand barriers to participation that may exist and to develop solutions to overcome barriers.
485	4.0	Parks + Rec	8	8.1	8.1.2				Ensure adequate and accurate translations in Spanish are available for recreation program and education materials, and park signage.
486	4.0	Parks + Rec	8	8.2					Continue to evaluate the need to update and/or provide opportunities to improve accessible routes and features at parks and facilities, and for special events or recreation programming.
487	4.0	Parks + Rec	8	8.3			TC Priority		Continue to assess the needs of the Island community, residents, and visitors to accomplish this goal.
488	5.0	Priority Investment	1				N/A		CIP Process: To develop and review the Town's annual CIP and Ten-Year CIP based on recommendations of projects from adopted and approved Town plans and community input where feasible.
489	5.0	Priority Investment	1	1.1			N/A		Organize and carry out specific area plans in a coordinated effort to address specific planning issues such as economic development, appearance standards, transportation alternatives, and obtainable housing.

490	5.0	Priority Investment	1	1.2				N/A	Update and circulate the Capital Needs Assessment Plan (CNAP) for staff to review and identify relevant and necessary projects and public facilities that should be considered for the CIP.
491	5.0	Priority Investment	2					N/A	Collaboration: To prioritize public infrastructure projects to the extent practical through coordination with adjacent and relevant jurisdictions and agencies.
492	5.0	Priority Investment	2	2.1				N/A	Coordinate the CIP with any and all agencies that provide public facilities to the Town, including the Public Service Districts, Beaufort County, pertinent regional and state agencies, and the Lowcountry Council of Governments (LCOG). The Town will also participate in the plans of any agency providing public facilities within the Town to ensure coordination in the CIP budgeting process.
493	5.0	Priority Investment	2	2.2				N/A	Continue to work with SCDOT, LCOG, Lowcountry Regional Transportation Authority (LATS), Beaufort County Transportation Committee (CTC), Jasper County, and other agencies to enhance transportation planning and facilities in the region, focused upon the following actions: identification of roadway improvements in future updates of the State Transportation Improvements Plan (STIP); long-term planning for State highways that support the goals of the Town and region; design of State highways that support the goals of the Town of Hilton Head Island; identification of alternative transportation options and funding sources
494	5.0	Priority Investment	3					N/A	Growth; Resilience: To provide the community with necessary services and facilities, and maintain sufficient flexibility to meet the challenges associated with growth or natural disasters.
495	5.0	Priority Investment	3	3.1				N/A	Prepare and update a Ten-year CIP annually, which includes funding options and coordinates with the Core Values, goals, and strategies of Our Plan.
496	5.0	Priority Investment	3	3.2				N/A	Continue to provide appropriate and best-in-class capital services to Island residents and visitors.
497	5.0	Priority Investment	3	3.3				N/A	Focus the CIP and priority investment on sustainable development, growth management, economic development, encouraging redevelopment, and natural resource protection.
498	5.0	Priority Investment	4					N/A	CIP Revenue: To develop revenue sources to fund the delivery of capital services, maintenance, operations, and projects meeting the needs of the Town, residents, and visitors.
499	5.0	Priority Investment	4	4.1				N/A	Maximize use or expenditure of TIF revenues authorized by Town partners: Beaufort County, Hilton Head Public Service District, and Beaufort County School District.
500	5.0	Priority Investment	4	4.2				N/A	Update impact fee studies on a periodic basis to ensure that fees remain appropriate to capital needs caused by new development or redevelopment.
501	5.0	Priority Investment	4	4.3				N/A	Develop revenue sources within the Town's powers to fund service delivery.
502	5.0	Priority Investment	4	4.4				N/A	Conduct a review of community needs each year and analyze potential revenues to balance the proposed CIP costs.
503	5.0	Priority Investment	4	4.5				N/A	Identify new and creative funding sources to reduce reliance on ad valorem taxes and burden on tax payers.
504	5.0	Priority Investment	5					N/A	CIP Expenditures: To expend funds in order to meet the capital needs of the Town, residents, and visitors through review, planning, and implementation of the CIP.
505	5.0	Priority Investment	5	5.1				N/A	Enhance the Town's market position and leverage public investments, by exploring methods to improve economic development and communication through support for emerging technology infrastructure.
506	5.0	Priority Investment	5	5.2				N/A	Estimate the impacts of continued operations and maintenance for all proposed facilities as part of the development of the capital improvements portion of the annual budget.
507	5.0	Priority Investment	5	5.3				N/A	Evaluate the budget impact through the established CIP process to fund public facility improvements.
508	5.0	Priority Investment	5	5.4				N/A	Long-range planning for the CIP should consider the impact on the Town's budget to ensure financial feasibility, including long-term maintenance and operational costs.

509	5.0	Priority Investment	5	5.5				N/A	Continue to follow the CIP Principles to ensure all capital projects are fiscally responsible.
510	5.0	Priority Investment	5	5.6				N/A	Maximize use or expenditure of all TIF monies by the end of 2024 to avoid losing those revenues.



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C.

Capital Improvement Program FY 2022-2023

TOWN OF HILTON HEAD ISLAND - CAPITAL PROGRAM
FY22 CAPITAL IMPROVEMENT PLAN - ROLLED AND NEW PROJECT FUNDING

PROJECTS	FY21 CARRY FORWARD	FY22 BUDGET (NEW MONEY)	FY22 TOTAL	FUNDING SOURCES														TOTAL REVENUE SOURCES	GRANT DETAIL	PROJECT SCOPE		
				GENERAL FUND	GENERAL OBLIGATION BONDS	ELECTRIC FRANCHISE FEE	ATAX BEACH FEE	HOSPITALITY TAX	LEASE REV HTAX SUPPORTED	ROAD USAGE FEE	TIF REV	HHI TRAFFIC IMPACT FEE	BEAUFORT CO PARK IMPACT FEE	STORMWATER FEES	SALE OF LAND	UTILITY TAX CREDITS	GRANTS					
BEACH MANAGEMENT																						
Beach Management & Monitoring	\$ 802,609	\$ -	\$ 802,609				\$ 802,609											\$ 802,609		Ongoing activities as to manage the beach, comply with permits and to accrue data, this also includes sand fencing, groin maintenance, dune plantings, access, and regulatory issues		
Beach Renourishment	\$ 270,914	\$ 1,300,000	\$ 1,570,914				\$ 1,570,914											\$ 1,570,914		Project activities related to Renourishment Project (data acquisition, survey, geotechnical / sand borrow, wildlife / biological, design, permitting, bidding, construction, etc.) Anticipating a FY2025 Renourishment Project.		
TOTAL BEACH MANAGEMENT	\$ 1,073,523	\$ 1,300,000	\$ 2,373,523	\$ -	\$ -	\$ -	\$ 2,373,523	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,373,523				
PATHWAY MANAGEMENT																						
Pathways Accessibility and Safety Enhancement Projects	\$ -	\$ 350,000	\$ 350,000		\$ 250,000			\$ 100,000										\$ 350,000		Improve consistency and uniformity of all pathway signs, landings, crosswalks, pavement markings, ADA compliance, etc.		
New Pathway Segments:																						
Shelter Cove Lane - William Hilton Parkway to Shelter Cove Park	\$ -	\$ 225,000	\$ 225,000					\$ 175,000				\$ 50,000							\$ 225,000		Survey, design and construction	
Woodhaven Drive/Lane- Phase 1 of Boggy Gut Pathway – Connecting Cordillo Parkway to Office Park Road	\$ -	\$ 225,000	\$ 225,000					\$ 175,000				\$ 50,000							\$ 225,000		Cordillo Parkway to Seabrook. Survey, design and construction. This is Phase 1 of Boggy Gut Pathway – Connecting Cordillo Parkway to Office Park Road.	
William Hilton Parkway EB - Shelter Cove Lane (at BCSO) to Mathews Drive (at Folly Field Road)	\$ -	\$ 100,000	\$ 100,000					\$ 50,000				\$ 50,000							\$ 100,000		Survey and design	
Total New Pathway Segments	\$ -	\$ 550,000	\$ 550,000																\$ -			
TOTAL PATHWAY MANAGEMENT	\$ -	\$ 900,000	\$ 900,000	\$ -	\$ 250,000	\$ -	\$ 500,000	\$ -	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000				
ROADWAY MANAGEMENT																						
Dirt Road Acquisition and Paving Program:																				Program to accept dedications of private, unpaved roads to become public rights of way and then pave the roads and install storm drainage infrastructure		
Mitchelville Lane	\$ 750,000	\$ -	\$ 750,000																\$ 750,000		ROW Acquisition, Design, Construction	
Pine Field Road	\$ 400,000	\$ -	\$ 400,000																\$ 400,000		ROW Acquisition, Design, Construction	
Other Roads To Be Determined	\$ 1,129,491	\$ -	\$ 1,129,491																\$ 1,129,491			
Total Dirt Road Acquisition and Paving Program	\$ 2,279,491	\$ -	\$ 2,279,491															\$ 2,279,491				
Summit Drive Realignment	\$ 583,555	\$ -	\$ 583,555																\$ 583,555		ROW Acquisition, Design, Construction	
William Hilton Parkway Enhancements																				Improvements to William Hilton Parkway From Sea Pines Circle to Spanish Wells Road (SCDOT Gateway project) targeting safety, beautification and consistency to include landscaping, signage, pavement markings, curbing, Etc. This shall include the previously approved bike-pedestrian safety study from Beach City Road to Dillon Road.		
Crosswalk Uniformity	\$ -	\$ 200,000	\$ 200,000																\$ 200,000		Improve consistency and uniformity of pathway signs, pavement markings, lighting, landscaping, and related traffic signs, etc.	
Crosswalk Lighting - Northridge / Palmetto Parkway	\$ 79,918	\$ 225,000	\$ 304,918					\$ 304,918											\$ 304,918		Provide lighting of crosswalks to enhance pedestrian safety	
Turn Lane Extensions / Curb and Gutter	\$ -	\$ 150,000	\$ 150,000					\$ 150,000											\$ 150,000		Add curb and gutter and extend turn lanes as necessary to prevent rutting and driving into the medians at William Hilton Parkway intersections with Wilborn Rd, Pembroke Dr, Mathews Drive, and other locations	
Pedestrian and Vehicular Enhancements	\$ 50,000	\$ 1,250,000	\$ 1,300,000																	\$ 1,300,000		Improvements to William Hilton Parkway medians, crossings, streetscape in the Chaplin area and other areas
Total William Hilton Parkway Enhancements	\$ 129,918	\$ 1,825,000	\$ 1,954,918															\$ 1,954,918				
Pope Avenue Enhancements	\$ -	\$ 500,000	\$ 500,000		\$ 500,000														\$ 500,000		Improvements to Pope Avenue from Sea Pines Circle to and including Coligny Circle targeting safety, beautification and consistency to include landscaping, signage, pavement markings, curbing, multi-modal facilities, etc.	
Main Street Enhancements	\$ -	\$ 100,000	\$ 100,000																\$ 100,000		Main Street (West), the private portion running from Whooping Crane Way to Wilborn Road and the side streets connecting to William Hilton Parkway (Museum Street, Central Avenue, and Merchant Street). ROW acquisition and design for roadway, pathways, streetscape and drainage in FY22.	
TOTAL ROADWAY MANAGEMENT	\$ 2,992,964	\$ 2,425,000	\$ 5,417,964	\$ -	\$ 500,000	\$ -	\$ 454,918	\$ -	\$ 2,963,046	\$ 1,255,000	\$ 245,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,417,964				
PARK MANAGEMENT																						
Parks and Recreation:																						
Mid-Island Tract Park & Redevelopment Strategy	\$ 500,000	\$ 1,200,000	\$ 1,700,000				\$ 1,200,000												\$ 1,700,000		Conceptual Design, Detailed Design, Construction Documents, & Permitting	
Coligny Beach Parking Area	\$ -	\$ 100,000	\$ 100,000				\$ 100,000												\$ 100,000		Improvements to signage, landscaping, walkways, pavement to create a more consistent and aesthetic environment from Lowcountry Celebration Park to the HAWK signal crosswalk.	
Chaplin Park	\$ -	\$ 1,996,238	\$ 1,996,238	\$ 39,731		\$ 210,269		\$ 1,746,238											\$ 1,996,238		Conceptual Design, Detailed Design, Construction Documents, & Permitting for Phase 1; Phase 1 Construction to include park edge enhancements/streetscape improvements	
Crossings Park	\$ -	\$ 1,996,238	\$ 1,996,238	\$ 52,497		\$ 197,503		\$ 1,746,238											\$ 1,996,238		Conceptual Design, Detailed Design, Construction Documents, & Permitting for Phase 1; Phase 1 Construction to renovations to existing ballfield facilities	
Shelter Cove Community Park	\$ -	\$ 500,000	\$ 500,000		\$ 500,000														\$ 500,000		Design, Permitting and Construction of Phase 1 Park Expansion to include grounds improvements, viewshed and connectivity enhancements	
Chaplin Linear Park	\$ 500,000	\$ -	\$ 500,000																\$ 500,000		Revised Detailed Design, Construction Documents, & Permitting	
Patterson Family Property Park	\$ -	\$ 700,000	\$ 700,000					\$ 352,020										\$ 347,980	\$ 700,000	CDBG FY21 Allocat		
Total Parks and Recreation	\$ 1,000,000	\$ 6,492,476	\$ 7,492,476															\$ 7,492,476				
Island Recreation Association - Capital Requests:																						
Rec Center Building Enhancements	\$ -	\$ 190,000	\$ 190,000																\$ 190,000		Building enhancements including A.P.A. system, educational equipment, front entrance monument sign, HVAC duct cleaning system, etc.	
Rec Center Pool Enhancements	\$ -	\$ 84,000	\$ 84,000																\$ 84,000		Pool enhancements including Dome equipment and pool equipment updates, pool pump replacement compressor, etc.	
Parks / Event Enhancements	\$ -	\$ 125																				

TOWN OF HILTON HEAD ISLAND - CAPITAL PROGRAM
FY22 CAPITAL IMPROVEMENT PLAN - ROLLED AND NEW PROJECT FUNDING



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D.

Governing Body Work Session Report

Town of Hilton Head

Governing Body Work Session

January 28-29, 2021



A PART OF



The Town of Hilton Head, South Carolina, held a Governing Body Work Session on January 28th and 29th, 2021. The Work Session was planned and facilitated by The Novak Consulting Group, now a part of Raftelis.

Day 1

Introductions & Expectations

The Work Session began with the Town Council and Staff introducing themselves and then sharing their expectations for the Work Session:

- Alex: Born and raised on Hilton Head, seven generations of lineage. It's paradise to me. I'm looking forward to putting together a plan for all of Hilton Head, remaining exceptional as we have been in the past.
- Glenn: I have a large and varied ward, and I try to stay in touch with people through a quarterly newsletter. I look forward to really making *Our Plan* come alive. My last two years have seen some references to the last comprehensive plan, but I didn't see it as a living document. I want this to be a living document, and I hope that we can start that today.
- David: Would like to thank Krista for all her work putting together this session. I think that this is an opportunity for the Town Council to do things that will excite our community
- John: I'd like to set some priorities and set up accountability and responsibilities and also put together a communication plan. I think that we have a very good Council. We don't always agree, but we end up with a good outcome. I also want to thank Krista and Karen. We need a wow moment, and there are a lot of things happening – we need this plan.
- Tom: I have four expectations: 1. Clearly prioritize the program of work; 2. Assign accountability for the program of work; 3. Identify measures of success; 4. Commit to communicating with the community moving forward.
- Tamara: Thank you to Krista and Karen. I look forward to better understanding the Council's views on *Our Plan* and the future of the island. I would like to have a good sense of next steps.
- Bill: Thanks to the Staff. I agree generally and would like to add one other point. It's easy to come together and start to agree with a goal. We also need to know key steps, key issues, and key obstacles. Will we be bold enough to deal with those obstacles? If we're going to do something, we need to know how to move forward.
- Josh: I'd like to reiterate compliments to Staff – it's a big team effort to put these workshops together. There have been a lot of folks who have gotten us to today. In terms of expectations, I'm excited – the potential for where we can go is exciting, and I'm looking forward to seeing where this group can go.
- Mark: Thanks to the Mayor and Town Council for having me, and selecting me, and allowing me to be your Town Manager. I'm looking forward to hearing your individual thoughts and also your collective direction. I'd like to see where I can help the island to go.

- # EXPECTATIONS...
- COME TOGETHER & REMAIN EXCEPTIONAL!
 - MAKING OUR PLAN COME ALIVE, A LIVING DOCUMENT
 - LISTEN and LEARN the DIRECTION
 - OPPORTUNITY to DO THINGS that EXCITE the COMMUNITY
 - ACCOUNTABILITY... WE NEED a WOW MOMENT
 - PRIORITIZE OUR WORK, ACCOUNTABILITY, METRICS and COMMUNITY COMMUNICATION
 - BETTER UNDERSTAND OUR PLAN and NEXT STEPS
 - IDENTIFY ISSUES and OBSTACLES and STEPS to DEAL
 - EXCITEMENT about POTENTIAL



“This I Believe...”

Each member of the Town Council was given 5-7 minutes to share “what they believe” about the future of the community. This exercise is loosely based on the “This I Believe” essay format initiated by Edward R. Morrow on National Public Radio in the 1950s. Today, there is an international organization that engages people in writing and sharing essays describing their core values that guide their daily lives. Board members were invited to share what they personally believe to be true about the future of Hilton Head.

Generally, the prompts for this exercise included the following:

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience community.
- Name your belief: Focus on a core belief and talk about why it is true.
- Be positive: This is what you do believe, not what you don't believe. Avoid speaking in the editorial “we” and make sure this is about what you believe. Speak in the first person.
- Be personal: Write in words and phrases that are comfortable for you to speak.

The following graphic and bullets represent the reflections of the Town Council.



- Tamara: My grandparents raised me, and a lot of what I believe comes from them. As a daughter of the American Revolution, every day we should remember that our country is special, and it's our duty to preserve and protect it. They taught me to believe in the value of the dollar, and those who know me know that I'm fiscally conservative. They taught me a work ethic – no matter what's happening, you put your all into it. Some will always be smarter or brighter or prettier, but what you can do is work as hard as you can.

I believe that everyone has a right to speak freely and an obligation to listen respectfully. I believe that the art of communication is essential to learning, empathy, and growth. I believe in honest debate. We may not agree with each other, but actively engaging in free, open, honest communication opens the door to a better community. I believe that community means the whole, made of unique individuals created by God. I believe that God created each unique individual and gave the community paradise with a set of simple rules to follow, but the free will to make our own choices. I believe that His guidance is part of His gift of life, and I believe that paradise and freedom require responsibility and obligations from each member of this community. I believe that as we make choices, we must be cognizant of the idea that we are but a moment in time, just as others who came before us left their significant marks on our paradise. We must deliberately choose to make our significant mark for those to come. I believe we must protect our island, only develop with meaningful intent and respect for our environment and each other. I believe that we must communicate and act as one community, one island, and together make choices that preserve, protect, and sadly now rescue our slice of God's paradise that we call home.

- Bill: I come from a background in dealing with complex organizations (medical centers), where there are physicians with different incentives, a community with a range of needs (sometimes common, sometimes unique), business communities with different goals and directions. If you try to find common ground and then translate that into tangible direction, that creates excitement – we have to communicate, communicate, communicate to keep everyone moving forward.

I believe that we can be the leading community of choice. We can climb out of our individual silos of thought and meld together as one to realize success. I believe we can reach common ground, which will require compromise. A common vision will unite us and lead us to success. Our most difficult goals can be achieved if the key factors for success can be identified, realized, and addressed. Absent that, success will not follow. I believe that each of us needs to ask the question. "What am I going to do to help?" Time is not on our side, and we need to keep that in mind.

- Glenn: Thirty years ago, Bill Gates wrote a book about the way forward, talking about population changes and moving ahead. He used the term ex-urban, which includes good broadband internet, good medical care, convenient access to air travel. We all know that we have fiber on the island and constantly improving internet access (next challenge will be 5G). We have wonderful medical care on the island – I have the privilege of being a patient, and the hospital (and others) are aggressively seeking specialists. Finally, with the lengthening of the runway, we have access to regional jets and can fly to 89 different cities with no more than one stop. SAV is also international and is a gateway to the world.

I'm concerned about loss of commercial business on the island. Congestion is blamed on the bridges, and the biggest decision that this Council will need to make is what to do with the SC

DOT proposal. We're all shopping on the internet, which affects local businesses. Competition in Bluffton, with similar wages and better access. We need to take the lead on workforce housing. We need to stick our toe in the water and get something moving with that. I think we're seeing a slow decline in the native islander population, and I want to do what we can to reverse that. We have dilapidated commercial spaces, and we need to address this – make them feasible for other purposes. Conversion to multi-family living is possible. The tourism season is getting closer to year-round (caused in part by the pandemic). This will be part of the pattern moving forward, and we need to be able to preserve the island as a tourist attraction while also protecting those who live and work here. Hopefully, the pandemic will be short-term, but there are a lot of uncertainties. We've already gone ex-urban. I think the island is changing, and that is a challenge before us.

- Tom: The future of our community is not a fait accompli. As invested citizens, we have the ability to determine what will make us relevant in the future and chart a course to get us there. This is my seventh town planning session. The role of local government is threefold – protect and enhance the island quality of life; create or cause to be created a social and political environment that stimulates the right kind of investment; efficiently and effectively deliver the right level of community services and facilities. Planning by itself doesn't get it done. Planning without planning for implementation is doomed at its inception. We have a lot of plans at the moment, and we have a lot of opportunities. All of this will be part of our planning under the leadership of a new Town Manager. With an engaged and committed staff, community, and Council, I'm proud to be a part of this group. Team members need to work toward the success of the whole. "Alone, we can do so little; together we can do so much." As a team, we'll do more than build affordable housing, more than a park, more than a parking lot, more than a bridge – we'll build a community that everyone wants to be a part of.
- Alex: One of the norms is to be honest – many may know that I've spent a lot of my life coaching basketball, and we have to learn to lose before we learn to win. I believe that Hilton Head is one island and one community. I believe that we can move forward with a sense of unity because of that. I believe that, to a degree, we've lost our way. The economic wave that we've experienced on Hilton Head, from the moment that we got a world-class golf course, has floated many boats, but not all boats. We can't have the attitude that if your boat has a hole in it that we'll find you a different boat. We need to be able to plug the holes so that even if all boats don't look the same, they still float. I believe that we are one island and one community. When Charles Fraser developed Sea Pines, very few people had the key to the gate – many trusted that native islanders had the keys. Early developers and those who had been there worked together to put Hilton Head on the map and to create the community that put Hilton Head on the map. Not everyone knows that story or respects that story. I believe that we can do better. We've created a vision with a lot of community involvement, and we want to do better as a community. With the new plan and the new town manager, we can get there. It won't take us long if we are bold and intentional with our efforts.
- David: I'm struck by how different our perspectives are. As I prepared for today and tomorrow, I felt that something was missing in the conversation. We have a vision and core values; we have outcomes. But I intrinsically feel that we're missing something that truly distinguishes Hilton Head. If it's lost, we need to find it – the soul of the Community. Who we are, and what do we represent? We need to recognize the profound and fundamental value that we represent to the

world, but we need to protect it and lead in a way that we protect this community. I believe that HHI can protect its natural land, community gatherings, and programs and facilities for residents and guests. These are a reflection of the community and its DNA. Charles Fraser distinguished HHI – Sea Pines did things very differently. It was the clear leader in land planning, development in harmony with nature – others wanted to imitate the business model and community plan. They came from all over to learn how to do this and remake what we've established in other places. Residents and tourists were presented with new experiences – people were drawn to the environment, its people, programs, and amenities. I felt huge community pride. That spirit drives the community forward and builds the camaraderie and keeps things moving forward. We need to continue to be distinguished, relevant, and prosperous, being a recognized leader in community. I hope the island is distinguished by the open spaces it has preserved, the community gathering places, and the programs and facilities that it has developed for residents and guests. If not these, there are other areas where we can lead. We want to captivate the imaginations of the next generations. Answering that question and committing to that will affect how we prioritize.

- Mayor: I understand poverty and wealth. Wealth is developed by people working hard and doing the right thing. Something is missing when we talk about workforce – every year we meet, we talk about workforce housing. I think it's more about transportation. There are people in other places that want to work but don't necessarily want to live here. We can't build a monorail or build a tunnel, but there are other options. I believe we have a homelessness problem and a poverty problem, and we haven't addressed the issue. We don't have the data to really address the problem, and we need the data before we can really address the issue. Regionalization is very important. We started a dialogue with the mayor of Savannah, and that has been very successful. I think that the parks are our biggest asset because they do things for all people. Parks are very important. The commercial area in central island is crashing, and it's bigger than we think. A park in that part of the island would be a big coup for us. I also believe that Charles Fraser has done a lot, but he's not here anymore – we can't live on what someone has done before. There's a lot we can do.

Connecting Comprehensive Plan Goals to Strategic Outcomes

Staff reviewed the ongoing Town Council priorities and discussed integrating implementation of “Our Plan” and other priorities with ongoing work. Supplemental materials provided to participants are included in Appendix A.

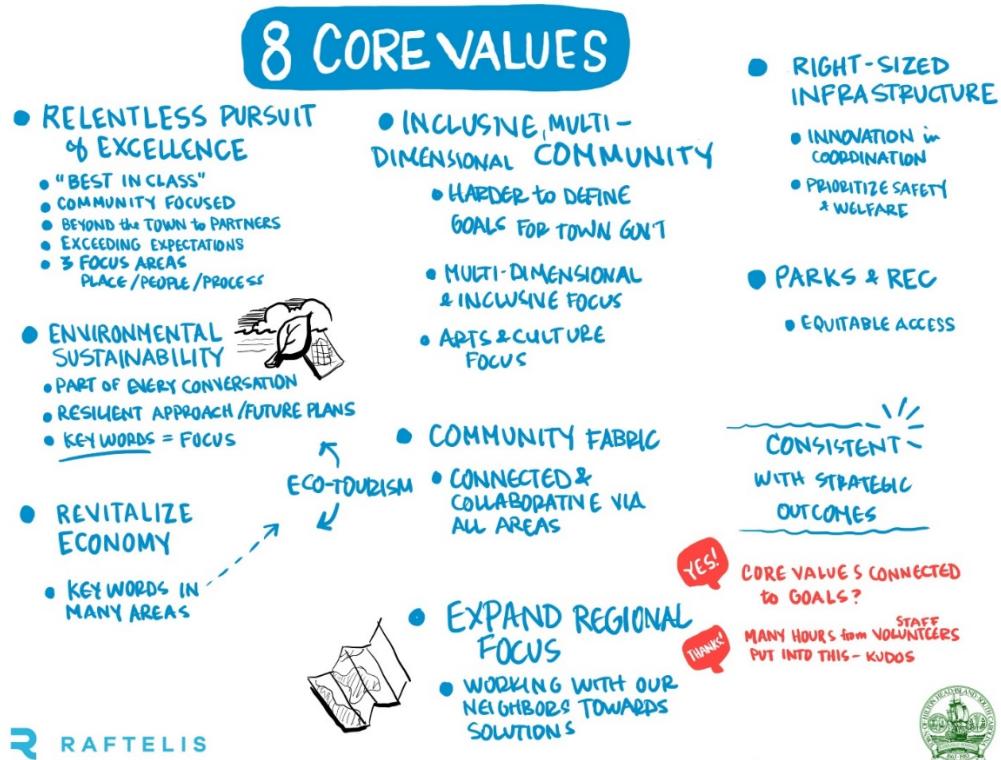
The remainder of this session allowed participants to identify areas of alignment between the goals within each of the Town’s eight Core Values, as found in the Town’s Comprehensive Plan, with the Town’s Strategic Outcomes:

- Exceptional Quality of Life
- Prosperity and Innovation
- Best in Class Services and Facilities

Exceptional Quality of Life	Prosperity and Innovation	Best in Class Services and Facilities
Our Place – Adopt and pursue <i>Our Ideals of Excellence</i> for Hilton Head Island.	Our People – Adopt and pursue <i>Our Ideals of Excellence</i> for Hilton Head Island.	Our Planning & Process – Adopt and pursue <i>Our Ideals of Excellence</i> for Hilton Head Island.
Water – To monitor our water resource so that it is clean, abundant, and available.	Energy – To maximize the efficiency of energy usage and expand the use of renewable energy.	Waste – To work toward a Town-wide zero-waste model.
Environment – To protect and preserve the natural environment of Hilton Head Island.	Tourism – To explore, understand, prepare for, and adapt to the future of tourism.	Environmental Sustainability – To become a recognized leader in environmental protection and sustainability.
Air Quality – To improve air quality by reducing/minimizing emissions.	Cultural Tourism – To promote and expand cultural tourism equitably to improve the quality of life for all stakeholders.	Resilience – To prepare a plan for and to mitigate the effects of climate change or other natural disasters.
Brand – To manage evolving economic growth while maintaining Hilton Head Island’s unique aesthetic.	Built Environment – To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.	Transportation – To continue to improve access to and around Hilton Head Island.
Population – To attract a diverse and dynamic local population.	Planning – 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.	Business – To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.

Exceptional Quality of Life	Prosperity and Innovation	Best in Class Services and Facilities
Workforce – To have a high-quality, sustainable workforce.	Workforce Housing – To increase a supply of workforce housing on Hilton Head Island and in the region.	Education – To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.
Historic Sites; Venues – To identify and re-imagine historic places and venues so that they are inviting and accessible.	To increase access between Hilton Head Island and the region through a viable multi-modal transportation system.	Environment – To lead the region in environmental protection and eco-friendly practices.
Community Development – To foster the creation of sustainable, inclusive, equitable, and innovative community development on the entire island.	Tourism – To expand tourism focus in order to promote diverse offerings across the region.	Resilience – To plan for physical, social, and economic resilience from climate change and environmental challenges.
Natural Resources; Cultural Resources – To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.	Transportation (Land) – To establish an integrated, island-specific transportation network.	Utilities – To foster safe, effective, and resilient utility systems for the island.
Diversity – To recognize, respect, and promote multi-dimensional diversity on the island, now and into the future.	Sports – To continue to provide opportunities for sports tourism on the island.	Public Services – To promote efficient and secure public services to meet current and future needs.
Healthcare – To foster a quality healthcare system and health education that are available, accessible, affordable, innovative, and beneficial for all.		To anticipate policy implications and resource investments needed to embrace emerging technologies.
Arts; Culture; Recreation – To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.		Best-In-Class – To provide best-in-class recreation facilities and programs in the island's public parks.
Collaboration – To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.		Pathways – To continue to improve and enhance the multi-use pathway network on the island for recreation and transportation.
Quality of Life – To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.		Funding – To generate sufficient funds to construct new, redevelop as needed, and maintain all parks in best-in-class condition.

Exceptional Quality of Life	Prosperity and Innovation	Best in Class Services and Facilities
Transportation (air) – To “Right-Size” the airport’s capabilities and operations.		Planning – To foster a planning process that is inclusive, collaborative, ongoing, and responsive to changing circumstances and stakeholder priorities.
Housing – To promote housing options to meet the needs of all current and future populations on the island.		
Community Value – To continue to promote and prioritize the value parks and recreation add to the island community.		
Programming – To celebrate the unique natural amenities and cultural assets of the island through education facilities and programs in public parks.		
Water – To continue to improve and increase opportunities for water access.		



Now, Near, Next

For each of *Our Plan's* goals, participants were polled to determine whether the goal should be focused on now (in the next year), near (in the next 2-3 years), or next (in 3+ years). The results of that categorization are shown in the tables below.

“Now” Goals
Our Place – Adopt and pursue Our Ideals of Excellence for Hilton Head Island.
Our People – Adopt and pursue Our Ideals of Excellence for Hilton Head Island
Our Planning & Process – Adopt and pursue Our Ideals of Excellence for Hilton Head Island
Environmental Sustainability – To become a recognized leader in environmental protection and sustainability.
Water – To monitor our water resource so that it is clean, abundant, and available.
Environment – To protect and preserve the natural environment of Hilton Head Island.
Transportation – To continue to improve access to and around Hilton Head Island.
Business – To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.
Brand – To manage evolving economic growth while maintaining Hilton Head Island’s unique aesthetic.
Tourism – To explore, understand, prepare for, and adapt to the future of tourism.
Population – To attract a diverse and dynamic local population.
Workforce – To have a high-quality, sustainable workforce.
Education – To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.
Historic Sites; Venues – To identify and re-imagine historic places and venues so that they are inviting and accessible.
Natural Resources; Cultural Resources – To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.
Diversity – To recognize, respect, and promote multi-dimensional diversity on the island, now and into the future.
Arts; Culture; Recreation – To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.
Planning – To foster a planning process that is inclusive, collaborative, ongoing, and responsive to changing circumstances and stakeholder priorities.
Built Environment – To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.
Quality of Life – To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.
Planning – 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.
Transportation – To increase access between Hilton Head Island and the region through a viable multi-modal transportation system.
Public Services – To promote efficient and secure public services to meet current and future needs.
Housing – To promote housing options to meet the needs of all current and future populations on the island.

“Now” Goals

Community Value – To continue to promote and prioritize the value parks and recreation add to the island community.

Best-In-Class – To provide best-in-class recreation facilities and programs in the island’s public parks.

Programming – To celebrate the unique natural amenities and cultural assets of the island through education facilities and programs in public parks.

Pathways – To continue to improve and enhance the multi-use pathway network on the island for recreation and transportation.

Sports – To continue to provide opportunities for sports tourism on the island.

Funding – To generate sufficient funds to construct new, redevelop as needed, and maintain all parks in best-in-class condition.

Accessibility – To promote multi-dimensional inclusion and access for all parks, facilities, and recreation programming.

“Near” Goals

Waste – To work toward a Town-wide zero-waste model.

Resilience – To prepare a plan for and to mitigate the effects of climate change or other natural disasters.

Community Development – To foster the creation of sustainable, inclusive, equitable, and innovative community development on the entire island.

Healthcare – To foster a quality healthcare system and health education that are available, accessible, affordable, innovative, and beneficial for all.

Collaboration – To enable residents and visitors to collaborate around common values and celebrate the realization of shared objectives.

Workforce Housing – To increase the supply of workforce housing on Hilton Head Island and in the region.

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

Transportation (Land) – To establish an integrated, island-specific transportation network.

Transportation (air) – To “Right-Size” the airport’s capabilities and operations.

Utilities – To foster safe, effective, and resilient utility systems for the island.

Water – To continue to improve and increase opportunities for water access.

“Next” Goals

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

Air Quality – To improve air quality by reducing/minimizing emissions.

Cultural Tourism – To promote and expand cultural tourism equitably to improve the quality of life for all stakeholders.

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

Resilience – To plan for physical, social, and economic resilience from climate change and environmental challenges.

Processing the Pandemic and Protests

The COVID-19 pandemic and subsequent Black Lives Matter (BLM) protests have dramatically altered our world and the context for establishing policy. Participants reflected on how the pandemic and protests have affected the Town, the community, and individual views as policymakers. The following graphic and bullets represent Council's reflections.



How has the COVID-19 pandemic changed the island?

- Pandemic will change the island forever; there will be more primary homes, businesses will change – what we need to figure out is what do new businesses need to thrive here.
- Looking at COVID's impact on real estate – big surge in property purchases, more people coming on to the island. Traditionally, people visit 7-8 times before they buy property, but we're seeing a lot more impulse purchasing. I'm concerned that impulse buyers may not know the island and may not know our values. Accelerated pricing – is this a bubble, or are we at a new normal of high prices? Either way, what will the impact be?
- The pandemic has made all of us more conscious of our frailty, the importance of health care, and strong resistance to masks. Now there's much more acceptance (residents are better than tourists, but we're much more conscious of the risk of disease. We're very dependent on others to maintain our good health.
- COVID is interesting; the island has learned how to learn again. We've been very comfortable with our seasonality, but a lot of our hospitality and the groups that would normally come to HHI were no more. We've had to rethink how we're doing business. It's a learning experience. There has been an influx of people. When you look at our income statement, one area of improvement was

the real estate transfer fee, and we can embrace that. Hilton Head is more than a resort. If we put money behind marketing HHI as a place to live, work, and play, we can be successful.

- It's clear to me that wellness has been emphasized, and the incidence rate is much higher for those with pre-existing or chronic conditions, which are clustered in our population. What are we doing as a community to try to stay well? We're good at intervening when someone gets hurt. We've grown as a community, and I sense the importance of being with other people, coming together for events and celebrations. I've never used so much technology as I have in the last year. There's a real awareness of how interconnected we are and how fragile the ecosystems are.
- We have more people but more isolation. More unity, to address a common evil, and yet we have more division than I've ever seen on the island. Lots of positive things, and for those coming to the island, perhaps we need to prioritize sharing our history, culture, and values.
- Three phases in a crisis: Respond, Recover, Thrive. We continue to respond. On the operational side, we've maintained a continuity of municipal services. We've shown to be financially sustainable when all sources of revenue have been at risk. Hopefully, we'll move through "recovery" and "thrive" quickly.
- We need to make sure to address the mental health.

How has the pandemic affected how you view your role?

- We'll need to formulate a new budget in the next few months – we'll have to make assumptions around whether the spikes that we're seeing are short-, medium-, or long-lived. My role has changed dramatically because the finance and administrative committee is working to forecast the revenue streams. We really need to be far ahead and ready to anticipate any negative trends.
- Changes everything we think about – there are a lot of people who are really afraid, and we need to take that into account.
- A reaction that I've had over the last ten months is that there are a lot of people who are frightened. People are really reaching out to Town government for something that we really haven't needed to do in previous years. We're making more than financial decisions but providing some level of comfort and security.
- In terms of my impression of my role, I've seen the value of good budget planning. More than six months ago, we stopped all new capital projects. This was the right decision. We need to continue to use this tool as we move forward in uncertain times. Some residents are too dependent on the Town. Some difficult decisions need to be made, but residents seem to expect us to pull rabbits out of our hats.
- The role of government in a pandemic can't be a limited-service government – we've stood up, not just by mandating masks, but Fire and Rescue have stepped up to support testing; there's a coordinated effort for the next stage of vaccinations. We've done a good job of receiving CARES Act funding and putting it in the right hands. We should be able to continue to produce. Businesses suffered during the shutdown, and we relied a lot on the Chamber. They did some, but we can do more, too.
- I think that we're enjoying the effects of the bubble. We're well-known in some markets, for both rentals and home purchases. I don't think that we should give ourselves too much of a pat on the back because it doesn't seem sustainable. In the long-term, folks will be looking for real substantial value, and we'll have to look at the core things that make a community really a place to live. That focus will come into play for recreation, transportation, education, healthcare. In our roles, we

need to really focus on our added value. Our Achilles Heel is the service industry, and the people who help to make that happen have been very exposed and vulnerable to the pandemic.

- Pandemic has changed my view in that there's more of an emphasis on a dramatic role model in terms of what's important during this time. Taking a vaccine, to let others know that it's safe – this has been much more overt. We've responded to needs, and I'm pleased that the Council and Staff and everyone have stepped up to take on that role. I think that the booming real estate will require us to really focus on the quality of life and community that we're providing.

How has the COVID-19 environment impacted how you interact with your colleagues? With constituents? With City staff? What has worked? What has been frustrating?

- Today is a pleasure. I love being around these groups of people in person. Our relationships thrive in person, and I can't wait for us to be back safely together. I struggle to connect with constituents.
- Technology has allowed us to continue communicating, and there are some efficiencies that have been realized. I think that there will be more reliance on virtual meetings, but I miss one-on-one interactions with my constituents and those who want to interact with Council.
- I don't think that being separated will increase anything – we need to be together and to understand where everyone is and how to respond to them.
- One of the biggest losses that we've suffered this year is not being in Council chambers with the public there. Blue jeans just aren't the same. The public's presence in the Council chambers is critical to our form of government. Not being able to shake hands, pat someone on the back – it's held us back in some ways. I wonder if it's impacted timelines and people's ability to schedule. The loss of the informal gatherings will hopefully end when we're back to normal.
- It's not the same to have a virtual meeting, but I am grateful for technology. I can't imagine doing this by telephone. This has been an invaluable tool. I've missed everyone and the ability to look everyone in the eye. I'm appreciative of the effort to put this together. In terms of dealing with constituents, I've had a few one-on-one or group meetings (masked, outside, etc.). Have continued to reach out to constituents, have continued with the newsletter, and continue to answer every phone call and return every email.
- I concur but not being in Council chambers with citizens has made a big difference, in both decision-making and discussions. Let's put citizens back at the top of the org chart – it's important that we respond to their needs and feelings. Communication has stepped up to a degree, and we did a lot of open-air meetings (at least every other week), and people wanted to speak about their needs. Communications allocations within the budget may be beneficial to help us maintain contact with our constituents.
- We're social beings, and I miss the conversations. The spontaneity creates new thoughts and better decision-making. Just looking forward to getting back to normal.

What benchmarks will help you know when it is time to “reopen” and begin working “in person” again?

- Incidence rate (morbidity rate), mortality rate, positivity rate, prevalence of the vaccinated population.
- Two questions – “reopen” and “in person.” Reopening means inviting and accepting thousands of people from lots of places. We have extra precautions that we’ll need for residents and guests. I look forward to in-person, but I’m anticipating new protocols (hopefully soon).
- I have relied heavily on scientists and healthcare professionals for best practices and advice. I will continue to do so.
- We need to formulate this together so that we can share with the public – we need an understandable, common view for what needs to happen.
- We’re not experts, or statisticians, or doctors. We have to rely on the experts, and I think that’s what we’ve been doing. The tourism is an additional dimension – we basically double our population every day.
- When I respond to people who are disgruntled by the mask ordinance, I have said that I’ll continue to support it as long as the CDC continues to support it. I’ll continue to wear a mask until the CDC says not to. There’s been a recent drop in incidence, but that doesn’t mean that we’ll drop the mask order.
- Science will ground the decision but also looking to other municipalities that are doing things well.

What changes have you had to make in the past ten months that you hope will stay in place even when things return to “normal”?

- Have had the practice of live broadcasting for Town Council meetings, but now we can broadcast all of the meetings (Commissions, etc.), and I think that’s important to continue.
- I think that we, as a society, have always needed to deal with infectious diseases. Have to appreciate how the disease spreads, and that’s led to avoiding crowds, high-density gatherings, hygiene, etc. From a facilities standpoint, we should be complimenting our engineering staff for improving air quality systems and the Town Hall – we could be a resource for upgrading air handling to address infectious disease.
- Broadcasting of committee and boards and commission meetings – this is an invaluable tool for residents. It feels like there’s a heightened awareness of each other and concern for others.
- Shaving every third morning rather than every morning. Personal and business hygiene practices will probably change forever, particularly in the hospitality industry. That may add expense, but the benefits outweigh the costs.
- We’ve become a kinder community, and I hope that continues.
- The role that technology has played will continue – in some ways, easier and more efficient. I think from a personal level, there are some things that I’d do differently. Once this has passed us, though, we’ll begin to forget the choices that we’ve been forced to make on a daily basis.
- Working from home vs. working from an office – there have been a lot of businesses that are shifting to remote work. We can’t necessarily do it, but I’m glad to not be invested in office space. I don’t think I’ve shaken a hand in nine months, but that’s an important part of communication. There will be a new focus on sanitation.

Given all that has happened in the past ten months, what is on your radar now that was not a concern a year ago?

- Concern about future uncertainty. I don't know what to expect moving forward, and I don't know how we'll adapt moving forward. We need to be prepared for the unexpected, conservative at spending public money, and I'm proud that the Town has been able to rebuild its reserves. I'm confident that the Town will continue to grow and prosper.
- Ten months ago, I decided to run for office. When we shut down, I had time on my hands to reflect, and that's what on my radar now.
- We should continue to focus on the core features of the Town that make it very desirable. Telemedicine may provide some significant opportunities for us and a service to the community.
- Not that much that's different – I'm incredibly proud of the Town and people in this room. Resources and Staff were available to make things happen. I have great faith and confidence that we're well-positioned to handle what comes our way.
- Most concerned about the social and economic costs of the pandemic from a micro and macro environmental impact. What will happen when the federal government has to pay for the stimuli. I'm concerned about what it means for me and my family.
- I have a great feeling for the Town, and we're well-positioned to take care of the future.
- VRBOs and real estate bubble. In April, we were contemplating closing down short-term rentals, and owners from all over the county descended – this should be on all of our radars now. I think that we thought that real estate was going to go in a different direction. I really wonder if the new folks will change how we think about our island and the policies that go into place.

Prioritizing Strategies within the Core Values

Before prioritizing the strategies within each of the “Now” goals associated with the eight core values, the Assistant Town Manager provided input on the strategies that were already underway. The list of ongoing strategies is presented in Appendix A. The following strategies received the most support within each goal and core value.

Excellence

- 1.1. Establish a brand for the Town that reflects Our Ideals of Excellence and the Core Values in order to initiate progress for these strategies and provide a foundation for the Town as outlined in this chapter.
- 1.2. Deploy Our Ideals of Excellence through the Town's community engagement, communication standards, and execution of projects and policy.
- 2.1. Develop a communication plan that relays Our Ideals of Excellence, as well as their adoption and implementation strategies.
- 2.10. Recognize the importance of parks and recreation for the island community through the development, maintenance, improvement, and enhancement of recreation facilities.
- 3.4. Ensure new design and development standards consider Our Ideals of Excellence.
- 3.8. In the development of best practices and standards for processes, policies, and projects, use innovation and learning to continually build and improve upon past experiences.

Environment

- 2.2. Encourage and offer options for sustainable development of structures and sites.
- 4.2. Find ways to use Town property to showcase environmental preservation.

Economy

- 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.
- 2.3. Explore innovative methods to guide development, such as evaluation of policy and ordinances that can facilitate this goal.
- 2.5. Foster and encourage new business start-ups that promote diversification of the Town's economy and jobs or offer opportunities to advance the creative economy.
- 3.4. Continue to encourage repurposing or revitalization of existing commercial spaces/structures or buildings through flexibility or incentives for redevelopment.
- 4.6. Continue to support existing arts, park and recreation, culture, and history organizations through appropriate and creative funding.
- 5.1. Build relevance to young professionals who represent the new economy by embracing technology and offering live/work options.
- 5.4. Create an environment for prosperity and innovation that will allow the private sector healthcare providers to access adequate, cost-effective healthcare services for the island's aging population, including residents and visitors.
- 6.1. Encourage the development of workforce housing through effective incentives.
- 6.4. Evaluate transportation options for the workforce.

Inclusive

- 1.1. Work in partnership with the public school district, private schools, island non-profit organizations, and concerned citizens to assess ongoing needs for early education facilities.
- 1.4. Cooperate and collaborate with the public school district to assess the needs of the Beaufort County School District Hilton Head Island Cluster.
- 2.1. Consider developing a historic landmarks protection or similar program using recommendations from the Town's Gullah Geechee culture preservation project report, the Heritage Library, or Mitchelville Preservation Project.
- 2.8. Continue to support arts, culture, and history opportunities that contribute to the unique character of the island.
- 4.1. Encourage programs and educational experience about preserving the island's ambiance, cultural, and natural areas.
- 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, Gullah Geechee, and Spanish-speaking populations.
- 8.5. Implement recommendations from the parks and recreation master plan, part 1.

Connected

- 1.1. Apply tools, applications, and services to facilitate sharing information supporting community connections and collaborative efforts.
- 1.2. Ensure optimal opportunities are provided for citizen and stakeholder participation in the planning and policy development processes.
- 2.3. Find ways to ensure exceptional “quality of life” ideals are considered when reviewing proposed residential developments.
- 2.4. Create incentives and/or public-private partnerships for redevelopment with goals of diversity in housing types and cost and types of transportation modes.
- 4.1. Foster a healthy, self-sustaining community that encourages economic, cultural, and demographic diversity by understanding the needs and assets of each of the island’s many different communities, including but not limited to the elderly, youth, disabled, Gullah Geechee, and Spanish speaking populations.

Regional

- 1.3. Build and strengthen existing relationships with regional and private sector economic development partners.
- 1.4. Develop programs and policies to encourage the private sector to become involved in addressing issues such as housing, climate change, environmental protection, and education.
- 3.1. Improve and expand transportation infrastructure to connect the island’s multi-modal system to the rest of the region.

Infrastructure

- 5.11. Plan and coordinate future transportation investments.
- 6.3. Evaluate proposed changes to residential density to ensure they are appropriate for the character of the area and the neighboring properties.
- 7.1. Adopt policies to accommodate emerging technologies while continuing to adapt for future needs or trends; for example, fiber optic service for the island, 5G, smart infrastructure (smart cities), information management, and cellular satellite.

Parks and Recreation

- 5.11. Plan and coordinate future transportation investments.
- 6.3. Evaluate proposed changes to residential density to ensure they are appropriate for the character of the area and the neighboring properties.
- 7.1. Adopt policies to accommodate emerging technologies while continuing to adapt for future needs or trends, for example, fiber optic service for the island, 5G, smart infrastructure (smart cities), information management, and cellular satellite.

Strategies for Town Follow-up

While many strategies were removed from prioritization as they are already underway, Council requested additional information or updates on several strategies. These strategies are listed in the following sections.

Excellence

- 1.6. Evaluate, develop, and maintain standards that preserve and enhance the natural and physical environments that reflect the character of the island.
- 3.1. Evaluate the Town's Comprehensive Plan on a regular basis for consistency and applicability to existing conditions, policies, and projects in existence at the time.

Environment

- 2.6. Continue to maintain or strengthen existing environmental protections for buffers, trees, wetlands, dunes, and special habitat areas.
- 3.2. Foster the reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation

Economy

- 2.2. Collaborate and coordinate with existing organizations to market and expand upon Hilton Head Island's diverse economic opportunities.
- 2.4. Seek to attract businesses that can diversify the island's economic base, such as technology and sustainability-related enterprises.
- 3.2. Monitor demographics and economic trends to manage emerging growth and changes.
- 3.5. Encourage a variety of housing types to meet the needs of the population.
- 5.3. Foster an economy that includes support for a healthy aging population and allows for aging in place.
- 5.5. Leverage the deep experience and skills of retirees and their volunteerism to publicize the human capital on the island.
- 6.2. Coordinate with educational institutions/agencies to meet the educational and training needs of the island's population and workforce

Inclusive

- 2.4. Continue establishing educational programs to help residents and visitors of all ages better understand the long, unique history and rich cultural traditions of Hilton Head Island.
- 2.5. Continue to support efforts toward the preservation of historic island culture, including that of the Gullah Geechee community.
- 8.4. Continue to support the Town's Office of Cultural Affairs and the promotion of cultural events, such as festivals, art exhibits, and performances for all cultures represented on the island.

Connected

2.1. Foster the development of public spaces and streetscape designs that encourage community connections through vibrant public spaces that provide rich social opportunities; well-maintained and attractive spaces; pedestrian-scale design; public art; access to technology that accommodates connectivity.

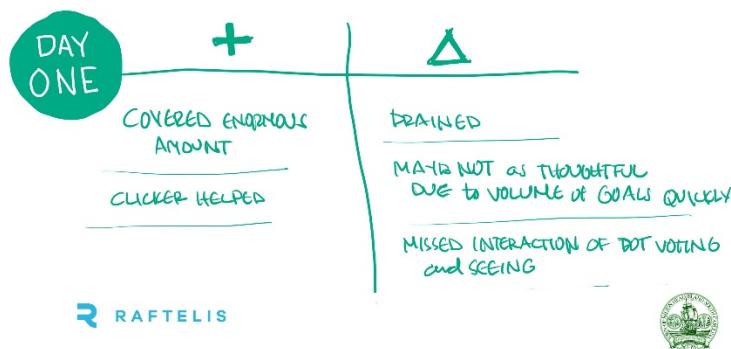
4.5. Celebrate and promote the island's rich arts, culture, history, environment, and recreation opportunities.

Day Two

Initial Thoughts

Participants were asked to reflect on the activities of the first day and share their reactions and reflections.

- It was exhausting
- We covered an enormous amount of territory
- I'm not sure how thoughtful the decisions were, but we needed to get through a lot
- I really liked being able to use the clickers to express ourselves off the top of our heads, anonymously
- I miss the interaction of being able to get up and use the dots, but that does introduce some visible bias

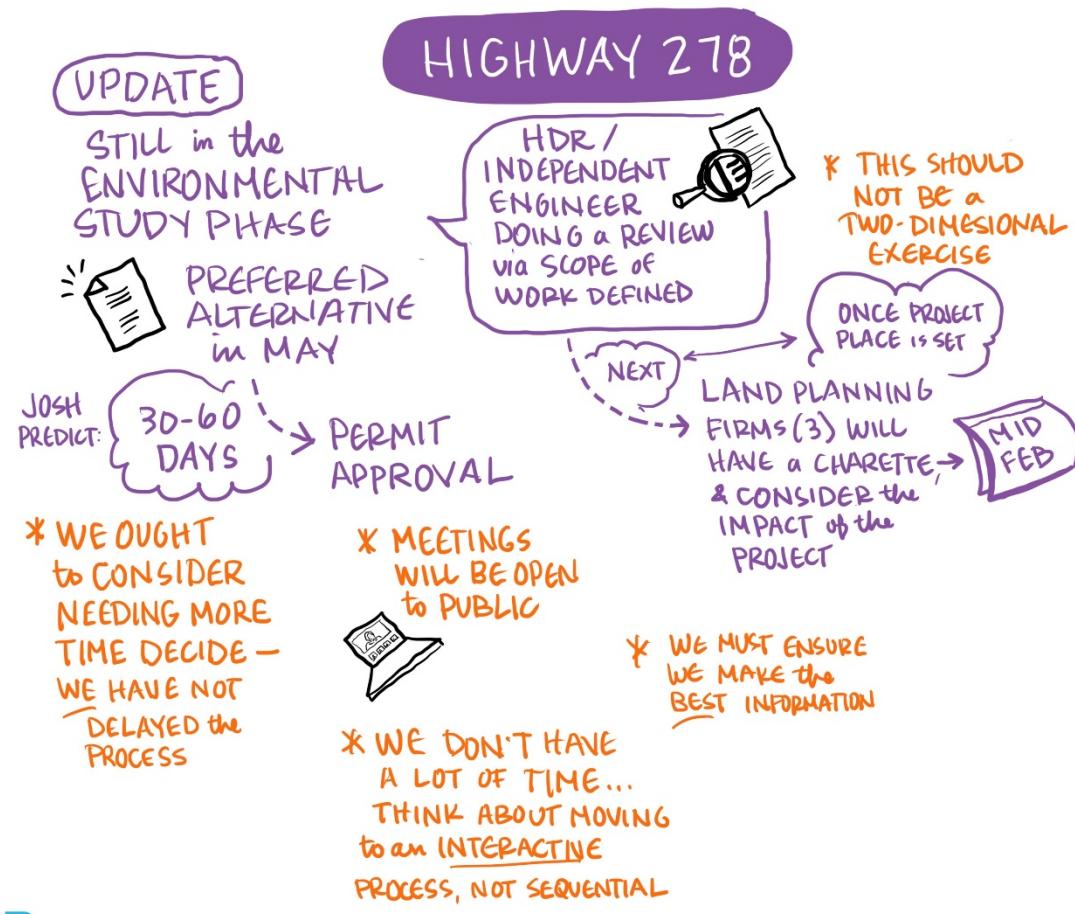


Highway 278

Participants discussed the status of the Highway 278 initiative and potential responses for the Town.

- Still in the environmental impact assessment phase, and the current timeline envisions a preferred alternative sometime in May.
- Once there's a preferred alternative, the public has an opportunity to review and respond. Comments will be incorporated.
- Council vote will likely happen 30-60 days after the preferred alternative has been released (though that may be an especially tight timeline).
 - Do we need to let DOT know that we need a more realistic timeline?
 - Any delays to date have not been on the Town's behalf
- Two functions – embrace the preferred alternative (or come up with something better) and check the analytics of the preferred option. We may see some disparity of thought from the independent engineer.
- We are acting on the assumption that the Town will be notified of any verbal or written reports; all meetings will be available to the public as well.
- Council needs to keep front of mind to keep the guiding principles (maybe read them at the beginning of each meeting?). We're the client, and SC DOT isn't necessarily in charge. We need to be more in the driver's seat.
- How will the land planning work be incorporated with the independent review?

- The two go hand-in-hand.
- The scope of work that the independent engineer is going through is pretty specific and doesn't necessarily incorporate the land planning component.
- The land planning effort may impact Council's determination of the preferred alternative, so we need to incorporate that information.
- Land use planning needs to follow the preferred alternative so that we're planning around whatever the preferred alternative is. Or should the community needs dictate the preferred alternative?
- Public infrastructure is greatly impacting the quality of life in the Stoney Community – how does our community respond to the decisions that have been made over time, and is there an opportunity to recognize opportunities for the land plan to look at the broader area and look at it through the lens of economic opportunity for the community?
- Should this mindset be for the whole island (not just the north end)? This is our chance to understand how we deal with a broad issue on the island.



 RAFTELIS



Further Contextualizing the Prioritized Strategies Within the Core Values

On Day One, participants prioritized strategies by goal area. The top-identified strategies were reconsidered on Day Two, and participants were asked to discuss their priorities and provide additional context and direction for Staff. The discussion associated with each Core Value is captured below.



Excellence

- Everything pivots off number one (establishing a brand for the Town) – if we decide we're going to be the Mercedes brand vs. the Chevrolet or the Ford brand, that dictates how we present ourselves in everything that we do. It's not tangible, but a guiding principle.
 - We build a brand by doing these things. "Establish a brand" feels like it's going in the other direction – I think we have to do the things, and that will build the brand. Where does the brand take us in the next 10 years?
 - Hilton Head has an established brand, in my opinion. The brand needs to reflect our core values. We have something that we've all bought into over time – we just need to make sure that it's well reflected.
- Excellence is the objective; in many ways, we have it – in some ways, we have a place to go. Brand is hard to express – environmental protection, tourism, bright and engaged population.
- I don't like "establish" – we have a brand, we should be refining it.
- Best-in-class should apply to everything that we choose to do.

- I'm not as hung up on the rebrand – we're sharpening our tools. We've done a great job in the past, but we want to get better. 3.8 (developing standards for processes, policies, and projects) is more impactful to me. Really want to focus on the strategies and where they take us – some will take us to new excellence.
- How people interact with decision-making may need to change. Not sure that all of our tools are sharp enough for us to get to excellence.
- We really want to level up as it relates to place, people, and planning process.
- We have limited resources – we need to be intentional in what we're focusing on – at the end of the day, we want all these things; the tough job is figuring out how to allocate across the list.
- In this environment, I think it's important to remember that excellence is the baseline – residents/customers in this environment expect this, so we have to maintain excellence to compete with and survive in this environment.

Environment

- This is one of the major elements of our brand, and this seems disappointing that we seemed against being proactive when we prioritized.
- There's a lot of activity already underway in the environmental space.
- Community stands on the foundation of environmental stewardship, and we pushed many of the core elements down the timeline.
- Within the environmental core value, four of the seven landed in the "near/next" category, rather than the "now."
- Caution – have we done enough? Let's be mindful, and maybe there are some new things that will arise as priorities.

Economy

- I'm concerned with economy and economic development – we need to drive in this area.
- In a few areas, we're looking for new businesses and a younger population cohort – this is very important long-term.
- Need to consider the next generation of leaders on the island; want to reinforce that in as many ways as possible.
 - Attract young entrepreneurial professionals with cash and capital – reach out to the existing young cohort.
- Are we just providing beds and pillows, or is it active participation in a community? Need to be intentional.
- We should be working to attract remote workers.
- Healthcare is really important, and we should be focusing on it for our retirees.
- Need to make a significant impact in the workforce housing areas.
- Can we combine 6.1 and 6.4? (both deal with workforce housing and transportation options).
- Some of this stretches outside of our lane as a limited-service government, but this is an area that we need to move forward in. Need to find some new money to support these programs.
- 4.6 (continuing to support existing arts, parks and recreation, culture, and history) is the largest capital call; the others are more about incentives, recruitment, etc.

- We've been discussing 3.4 (repurposing/revitalization of existing commercial spaces/structures) forever – what are the action items for some of these? If we don't have a solution by now, we probably need to move on.
- Repurposing and revitalization of commercial spaces require us to be able to masterplan areas where there are critical masses of these structures. Need to dedicate some specific areas and then program the revitalization. We aren't going to be able to have a significant impact on the debt associated with those structures unless we develop a program like the open spaces program. We'll need a fund to purchase, redesign, and put back on the market for the private sector to get involved.
- We discuss a lot of recommendations from Staff – we do less directing of Council priorities to Staff. We need to give more direction than "go fish" – we need more workshops where we sit and talk about our collective interests for the island.
- When a rezoning application came up for Sam's to be turned to storage units, it does nothing for our brand or our quality of life. I'd ask that we set some time to drive the message on what we're really looking for.
 - 30-35% of the island's commercial space is vacant – what are we doing to create incentives to come to the island and change the space? Literally, a disgrace to convert Sam's to self-storage.
 - Agree – need to have more workshops, one around each of the goals (but maybe Core Values?).
 - Shocked at the idea of storage units, but it's an easy decision now because that falls far short of excellence. That said, the owner of a piece of property can use it as they wish, as long as it's within the zoning requirements.
- Communication through workshops – very supportive of that concept. Staff direction through workshops, with timeline and responsibility.

Inclusive

- It's not the business of the Town to provide public education. We should be supportive, but some strategies in this area are less in our lane – I'm more supportive of some of the other areas on this list.
- I think that this is a continuation of much-needed dialogue with the schools – we need to stay in our lane, but we can also recognize the challenges that our schools face and look for opportunities to support. If we can assist, we should do that.
- Guide talks about challenges of sustainability and equity – item 5.4 (identify and address the needs of different demographics) goes a long way toward addressing those.
- We have a homeless population on Hilton Head, and what are we doing to combat the problem? I don't necessarily want to build shelters, but I do want to support food pantries.
- Everything on the chart is important (while staying in our lane) – greatest good for the greatest number (for me) comes from 8.5 (related to the Parks and Recreation Master Plan)
- 2.8 and 4.1 and 8.5 are all really interconnected (supporting cultural and natural areas)
- We need (as a Council) to volunteer in high schools to talk about local government, what we do, and to help build mentorship.
- While we should stay in our lane, we do have influence and can use that to support the work of the non-profits in our school districts, etc.
- Agree that it's easiest to say "implement the recommendations," but there are a few other items that should be incorporated.

- On education, volunteers in medicine is a feather that we can put in our headdress – maybe we need some kind of a volunteers in education program? The Town and Council have an opportunity to encourage this thinking.

Connected

- The definition of the Connected goals is to investigate the many facets that create a community – numbers 4 (related to creative redevelopment) and 5 (related to creating a self-sustaining community) on the screen go a long way toward doing that.
- On 2.3 (proposed residential development review) – we got a little lazy on enforcing some restrictions, and we're starting to enforce more, but we need to be able to reinforce our standards to developers so that they understand that quality of life is key to the success of the development.

Regional

- We acknowledge that we can't do everything alone and that we're not set up to address everything alone – the regional connection is very important.
 - Mayor has been reaching out to County leaders and other mayors in the region – periodic social lunches with others in the region – need more of a focus on regional solutions. We need to expand our outreach to achieve regional goals – connecting with peers.
- Have to focus on particular areas where it doesn't make sense for us to do something or for an investor to do just with us – have to be benefits for the other locales as well. Something with a good payback fairly quickly.
 - Need to deal with the transportation issues.
 - Where does internet live? That's certainly a regional issue – got lost somewhere.

Infrastructure

- Need to do more with technology – need to add somewhere – really doesn't live anywhere within *Our Plan*.
- As a Council, we don't have a lot of leverage to get someone to invest on the island, but as a region, we may be able to do more.
- The technology infrastructure is a big recruitment driver.
- What's left here doesn't say a lot to me – suggests that our infrastructure is pretty well handled. The connection between land use and quality of life is lacking.
- Obviously, doing some of this with 278, but that shouldn't be our only initiative, so I like seeing 5.11 (future transportation investments) as a distinct strategy.
- 6.3 (changes to residential density) is also vitally important.
- At every incidence of upselling, we need to understand the downstream impacts (capital investments, etc.).
- Unemployment rate is fairly low; hourly rates are higher in Beaufort County – on one end, hourly rates are going up for skilled workers, which puts pressure on the service sector.
- Workforce development and housing should be the subject of a workshop.
- 40 citizens are logged in and following this work session.

Parks and Recreation

- Passionate group of people on the island who have been politically affected – have ramped parks and rec up pretty substantially, and it's deeply incorporated into the brand. We have to recognize its importance and find the money to implement the plan.
- We do have a plan, but there are other pieces to what can be provided. We have the opportunity to contribute in a way beyond monuments – a lot of ideas for passive areas/educational moments, and we should look for ways to incorporate those ideas, too.
- Many of us have had the opportunity to review a pathway forward from Terry Heron that celebrates our culture, shares ecosystems, and shares the beauty of the island – it weaves through many areas, and I'd like to look for a way to invite this group to present this plan and see if it can be aligned with our parks and rec plan – something more multi-dimensional.
- I'm really happy with the synergies that are being pointed out through these meetings.
- It feels like a lot of these things are starting to be done.
- Of all the different initiatives that we have, I think parks and recreation move the needle on quality of life more than any other. I see this as an enormous mover.
- This can be the "wow" factor that we talked about yesterday.
- This is something that needs to be sustainable, today and also 30 or 40 years from now. Just want to prepare us – if this is priority, we need sustained resources – is that a parks department? Will need to be ongoing.
- Would like to have some consensus on which parks we're going to start working on, and how we'll be working on them.

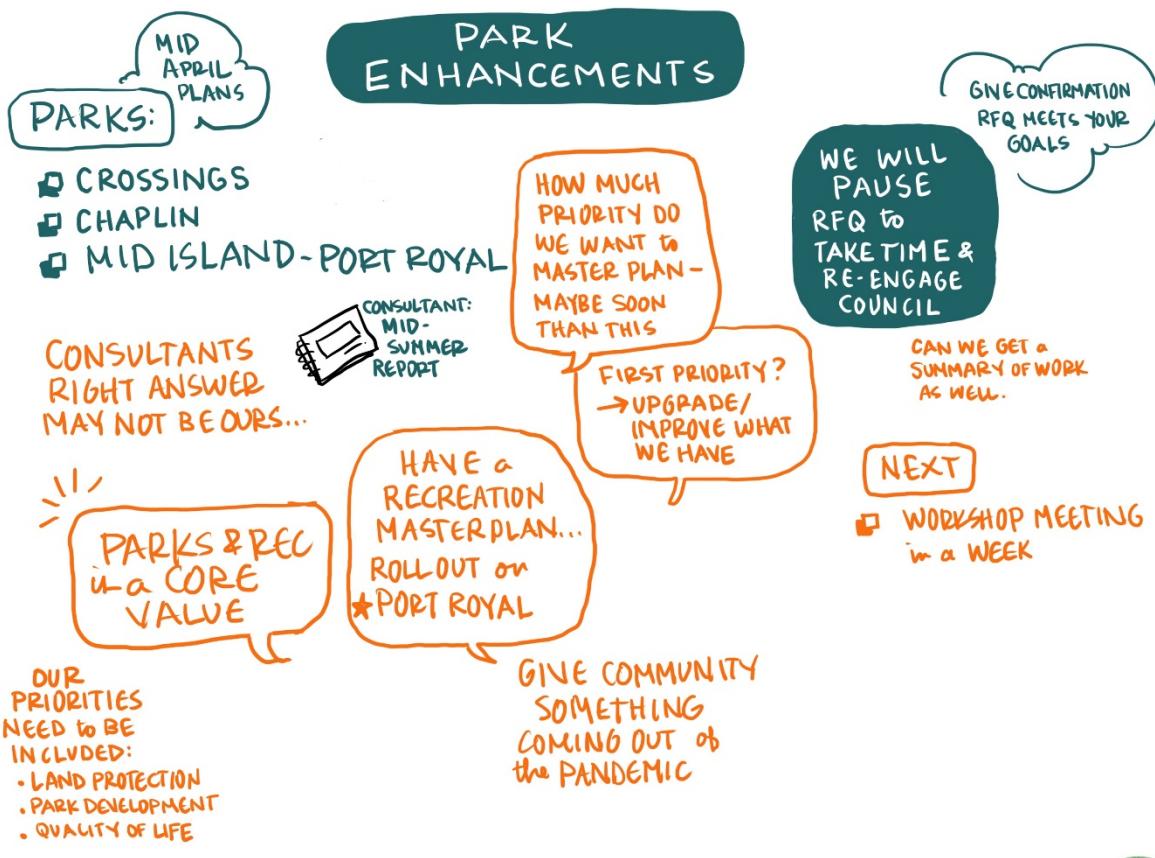


Park Enhancements

After discussing the context for the Council's priorities in *Our Plan*, the discussion turned to what the focus should be for enhancing parks on Hilton Head. The discussion and staff recommendation follow.

Discussion

- The “right answer” from the consultants might not be the right answer for Hilton Head.
- Want to master plan (inclusive of parks and recreation) two or three areas of the island, and Crossings Park and Port Royal may fit well within these efforts.
- The Town staff is already making progress on these, but we need to decide on the priority. It’s easy to say that the priority is something shiny and new, but we have two large parks that need improvements. This can be done more quickly and probably more cheaply. Mid-Island could be the crown jewel for the Town, but I think the priority should be to improve the existing parks.
- The new park would give us a running start on other parks and show us what’s possible.
- We should move, with deliberate speed, to develop a master plan for parks and recreation. For roll-out, we move right to Port Royal. We’ll continue to do day-to-day maintenance on what we have, but we need a shot in the arm.
- We could begin with a master plan for Port Royal and start implementing and then come back to the other parks when we can.
- Parks and recreation is so important that it was added as an additional core value. Staff has taken the time to put together a master plan, and we don’t want that to sit on the shelf. We may need additional resources – a Parks and Rec department. We need someone focused on this issue rather than addressing things in a pop-up fashion.
- Pride and joy of the island is land preservation; vibrant youth community that needs accessibility to parks/sports tourism. I believe that the Port Royal Park is in an area where we need an influx of vitality and development and would help us make a lot of progress on many of these strategies. Can we split our resources? Maybe. But we need to start with the master plan.
- The majority of children without access to parks are adjacent to the Mid-Island Park.



Staff Proposal

Pause the RFQ, send documents and summary report, subsequent (quickly scheduled) workshop. Need to incorporate ecotourism and cultural aspects. Next Step: Workshop in the next week.

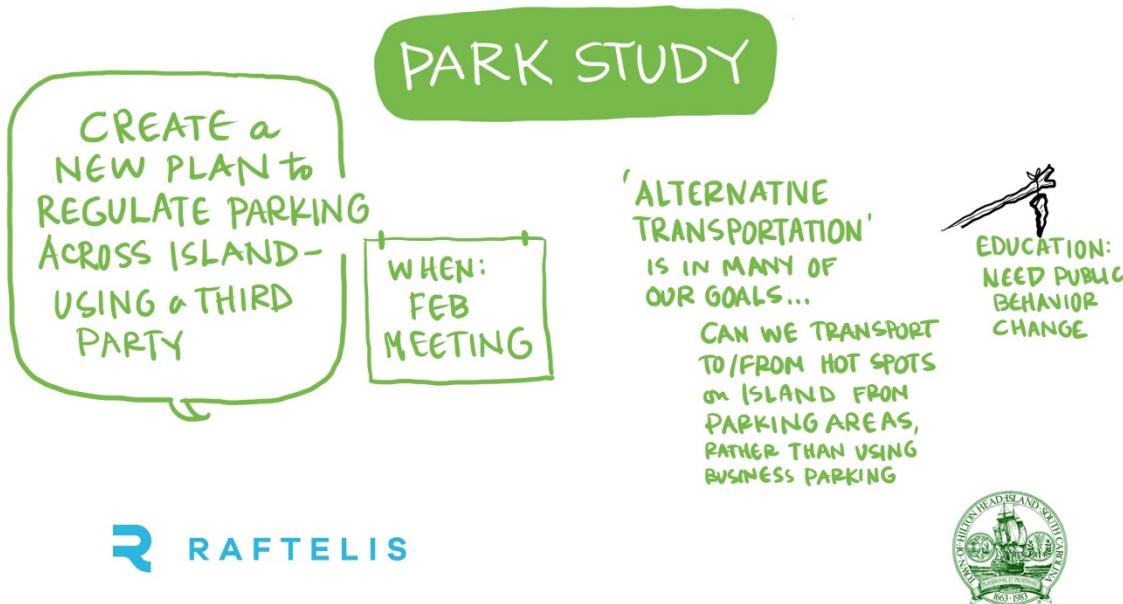
- Is the RFQ aligned with your goals? If not, we won't be putting our best foot forward to put the team on the ground.
- Do we also need to do some master planning outside of the boundaries of the park? It feels like Staff is ahead of us. Community Development has been giving this some thought, so it would be good to have them come in front of the Planning Commission and also incorporate the work from the Terry Heron Group.

Parking Study

Council also received an update and discussed the parking study that was completed in October.

Update

- Received a report on paid parking at beachfront properties in October.
- Have received a guidebook with actions (immediate, medium, long-term) – need to know how we want to take the recommendations. Take them as is? Modify? Tailor?
- We're gearing up to take this to a Planning Commission meeting.
- The general direction is that we're looking to create a new plan to regulate beach parking across the island, outsource to a third party to administer on our behalf, and then use the revenue to reinvest in Town facilities, parks, beach access, etc.



Discussion

- Can be on the agenda by the second meeting in February.
- Transportation keeps showing up as a priority; parking really hasn't. I'd hate for paid parking to take precedence over our transportation infrastructure needs.
- Does it make sense to have parking that doesn't affect businesses, with transport to area hot spots?
- Need to be realistic about people's uses – we'll need to change habits and normal areas. We had a shuttle (free), and people didn't use it. How do we train people to change behaviors? Enforcement and a free, convenient option.
- Needs to stay a priority because it's important to businesses, plus there are equity and fairness issues with access to beach amenities.

Hilton Head Brand

Each Council member was asked to describe what they thought of as the Hilton Head brand, as it related to both the island and the Town's government. Once everyone had shared, participants had a general discussion and shared their reactions related to the Town's brand.



- Bill – Words take on different meanings for different sets of ears, so here's a definition – name, term, design, symbol, or other feature that identifies a seller's goods as distinct from another's goods. I think the operative word there is distinct – for those of you who have Mercedes, that's a distinguished mode of transportation. Precision engineering, safety, power – whatever. When you start looking at a community, you ask what makes the community different in a positive way. I'd think that the brand is what we'd like the community to be. When I think of Kiawah Island, the expectation is excellence. Everything you touch is excellent. Can we say that for HHI? If no, why not?
- Glenn – A brand is a collection of aspects of community and our life here. Southern hospitality and friendliness. The beach is part of the brand – it's one of, if not the biggest, draw of tourists. A big part of the brand is the environmental protection and abundant preserved open space. You have the laid-back lifestyle. Some of the luster is off the brand – vacancy in commercial space, older housing – I want to push those things aside and see if we can polish the brand and, no doubt, more.

Town government is clearly on the mind of John and Jane Q citizen here – we're a small town, and our decisions have big impacts. Most of the citizens respect us for what we do but are quick to point out when we make mistakes. In terms of the brand of the Council, I think we're seen as working hard to protect the interests, needs, desires, and safety of the public.

- Mayor – Brand of the residential community and the brand of the tourism community, and it's hard to mix the two.
- David – The island has a brand that attracts people to it, whether it's for a day, a week, or longer.
- Tamara – People come to HHI for enduring values – need to reflect on what grabbed visitors and ended up making us residents. Our brand as a government body is that we're deliberate, thoughtful, intentional, and responsive to the island's needs in a constructive way. We're managed in our approach.

In some ways, I think this conversation should have come first, and maybe the work on the comp plan should have come after. We participated in those exercises, but now we need to live up to it.

- Tom – In 2008, did a regional survey for what the outside world thought that HHI was. Everyone thought that the emphasis would be golf and tennis, but it was family and relaxation. I'm not sure that isn't still the case. I continue to see young families on the island, on the beach, in the stores. It's those young families who ultimately become island residents.

I think we would be surprised, and I think we flatter ourselves to think that there are a lot of people concerned with what we do. Maybe that's our fault from a communications standpoint, but I think we overestimate the number of people involved, and that may be okay – there may be a trust that we're doing things in a way that works for them. We're transparent, and we're looking to do things better. Based on what I see and hear (and what I don't hear), the brand of local government is one of adequacy and efficiency.

- Alex – Part of our brand is the fact that there's a difference in how we view the brand. There's an outside view of Hilton Head, and there's an internal view of Hilton Head, and both can be different. Internally, my first goal when I decided to run was to preserve the Gullah presence on Hilton Head, and we need to be careful how we define preserve and define culture. It's too easy to tie it to food and how we talk – Gullah people and their culture are looking to sustain themselves on their property into perpetuity. From an internal perspective, Gullah people don't feel like they're part of the brand. When HH was established as a town, it was because we wanted to control the property out of the PUDs, which was largely Gullah. So laws were enacted for people who didn't accept them. I think that we need to be careful of using the idea of being inclusive if we're not looking at it from this lens.

We've done a good job from a limited government standpoint, but we need to be more transparent and more inclusive. There are difficult conversations with the minority community that we're not very deliberate about. Two things – reaction of the political majority and significant mistrust, which makes people hesitant to be part of the conversation. We need to check ourselves and acknowledge that part of our brand includes mistrust – it may not be the majority, but it's a part. The new comp plan lays a path forward, but we have to be deliberate about it.

We haven't embraced the idea that we don't all look alike. My way of living wouldn't necessarily be part of an ad that would be portrayed to the world. But my way of living is part of my culture and part of Hilton Head, and we need to embrace that.

- David – Beneficial and important to listen to the perspective of our colleague, someone in a minority population on the island. The bedrock of what I'd like Hilton Head to be presented to the world needs to be how the island thinks about things and how the island does things. So much of what I believe deeply comes from the early Sea Pines days, when the island was thinking and doing differently. Those tenets are sustainability, quality in development, and innovative land use planning. Our community has evolved over time, and we're becoming more aware of other things that jeopardize the brand or suggest that the brand needs to evolve. Listening to Alex, talking about the Stoney Community and the thinking – we need something that draws our community together – community unity. We ought to think about solving our problems with our 40,000 people who live here and the 40,000 people who affect us each year. This is our opportunity moving forward.

To some degree, because of how our geography is broken up into gated communities, we have some apathy and disinterest in the Town government. If you ask those folks, Town government might be "fine." But the calls and emails that we get are people who are dissatisfied with what government is doing. From my perspective, we've done a good job managing growth, building infrastructure, etc. – we've kept the locomotive running on time. I'd like our government to be thinking more boldly, thinking about things differently, and doing things in a different and better way. We have a ways to go, our brand evolves, but there are some elements that should be reinforced.

People experience HHI in different ways for different reasons. Are we saying that this is where we want to be, or this is the way our constituents are experiencing the island?

- Bill – From the role of the Town, we can always do something better, so, just like very successful companies, we need to devote some resources to research and development – keep scanning the organization, learn from others, adjust the direction as necessary. Good government needs to focus on the basics first (water, sewer, safety, access to health, education). Understanding our history and culture, sharing it, celebrating it is important. Where we are in transportation and what other communities are doing to get people where they need to go. Technology is moving at a rapid rate. Accessibility of recreation, environmental sustainability – we're in a changing environment, and we need to understand the changes. Business opportunities – are we providing the basic common assets to see this as a place to come and establish a business? We need to create a sense of community with gathering places for that to take place. Are we being good stewards of the tax revenue we generate? Scanning the environment at all times is a key function that we should attend to.
- Mayor – When I started coming here in 1985, this was a very upscale community – the friendliness was genuine. We knew Harbortowne was here because it had a lighthouse, but for a long time, we didn't know that the Gullah culture was here. This was a peace of mind place – you could do nothing. People who cross the bridge now have had shorter business careers and are still hyper – they came from a place where they lived, rather than from a community. People retire earlier, and so are very active and want to be involved. People have time, and they have access. We have to be more open than we have been before – there's no such thing as too much communication.

Government has to be open; we have to communicate and be thoughtful of the people who are here today and the people who are coming tomorrow.

There has to be a relaxing moment in people's lives where they enjoy what's actually here. Some folks just don't know what we have, and we have an awful lot. Biggest assets are the volunteerism and the quality of the people who live here.

The pandemic has allowed us to take a step back and reflect on where we are and where we want to be.

- David – We need to understand what's distinctive and remind people of the distinctive qualities and that we would appreciate it if people enjoyed them as we do. A community marketing plan to remind residents and visitors of what we hold dear.
- Glenn – I've been coming here since high school. I fell in love with the place a long time ago. I remember participating in an interview for a board member, and he said, "families building memories," and I think that was fabulous.

Best in class.

- Tamara – What do you want the island to be? We can take good stock of where we are and decide whether where we are is in line with the direction we want to take things. The development on the island needs to be managed and thoughtful. The type of businesses and things on the island need to represent who we are and what we want to be. The future that we plan for.
- Bill – When we talk about excellence in Town management, it would be good to coalesce around some of the key trends that we see globally – longer lives, technology changing how we do things, greater population growth with more diversity – we need to recognize and respond to the megatrends.

Town Manager Debrief

Mark: Honored to be a part of the team, and I recognize that I have a job to do as the Town Manager. My takeaways are to meaningfully provide best in class service and award-winning projects and initiatives, and we can attach that to pretty much everything. We have some things that we need to create action items around – Highway 278; Mid-Island; etc. The biggest thing to do will be to build out the action plan to identify the timelines, responsibilities, actionable items, how Council is involved, and then really get to work. I'll ask for a bit of time to transition – I want to listen and learn how people think and how things happen here. There are more conversations that need to happen – what are the really big things that we all can come to consensus around focus areas?

Subsequent comments from Council members included the following:

- Excited about the involvement of Town Council from beginning to end – opportunities to really engage meaningfully throughout the process. I want us to be able to help you to move these initiatives forward.
- Want to build the agenda pipeline; it will help us to really look at processes. What's on the Council agenda and when? How are we addressing these different issues? What's the best format for that to happen?
- I'm excited to have you almost on board and recognize that you'll need to stay in touch with all of us, and I look forward to a fresh approach to management of the Town.
- Sincere welcome and excitement for the team and moving forward.

Parting Thoughts

Participants were asked to share a parting thought at the conclusion of the work session. Thoughts are captured below.

- I didn't think we'd be able to cover the ground we covered – well done!
- Thanks to everyone in the room, and I hope the folks who logged on and watched found some value. My appreciation to everyone, and we look forward to seeing everyone again.
- You almost never know what you'll get at one of these sessions – thank you for all you've contributed, and thank you for sticking with it.
- Thank you and thanks to the Staff for the entire program. I'm leaving this with a greater sense of synchronization with Town Council and Staff, and this has helped a lot.
- I want to go back to the Comprehensive plan – this was different than previous workshops. The work that was put into the comprehensive plan was so important, and I appreciate having gotten to this place – had to sort through a document that was put together over years over a few days. Greatly appreciate this work.
- You've taught us to eat an elephant; thanks to Staff and facilitation team for the work and effort that are put into this project and the day to day operations of the island. We have a collegial council, and I really believe that, and that's been enhanced through this retreat session.
- Thanks to the facilitation efforts. I think that starting off with too many disparate goals was hard, and I appreciate having a better sense of overarching themes today. Under those goals are threats, and my perspective is that when we talk about the goals, we need the Council to understand the threats. We need to be able to understand the resources necessary to move forward and the results

of insufficient resources. Yesterday, I talked about the soul of the community and how we interpret our core values, and that's very important as we move forward. Leadership has so much to do with community pride. I appreciated the conversation about accountability and measurement, and I think that's an important thing for the Council to consider moving forward.

- I'm looking forward to being back in person next year. I appreciate all the work that's gone into this day and everyone sticking with me as we started to pull this together. Welcome, Mark! This is the most over the course of my time where we've been this open, and it's very good – everyone has their own opinion, and I'm very appreciative of all the differences.



Appendix A

Finance Report to Town Council for the Town Council retreat:

Fiscal 2020 in review:

Fiscal 2020 through February was looking like a banner year with strong revenue collections

Then came March, COVID-19, temporary shut-down. Our 4th quarter is April, May and June.

4th Qtr Electric Franchise Fees were off by 2.2% from the previous year and off by 3.8% for the year.

4th Qtr Beach Fees were off by 21.1% from the previous year and off by 5.3% for the year.

4th Qtr Local ATAX collections were off by 21.1% from the previous year and off by 5.3% for the year.

4th Qtr State ATAX collections were off by 22.5% from the previous year and off by 5.7% for the year.

4th Qtr HTAX collections were off by 38% from the previous year and off by 16.7% for the year.

With our revenues – many actually come in after June 30th but relate to before June 30th – so we spend much of July and August establishing final numbers for FY2020. This was a time of heavy collection effort and watching and waiting.

On the expense side from the start of the pandemic, the Town:

1. **Reduced spending** -- where possible
2. **Delayed spending** -- until we knew more and until the COVID-19 was over
3. **Cut spending** -- that wasn't necessary at the time

From budget perspective, our 2021 budget:

1. Was passed at the same millage rate
2. Reduced the total spend from \$79.1 million down to \$76.0 million – a 4% reduction in total
3. Temporarily deferred merit raises and implementation of a compensation study until we had a better understanding of the impact of Covid-19

Those efforts were successful, and the General Fund ended with an **INCREASE** of over \$1 million when all was accounted for in the FY 2020 books.

Also, our government-wide financial statements reported another increase in net position – the third in a row since 2017 and the reduction due to Hurricane Matthew.

Our total assessed value increased again – which is a measure of the economy – which leads to property tax growth

At the time of the initial shutdown, we also received a call from the Moody's bond raters. Normally we are only rated when we issue bonds, but due to our reliance on tourism – we were among the first places Moody's called for a review. Moody's had put all coastal communities on negative watch. In almost real time, Moody's was seeing our revenue receipts and our cash position and monitoring.

Because of Town Council's policies and reserves, and because of the Town's approach to the pandemic, and because of our economic profile – eventually Moody's re-affirmed our Aaa bond rating.

Since June 30 (Year end)

As an outcome of the budget process, the Finance and Administrative Committee began regular, monthly reviews of the effect of the pandemic on our finances – these reviews continue today.

The Town has issued one GO bond issue for savings of over \$1 million

The Town is closing today, a Stormwater bond issue which captured over \$150k in savings.

All three rating agencies reviewed our year-end amounts and affirmed our strong bond ratings.

1. They felt the Town was in a strong position to come into the COVID19 pandemic, and
2. had both the willingness and ability to successfully manage through the pandemic.

The summer 2020 tourism season extended well beyond normal – giving a strong start to economic activity and 2021 revenues.

1st six months Electric Franchise Fees were up by 1.2% from the previous year

1st six months Beach fees were up by 30.5% from the previous year

1st six months local ATAX was up by 30.5% from the previous year

1st six months state ATAX was up by 13.4% from the previous year

1st six months HTAX collections were up off by only 1.2% from the previous year

The collection of these are 55% of FY 2020's eventual total

There are more details in the monthly F&A meetings – which we won't repeat today.

We are in the fourth year of the "5 for 5 Plan" – 5 mills for 5 years

– the proceeds of these 5 mills provide the funds to make the payments for the GO bonds issued in 2017 to replenish reserves after Matthew in order to be prepared for the next hurricane season

This year, due to an issue with the County, property taxes were not billed until early January, the due date to pay property taxes has been extended to the end of March. Beaufort County Schools have had to authorize temporary borrowing to make it through the fiscal year. We have been working closely with the Treasurer's office, and we should be fine – although our weekly meetings will continue through tax season, and we continue to monitor collections.

Debt capacity – at 6/30/20 was at \$10.9 million after the \$20 million set aside for emergency borrowings

One recurring theme – Town Council has provided for reserves that have served the Town very well.

For more information -- check our annual report (CAFR) and the monthly financials both are available on the website. We plan to continue to update the F&A Committee monthly.

COVID containment is essential to our future –when can we get back to normal? A strong future – temporarily interrupted by COVID.

Any comments or questions?

2020 HILTON HEAD ISLAND STRATEGIC PLANNING RETREAT – WORKPLAN ACCOMPLISHMENTS

I. Exceptional Quality of Life

- A. US 278 Corridor Project- including safety issues
 - 1. Awarded \$120,000,000 grant from South Carolina State Infrastructure Bank
 - 2. Multiple SCDOT Stakeholder Meetings
 - 3. Town Council Project Status Update
 - 4. Independent Engineering Review
 - 5. Land Use Planning Charrette/RFP
 - 6. Creative Design Resolutions Presentation
 - 7. Stoney Community Meetings
 - 8. Installed crosswalk lighting pilot project to test with community and determine appropriateness to continue with subsequent installations
- B. Mitchelville/Gullah Geechee Cultural Preservation
 - 1. Gullah Geechee Task Force Development of Historic Neighborhoods Preservation Overlay District (HNP-O)
 - 2. Recommendations by Gullah Geechee Taskforce
 - 3. Adoption of HNP-O by Planning Commission
 - 4. Public Planning Committee Discussion
- C. Quality of Life Referendum
 - 1. Adoption of Project List
 - 2. Presentation of Referendum Timeline
 - 3. RFP Awarded for Public Education Consultant
- D. Protect our environment – ensure its protection in the future
 - 1. LMO Natural Resource Preservation Amendments

II. Prosperity and Innovation

- A. Comprehensive Plan
 - 1. Our Plan Development Team and Workgroup meetings
 - 2. Extensive Public meetings and engagements
 - 3. Adoption of Parks and Recreation Master Plan Report
 - 4. Parks and Recreation Commission Approval
 - 5. Planning Commission Adoption
 - 6. Town Council Adoption
- B. Workforce Development (including transportation) and Housing

1. Adoption of Workforce Housing LMO Amendments
 2. Adoption of a Commercial Conversion Incentive program element with additional incentive for workforce housing units Adoption of Bonus Density Amendments
 3. Working through SoLoCo on effort to identify Regional Housing Trust Fund opportunity
 4. Partnership with Community Foundation of the Lowcountry to utilize HUD-CDBG funding to provide much needed assistance to non-profits to serve low and moderate income clientele with COVID-19 relief.
- C. Develop master plans for specific sub areas/districts on the Island that are priority investment areas
1. Meeting with private sector land use planners
 2. Ongoing staff review
- D. Community Marketing and Conversion Initiative
1. Housing Market Sales
 2. Average increase in sale price

III. Best in Class Services and Facilities

- A. Parking Master Plan
1. Consultant Hired
 2. Virtual Stake Holder Meetings
 3. Virtual Public Forum/Open Town Hall Survey
 4. Master Plan Report Adopted by Town Council
- B. Increased capacity for long range planning
1. Conclusion of our plan focus groups has allowed staff to begin planning exercises relative to the implementation of the Parks and Recreation Master Plan

IV. Other Items of Note

- A. Delivery of world class Lowcountry Celebration Park including WiFi and technology components
- B. Seventh and final Fire Station replacement underway
- C. Expanded electronic submittals capabilities and developed virtual workforce solutions
- D. Approval to add covered pavilion to Islanders Beach Park boardwalk to improve facilities for handicapped patrons

Core Values

Relentless Pursuit of Excellence

1. Our Place- Adopt and pursue *Our Ideas of Excellence* for Hilton Head Island
 - 1.4. Apply for and promote awards of recognition for the Town, such as the League of American Bicyclists Bicycle Friendly Community designation and the National Civic League's All America City Award.
 - 1.5. Foster the preservation and promotion of the rich cultural heritage and historical resources of Hilton Head Island.
 - 1.6. Evaluate, develop, and maintain standards that preserve and enhance the natural and physical environments that reflect the character of the Island.
2. Our People- Adopt and pursue *Our Ideas of Excellence* for Hilton Head Island
 - 2.2. Encourage increased knowledge and awareness of, and respect for, the local Island and Gullah Geechee history.
 - 2.3. Pursue awards, programming such as the National Flood Insurance Community Rating System (CRS), and recognitions that promote the qualities of our residential community.
 - 2.4. Continue to host Town special events and meetings that are in compliance with adopted standards for accessibility.
 - 2.6. 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.
 - 2.7. Continue to provide excellent law enforcement, Fire Rescue, Emergency Management, and disaster recovery services for Island residents and visitors. Build on the outstanding reputation of the Fire Rescue and Emergency Management services as existing custodians of excellence.
 - 2.8. Continue to provide the staff and requisite facilities needed to maintain the excellent administration of all Town government functions, including customer service.
 - 2.9. Continue to engage the community through excellent arts and culture education with outreach opportunities and events.
 3. Our Planning & Process- Adopt and pursue *Our Ideas of Excellence* for Hilton Head Island
 - 3.1. Evaluate the Town's Comprehensive Plan on a regular basis for consistency and applicability to existing conditions, policies, and projects in existence at the time.
 - 3.3. Continue to provide an appropriate range of land uses that accommodate the needs of the community.
 - 3.5. Continue to engage the community, above and beyond what is minimally required, in the planning and policy process.
 - 3.6. Pursue awards and recognition for the Town's planning and design efforts.

Redefining Environmental Sustainability

2. Environmental Sustainability - To become a recognized leader in environmental protection and sustainability.
 - 2.3. Strive for a green standard for all Town facilities and capital improvement projects.
 - 2.5. When evaluating property for land acquisition, identify opportunities to provide localized benefits, environmental protections and sustainability benefits.
 - 2.6. Continue to maintain or strengthen existing environmental protections for buffers, trees, wetlands, dunes, and special habitat areas.
3. Water - To monitor our water resource so that it is clean, abundant, and available.
 - 3.1. Preserve healthy watersheds and restore impaired watersheds.
 - 3.2. Foster the reduction of the amount of treated water used for irrigation and increase the amount of reclaimed water used for irrigation.
 - 3.3. Continue efforts to educate the public on preventing water pollution and increasing water conservation.
 - 3.4. Ensure the beach environment stays protected by continuing to prevent surface runoff and/or discharge from stormwater runoff and pools.
4. Environment - To protect and preserve the natural environment of Hilton Head Island.
 - 4.1. Establish goals and clean metrics for water (salt and fresh) quality and quantity, tree coverage, wildlife, and beach erosion.
 - 4.5. Maintain and adapt the wetland management program to preserve and enhance our wetland system.
 - 4.6. Use Town communications and sustainability outreach resources to educate residents and visitors on natural resource ordinances.

Revitalizing & Modernizing the Economy

2. Business - To attract more diverse businesses, specifically those with high intellectual capacity and a small footprint.
 - 2.1. Lead the community as an employer that continues to work for telecommuting and remote work in response to situational needs or natural disasters.
 - 2.2. Collaborate and coordinate with existing organizations to market and expand upon Hilton Head Island's diverse economic opportunities.
 - 2.4. Seek to attract businesses that can diversify the Island's economic base, such as technology and sustainability related enterprises.
3. Brand - To manage evolving economic growth while maintaining Hilton Head Island's unique aesthetic.
 - 3.2. Monitor demographics and economic trends to manage emerging growth and changes.
 - 3.5. Encourage a variety of housing types to meet the needs of the population.
4. Tourism - To explore, understand, prepare for, and adapt to the future of tourism.
 - 4.5. Continue to support special events such as the Latin Music Fest, Juneteenth Celebration, HHI Gullah Celebration, RBC Heritage Golf Tournament, and Concours d'Elegance.
5. Population - To attract a diverse and dynamic local population.
 - 5.3. Foster an economy that includes support for a healthy aging population and allows for aging in place.
 - 5.5. Leverage the deep experience and skills of retirees and their volunteers to publicize the human capital on the Island.
6. Workforce - To have a high-quality, sustainable workforce.
 - 6.2. Coordinate with educational institutions/agencies to meet the educational and training needs of the Island's population and workforce.
 - 6.3. Lead the community as an employer that ensures staff are fairly compensated based on the comparative data in the job market.

Fostering an Inclusive Multi-dimensional Community

1. Education - To create an environment that fosters equitable, high-quality education options, where Hilton Head Island is recognized as an epicenter of life-long learning.
 - 1.2. Encourage Beaufort County to continue their efforts to provide resources and funding for the Hilton Head Island Library.
 - 1.3. Continue to coordinate and partner with the University of South Carolina Beaufort (USCB) and encourage other continuing education programs to partner with arts and culture organizations, and primary, secondary, and tertiary schools, in establishing continuing education.
2. Historic Sites; Venues - To identify and re-imagine historic places and venues so that they are inviting and accessible.
 - 2.2. Continue working with planned communities and other private landowners to provide access to cultural and historic sites for family members, friends, and historians for the purpose of education and maintenance.
 - 2.3. Continue installing wayfinding signs and historic markers to identify Island historic sites, historic neighborhoods, important historic events, and to recognize people who contributed significantly to sustaining life on the Island.
 - 2.4. Continue establishing educational programs to help residents and visitors of all ages better understand the long, unique history and rich cultural traditions of Hilton Head Island.
 - 2.5. Continue to support efforts towards the preservation of historic Island culture, including that of the Gullah Geechee community.
4. Natural Resources; Cultural Resources - To create awareness and respect for our core community and environmental values, promoting inclusiveness and equality for all residents and guests.
 - 4.2. Continue to provide equitable access for Island residents and visitors to enjoy the natural Island environment.
 - 4.5. Diversify - To recognize, respect, and promote multi-dimensional diversity on the Island, now and into the future.
 - 5.1. Continue to assess and analyze the basic needs and assets for Island communities.
 - 5.2. Ensure that local businesses and other public spaces accommodate the ease of mobility for citizens with physical disabilities by complying with the ADA.
 8. Arts; Culture; Recreation - To build diversity and provide exceptional quality of life offerings in arts, culture, and recreation.
 - 8.2. Continue to provide space for the public display of art in parks and buildings for artists to display their work and add character to the space where it is located.
 - 8.3. Continue to support arts, culture, and recreation through funding sources, such as the Accommodations Tax (ATAX).
 - 8.4. Continue to support the Town's Office of Cultural Affairs and the promotion of cultural events, such as festivals, art exhibits, and performances for all cultures represented on the Island.

Building a Connected & Collaborative Community Fabric

1. Planning - To foster a planning process that is inclusive, collaborative, on-going, and responsive to changing circumstances and stakeholder priorities
 - 1.4. Engage in cooperative planning efforts with officials from Jasper County, Lowcountry Council of Governments (LCOG), the Town of Bluffton, Beaufort County, and other regional localities or counties.
2. Built Environment - To promote designs for the built environment that capitalize on our natural beauty and community strengths, reinforcing our unique sense of place.
 - 2.1. Foster the development of public spaces and streetscape designs that encourage community connections through vibrant public spaces that provide rich social opportunities; well maintained and attractive spaces; pedestrian scale design; public art; access to technology that accommodates connectivity.
4. Quality of Life - To foster an exceptional quality of life for residents, outstanding experiences for visitors, and economic opportunity for our workforce.
 - 4.4. Reinforce Hilton Head Island's unique sense of place and quality of life through environmental education, protection, and access to nature and wildlife.
 - 4.5. Celebrate and promote the Island's rich arts, culture, history, environment, and recreation opportunities.

Expanding to Embrace an Integrated Regional Focus

1. Planning - 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.
 - 1.1. Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments.
 - 1.2. Participate and share in the leadership of the development of strong partnerships within Beaufort County and the region.
5. Public Services - To promote efficient and public services to meet current and future needs.
 - 5.1. Ensure the Town government and staff are structured and equipped to meet the challenges of increased population, regulatory complexity, technical development, and public expectations.
 - 5.2. Ensure the Town continues to provide best-in-class services and facilities that meet or exceed the expectations of its residents and visitors.
 - 5.3. Ensure the safety of Town residents and visitors through excellent law enforcement, Fire Rescue, Emergency Management, and Disaster Recovery Services.
 - 5.4. Continue to implement the Town's Land Acquisition Program.
 - 5.5. Encourage public service providers to ensure continuity of essential services for all Island residents and businesses.

Innovative Approach to Create 'Right-Sized' Infrastructure



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Prepared by the Town of Hilton Head Island

August 2021



TOWN OF HILTON HEAD ISLAND
Executive Department

TO: Town Council
FROM: Marc Orlando, ICMA-CM – Town Manager
VIA: Joshua Gruber, Deputy Town Manager
DATE: 11/29/2021
SUBJECT: Centennial Redistricting Process Update

Background:

The Town is constitutionally obligated to undertake a redrawing of its Town Council wards in response to the issuance of new decennial census data. In support of this mandatory process, the Town has contacted the South Carolina Revenue and Fiscal Affairs Office (“SCRFA”) to assist in this process.

Status Update:

On November 2, 2021, Town Council conducted a workshop to receive a presentation by Frank Rainwater, SCRFA’s Executive Director. During this meeting, Mr. Rainwater provided a general overview of the redistricting process and the current standards by which state and federal courts review redrawn maps.

Additionally, Mr. Rainwater presented benchmark data related to the Town’s 2020 Census figures. This information identified a target population for each Town Council Ward of 6,277 individuals with Wards 1,2,3 and 6 needing to reduce their current populations and Wards 4 and 5 needing to increase their current populations to achieve the target population figure.

To continue with the redistricting process, SCRFA has recommended that the Town Council adopt a Resolution outlining the standards by which it wants to achieve its redrawn ward boundaries. A draft Resolution setting forth such standards has been included in Town Council’s packet for consideration. A copy of the same Resolution that was adopted by the Town Council in 2011 is also included for your reference.

SCRFA has also recommended that the Town Council identify any communities of interest that should be respected as part of the redistricting process. To accomplish this action, the draft Resolution has a standard by which Town Council explicitly commits to developing a plan which will not have the purpose nor the effect of diluting any existing minority voting strength as part of its redistricting efforts so long as such commitment does not impact the Town’s ability to comply with the constitutional principle of one-person, one-vote.

The draft Resolution contains an Attachment “A” which outlines the next steps that have been proposed as part of the redistricting process. This document outlines how the Town’s Finance and Administration Committee will lead the public engagement efforts to provide for multiple open public forums. These forums will allow for direct citizen comment, feedback, and input into the redistricting process as well as offer the opportunity for any subject matter experts to weigh in on the proposed redistricting maps.

TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

RESOLUTION NUMBER 2021-_____

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA TO ADOPT CRITERIA TO DEVELOP PLANS FOR 2020 CENSUS REDISTRICTING

WHEREAS, the data for the 2020 Census pertaining to Hilton Head Island, South Carolina has been released for review, assessment, and redistricting of Town Council wards in the Town of Hilton Head Island; and

WHEREAS, to ensure maximum review and public participation in developing redistricting plans based on the 2020 Census, the Town of Hilton Head Island Town Council deems it necessary to publicly adopt criteria for the development of a redistricting plan in accordance with the 1965 Voting Rights Act as amended; and

WHEREAS, the following criteria for developing plans for redistricting 2020 will ensure compliance with the 1965 Voting Rights Act as amended and maximum public participation in the redistricting process:

1. The Town will adhere to the court ordered constitutional requirement of one person, one vote.
2. The Town will adhere to the 1965 Voting Rights Act as amended and by associated controlling court decisions.
3. The Town will adhere to the recommendations of the South Carolina Revenue and Fiscal Affairs Office of adopting a plan with a population variance of five percent (5%) or less.
4. The Town will ensure that parts of the districts are contiguous.
5. The Town will keep proposed districts compact in nature.
6. The Town will attempt to maintain constituent consistency.
7. The Town will respects identified communities of interest.
8. The Town will avoids splitting voting precincts.
9. The Town will solicit public comment and input as part of the development, review, and adoption process; and

WHEREAS, the Town of Hilton Head Island commits to developing a plan which will not have the purpose nor the effect of diluting any existing minority voting strength as part of its redistricting efforts so long as such commitment does not impact the Town's ability to comply with the constitutional principles outlined above; and

WHEREAS, the Town has outlined the procedural steps that it will follow as part of its redistricting efforts with this document being attached to this Resolution as Attachment "A" and incorporated herein by reference.

NOW THEREFORE, BE IT, AND IT HEREBY IS RESOLVED by the Town Council of the Town of Hilton Head Island, South Carolina, that the above listed criteria for

the 2020 Census Redistricting criteria and associated processes are hereby adopted to ensure maximum public participation, transparency, and engagement in the redistricting process.

MOVED, APPROVED, AND ADOPTED BY THE COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND ON THIS _____ DAY OF _____, 2021.

THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

John McCann, Mayor

ATTEST:

Krista Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____

TOWN OF HILTON HEAD ISLAND**PROPOSED NEXT STEPS FOR 2020 CENSUS
REDISTRICTING**

December 7, 2021

General Overview:

S.C. Code of Laws § 4-9-90 requires counties to redistrict within a reasonable time prior to the next general election following the federal decennial census. There is no corresponding statute for other political subdivisions, but similar constitutional principles apply.

The redistricting process should be completed no later than the date of the next general election. For the Town of Hilton Head Island, our next general election is November 8, 2022. The Town's form of government utilizes six (6) single-member Town Council districts. It is therefore necessary to have the boundaries of these districts redrawn prior to the Town's next open filing period which begins on July 31, 2022, and closes on August 15, 2022.

From a practical standpoint, candidates looking to file for office will need to know the established boundary lines prior to the filing period deadline. As such, staff is recommending that we target the late 1st Quarter of Calendar Year 2022 timeframe to have the redistricting process completed. The following is an outline of the proposed next steps to accomplish this process within this timeframe.

Proposed 2020 Census Redistricting Process:

1. COMPLETE - November 2, 2021, at 1pm Town Council workshop meeting with presentation by Frank Rainwater, Executive Director of South Carolina Revenue and Fiscal Affairs (SCRFA).
 - a. Obtain benchmark census number from SCRFA and review population/demographic changes, establish target criteria.

2. IN PROCESS - Town Council considers a Resolution at its meeting on December 7, 2021, that outlines the proposed redistricting principles, processes, and expresses the policy priorities that are important to Town Council as part of this undertaking.
3. The Town will receive a baseline map be drawn by SCRFA that redraws the existing Town Council ward boundaries based upon the updated census criteria and the redistricting principles adopted by SCRFA. The Town anticipates receiving this document around the _____ timeframe, but not later than _____ as determined by SCRFA.
4. The Finance and Administration Committee will conduct a public charrette(s) on the baseline map provided by SCRFA. The purpose of this meeting(s) would be to gather public comment and feedback on the baseline map and receive suggested alterations from the community on the proposed district boundaries.
5. Town Geographic Information Staff (GIS) staff will meet with members of Town Council to review the public input from the charrette(s). Town Council members will have an opportunity to review the existing district boundaries, existing census blocks and explore changes/alterations to the baseline map. Any alternatives that are developed as a result of these meeting will be documented and labeled for public discussion and review purposes.
6. The Finance and Administration Committee will conduct a series of public workshops to review the RFA baseline map, public input, any citizen proposed alternatives, any Town Council proposed alternatives, and solicit comments and feedback on all the various alternative options that have been created. The meeting locations for these events will include a diverse geographic area of the Town to encourage public participation and engagement.

7. Bring forward a comprehensive list of all alternative options created to date for formal review and consideration by the Finance and Administration Committee at its meeting on February 15, 2022.
 - a. The Finance and Administration Committee will formally vote on a recommendation of a preferred map.
 8. Target March 15, 2022, for First Reading of an Ordinance to Amend the Town Council ward boundaries based upon the recommendation of the Finance and Administration Committee.
 - a. Attach the preferred map as an Exhibit to the draft Ordinance.
 9. Target April 5, 2022, for Second Reading of an Ordinance to Amend the Town Council ward boundaries.
10. After Adoption Steps:
- a. Send copy of adopted Ordinance to the Beaufort County Board of Elections and Voter Registration, Beaufort County, and any necessary South Carolina State agencies.
 - b. Implement a communications plan to inform Hilton Head Island residents of the adopted ward boundary changes.
 - i. Provide staff contact to answer any citizen questions.
 - c. Publish new maps on the Town's website and in other appropriate areas.

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA TO ADOPT CRITERIA TO DEVELOP PLANS FOR REDISTRICTING 2010 TO ENSURE MAXIMUM PUBLIC PARTICIPATION

WHEREAS, the data for Census 2010 pertaining to the Hilton Head Island has been released for review and assessment of redistricting of Town Council wards in the Town of Hilton Head Island; and

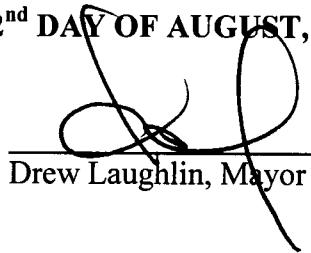
WHEREAS, to ensure maximum review and public participation in implementing any redistricting plans based on the Census 2010, the Town of Hilton Head Island Town Council deems it necessary to adopt certain criteria for the development of a redistricting plan in accordance with the 1965 Voting Rights Act as amended; and

WHEREAS, the following criteria for developing plans for redistricting 2010 will ensure maximum public participation:

1. Adhere to court ordered requirement of one person, one vote.
2. Adhere to state law of population variance under 10%.
3. Adherence to the 1965 Voting Rights Act as amended and by controlling court decisions.
4. Ensure that parts of the districts are contiguous.
5. Respect communities of interest.
6. Attempt to maintain constituent consistency.
7. Avoid splitting voting precincts.
8. Solicit public input.

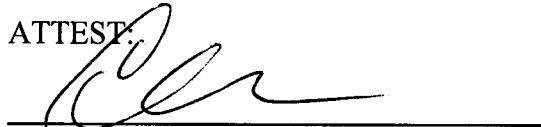
NOW THEREFORE, BE IT, AND IT HEREBY IS RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, THAT THE ABOVE LISTED CRITERIA FOR REDISTRICTING 2010 TO ENSURE MAXIMUM PUBLIC PARTICIAPTION IS ADOPTED.

MOVED, APPROVED AND ADOPTED THIS 2nd DAY OF AUGUST, 2011.



Drew Laughlin, Mayor

ATTEST:



Cori Brock, Town Clerk

APPROVED AS TO FORM:



Gregory M. Alford, Town Attorney

Introduced by Council Member: Ken Heitzke



TOWN OF HILTON HEAD ISLAND

Community Development Department

TO: Stephen G. Riley, CM, *Town Manager*
VIA: Charles Cousins, AICP, *Director of Community Development CFC*
VIA: Shawn Colin AICP, *Comprehensive Planning Manager SPC*
FROM: Marcy Benson, *Senior Grants Administrator M.Benson*
DATE: July 13, 2011
RE: Redistricting Criteria

RECOMMENDATION

Staff recommends Town Council adopt criteria to develop plans for redistricting 2010 to ensure maximum public participation, as recommended by the Intergovernmental Committee on July 11, 2011 by approving the attached resolution.

SUMMARY

To ensure maximum review and public participation in implementing any redistricting plans based on the Census 2010 Town staff and Mr. Bobby Bowers, Director of the Office of Research and Statistics for the State Budget and Control Board, recommends Town Council adopt the criteria to develop plans for redistricting found in the attached resolution. This recommendation was endorsed by the Intergovernmental Committee during its July 11, 2011 special meeting and forwarded to Town Council for consideration.

BACKGROUND

At the July 11, 2011 special meeting of the Intergovernmental Committee, Mr. Bobby Bowers, Director of the Office of Research and Statistics for the State Budget and Control Board explained the redistricting process, Federal requirements and specific details for each preliminary redistricting plan.

As each decennial Census is completed jurisdictions are required to review population and demographic information and determine if adjustments are required for political districts. If adjustments are needed, there are controls in place that attempt to minimize the boundary shifts and disrupt the fewest number of districts as possible. As a result of the 2010 US Census the Town of Hilton Head Island is required to review and make recommendation to the US Department of Justice for redistricting.

At their July 11, 2011 special meeting the Intergovernmental Committee recommended Town Council adopt the criteria to develop plans for redistricting listed below:

- Adhere to court ordered requirement of one person, one vote

- Adhere to state law of population variance under 10%
- Adherence to the 1965 Voting Rights Act as amended and by controlling court decisions
- Ensure that parts of districts are contiguous
- Respect Communities of Interest
- Attempt to maintain constituent consistency
- Avoid splitting Voting Precincts
- Solicit Public Input



TOWN OF HILTON HEAD ISLAND

Executive Department

TO: Mayor & Town Council
FROM: Josh Gruber, Deputy Town Manager
CC: Marc Orlando, Town Manager
DATE: November 29, 2021
SUBJECT Beaufort Housing Authority Request for Municipal Consent for its Multifamily Housing Revenue Bonds

Recommendation:

Adopt the Resolution approving the issuance by the Beaufort Housing Authority of its Multifamily Housing Revenue Bonds.

Background:

The Beaufort Housing Authority has submitted a request for municipal consent for the issuance of its Multifamily Housing Revenue Bonds. Federal Tax Code Section 147(f) requires public approval be given by the governing body having jurisdiction over the site of the project. Approval of the request and resolution approves the exercise of the Beaufort Housing Authority's powers within the boundaries of the Town with respect of the project. The Town Attorney and the Town's Bond Counsel have reviewed the request and concurred that the issuance of these bonds will not constitute a debt or grant or loan of credit of the Town. Nor will the issuance of the bonds constitute a charge against the general credit of the Town.

Attachments:

- Resolution
- Executed Inducement Resolution

RESOLUTION

APPROVING THE ISSUANCE BY THE BEAUFORT HOUSING AUTHORITY OF ITS MULTIFAMILY HOUSING REVENUE BONDS (HILTON HEAD GARDENS) AS REQUIRED BY SECTIONS 31-3-400 AND 31-3-410 OF THE CODE OF LAWS OF SOUTH CAROLINA 1976, AS AMENDED, AND SECTION 147(f) OF THE INTERNAL REVENUE CODE, AS AMENDED IN THE MAXIMUM PRINCIPAL AMOUNT OF \$14,000,000.

WHEREAS, the Beaufort Housing Authority, South Carolina (the "**Housing Authority**"), was created by a resolution adopted by the City Council of the City of Beaufort (the "**City**") pursuant to Article 5 of Chapter 3 of Title 31 of the Code of Laws of South Carolina, 1976, as amended; and

WHEREAS, pursuant to Act No. 369 of the Acts and Joint Resolutions of the General Assembly of the State of South Carolina, Regular Session of 1986 (the "**Act**"), the Housing Authority is authorized and empowered to make mortgage loans in such amounts and on such terms and conditions as the Housing Authority shall approve to housing sponsors for residential housing to persons in the beneficiary classes (as provided for in the Act) with respect to multifamily housing; and

WHEREAS, upon obtaining the approval of the South Carolina State Fiscal Accountability Authority, the Housing Authority is authorized by the Act to issue its notes or bonds and to use the proceeds thereof to fund any of the programs authorized by the Act under the terms and conditions provided for therein; and

WHEREAS, Hilton Head Housing Partners, LP, a South Carolina limited partnership (the "**Applicant**"), has requested the Authority to assist the Applicant in providing construction and permanent financing for a portion of the costs of acquisition and rehabilitation of a 112-unit apartment development located at 11 Southwood Park Drive in the Town of Hilton Head Island, South Carolina, known as "Hilton Head Gardens" (the "**Project**"); and

WHEREAS the Town Council of the Town of Hilton Head Island (the "**Town Council**") has determined that (a) there is a shortage of safe or sanitary dwelling accommodations in the Town of Hilton Head Island (the "**Town**") available to persons of low income at rentals they can afford and (b) these conditions can be best remedied through the exercise of the powers of the Housing Authority within the territorial boundaries of the Town; and

WHEREAS, by Resolution 98-57 of the Town Council dated October 20, 1998 (the "**1998 Resolution**"), and pursuant to Sections 31-3-400 and 31-3-410 of the Code of Laws of South Carolina 1976, as amended, the Town Council authorized the Housing Authority to exercise its powers within the Town in order to enable the Housing Authority to assist in the provision of safe and sanitary dwelling accommodations in the Town available to persons of low income at rentals they can afford provided the Housing Authority may exercise such authority

with respect to particular projects only as may be subsequently authorized by the Town Council; and

WHEREAS, the Housing Authority intends to exercise its powers to assist the Project within the territorial boundary of Town pursuant to the 1998 Resolution by the issuance of its Bonds described below; and

WHEREAS, the Housing Authority adopted an Inducement Resolution on April 21, 2021, providing that in the event the Applicant meets the requirements set forth in the Inducement Resolution, the Housing Authority will undertake to issue its multifamily housing revenue bonds or notes (the "**Bonds**") under the provisions of the Act in the amount necessary to fund one or more mortgage loans to the Applicant in the maximum amount of \$14,000,000 to provide funds for the acquisition and rehabilitation of the Project as affordable rental housing; and

WHEREAS, the Applicant will borrow the proceeds of the sale of the Bonds to be issued by the Housing Authority and undertake the Project and intends that the interest on obligations issued by the Housing Authority will be excluded from gross income for federal income tax purposes under Sections 103 and 142 of the Internal Revenue Code of 1986, as amended (the "**Tax Code**"); and

WHEREAS, Section 147(f) of the Tax Code provides that the Bonds may not be issued as tax-exempt bonds under the Code unless the issue of Bonds have been approved by the elected legislative body of the governmental unit having jurisdiction over the area in which the Project is located; and

WHEREAS, the Town Council is the elected legislative body of the governmental unit having jurisdiction over the area in which the Project is located, all within the meaning of Tax Code Section 147(f); and

WHEREAS, the Housing Authority has further advised Town Council that one of the requirements of the Tax Code is that a public hearing must take place before approval by the elected legislative body; and

WHEREAS, the Housing Authority held a public hearing on September 29, 2021, duly noticed by publication on the Housing Authority website which has an online presence in Beaufort County and statewide not less than seven (7) days prior to the date thereof, at which all interested persons were given a reasonable opportunity to express their views; and

WHEREAS, the Housing Authority has advised the Town Council that it received no expression of views, either in person or in written format, in opposition to the proposal to issue the Bonds to fund a portion of the costs of the Project;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Hilton Head Island, South Carolina, as follows:

SECTION 1. The Town Council hereby approves, within the meaning of Section 147(f) of the Tax Code, the issuance of the Bonds in the maximum principal amount of \$14,000,000, as qualified exempt facility bonds for qualified residential rental projects under Section 142(a)(7) of the Code, to finance a portion of the costs of the Project. Pursuant to Resolution 98-57 of the Town, Town Council hereby approves the exercise of the Housing Authority's powers within the boundaries of the Town with respect to the Project.

SECTION 2. The Bonds will be issued in one or more issues or series and shall be payable by the Housing Authority solely and exclusively out of payments to be made by the Applicant with respect to the Project. The Bonds will not constitute a debt or grant or loan of the credit of the Town, the Housing Authority, the State of South Carolina (the "*State*"), or any other political subdivision of the State within the meaning of any State constitutional provision or statutory limitation or other applicable authority, nor give rise to a pecuniary liability of the Town, the Housing Authority, or the State. The Bonds will not constitute a charge against the general credit of the Town, the Housing Authority, or the State or the taxing powers of either the Town or the State. Neither the State nor the Town shall be liable on the Bonds.

SECTION 3. Such approval by the Town Council shall not be construed as (a) an endorsement of the creditworthiness of the Housing Authority, the Applicant, or the financial viability of the Project, (b) a recommendation to any prospective purchaser to purchase the Bonds, (c) an evaluation of the likelihood of the repayment of the debt service on the Bonds, or (d) approval of any building or other regulatory permits relating to the Project, and the Town Council shall not be construed by reason of its adoption of this Resolution to make any such endorsement, finding, or recommendation, to have waived any rights of the Town, or to have caused the Town to be estopped from asserting any rights or responsibilities it may have in such regard.

SECTION 4. All resolutions and parts thereof in conflict herewith are to the extent of such conflict hereby repealed, and this resolution shall take effect and be in full force and effect from and after its adoption.

Adopted this ____ day of December, 2021.

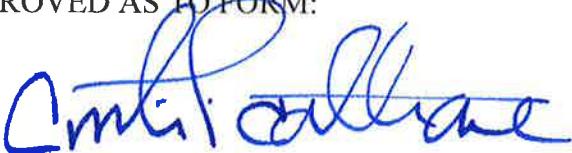
TOWN OF HILTON HEAD ISLAND,
SOUTH CAROLINA

(SEAL)

ATTEST:

By: _____
Krista M. Wiedmeyer, Clerk

APPROVED AS TO FORM:

By: 
Curtis L. Coltrane, Town Attorney

INTRODUCED BY COUNCIL MEMBER:

RESOLUTION NO. 05-21

PROVIDING THAT THE BEAUFORT HOUSING AUTHORITY, SOUTH CAROLINA, WILL, UNDER CERTAIN CONDITIONS, ISSUE NOT TO EXCEED \$20,000,000 MULTIFAMILY HOUSING REVENUE BONDS (HILTON HEAD GARDENS) TO FUND A MORTGAGE LOAN TO HILTON HEAD HOUSING PARTNERS, LP (OR AN ENTITY AFFILIATED THEREWITH) TO FINANCE THE ACQUISITION AND RENOVATION OF A MULTIFAMILY HOUSING RENTAL PROJECT IN HILTON HEAD ISLAND, SOUTH CAROLINA, AND TAKE CERTAIN OTHER ACTIONS IN CONNECTION THEREWITH INCLUDING SEEKING CERTAIN APPROVALS BY THE TOWN OF HILTON HEAD ISLAND AND THE SOUTH CAROLINA STATE FISCAL ACCOUNTABILITY AUTHORITY.

WHEREAS, the Beaufort Housing Authority, South Carolina (the "*Authority*"), was created by a resolution adopted by the City Council of the City of Beaufort (the "*City*") pursuant to Article 5 of Chapter 3 of Title 31 of the Code of Laws of South Carolina 1976, as amended; and

WHEREAS, the Authority acting by and through its Board of Commissioners (the "*Commissioners*"), is authorized and empowered under and pursuant to the provisions of Section 31-13-90 of the Code of Laws of South Carolina 1976, as amended (the "*Enabling Act*"), to have the same powers as the State Housing Finance and Development Authority pursuant to the provisions of Sections 31-13-160 through 31-13-330 of the Code of Laws of South Carolina 1976, as amended; and

WHEREAS, in accordance with the terms of the Enabling Act, the Authority is authorized and empowered to make mortgage loans in such amounts and on such terms and conditions as the Authority shall approve to housing sponsors for residential housing and housing development and to make loans to or purchase securities from mortgage lenders upon such terms and conditions as the Authority shall approve, including a requirement that the proceeds thereof be used by such mortgage lender for the making of mortgage loans for residential housing all for the purpose of providing decent, safe, and sanitary residential housing to persons in the beneficiary classes (as provided for in the Enabling Act) with respect to multifamily housing; and

WHEREAS, the Authority currently is authorized to operate its programs in the Town of Hilton Head Island, South Carolina (the "*Town*") and, may exercise its powers to finance costs of affordable housing in the Town by the issuance of its bonds and notes as provided herein; and

WHEREAS, the Authority is authorized and empowered by the Enabling Act to make commitments for any programs over which the Authority has jurisdiction; and

WHEREAS, upon obtaining the approval of the South Carolina State Fiscal Accountability Authority, the Authority is authorized by the Enabling Act to issue its notes or bonds and to use the proceeds thereof to fund any of the programs authorized by the Enabling Act under the terms and conditions provided for therein; and

WHEREAS, Hilton Head Housing Partners, LP, a South Carolina limited partnership (the “*Applicant*”), has requested the Authority to assist the Applicant in providing financing for a portion of the costs of an approximately 10 acre tract of land located at 11 Southwood Park Drive (the “*Site*”) in the Town of Hilton Head Island, South Carolina and renovating the existing 112-unit apartment community located thereon, and comprised of eight one and two-story buildings, including amenities functionally related and subordinate thereto, and a portion of the costs of financing (collectively, the “*Project*”); and

WHEREAS, on the conditions described herein, and subject to the availability of adequate credit enhancement or other reserves, the Authority is willing to issue up to \$20,000,000 of its notes or bonds to provide for acquisition and renovation of the Project (the “*Bonds*”); and

WHEREAS, the Applicant will borrow the proceeds of the sale of the Bonds and undertake the Project and intends that the interest on obligations issued by the Authority will be excluded from gross income for federal income tax purposes under Sections 103 and 142 of the Internal Revenue Code of 1986, as amended (the “*Tax Code*”); and

WHEREAS, the total cost of the Project is expected to be approximately \$28,000,000, to be financed by a combination of sources; and

WHEREAS, the Authority desires to formally indicate its present intent to provide such assistance to the Applicant through the proceeds of the Bonds pursuant to the Enabling Act but subject to the terms and conditions hereof;

NOW, THEREFORE, be it resolved by the Authority as follows:

SECTION 1. *Undertakings of Authority.* In the event the Applicant meets the requirements set forth herein, the Authority will undertake:

(a) to issue the Bonds under the provisions of the Enabling Act in the amount necessary to fund one or more mortgage loans to the Applicant, either directly, by purchase, or through a mortgage lender, in an amount of not to exceed \$20,000,000 to provide funds for the acquisition of the Site and the existing improvements thereon and the renovation of the Project as affordable rental housing;

(b) to petition the South Carolina State Fiscal Accountability Authority for (i) an allocation of private activity bond volume cap under Section 146 of the Tax Code, and (ii) approval of the undertakings of the Authority hereunder;

(c) to request the City and the Town, in accordance with the provisions of Section 147(f) of the Tax Code, to approve the proposal of the Authority to issue the Bonds; and

(d) to do all things reasonably appropriate to seek the approval of the State Fiscal Accountability Authority.

Any obligation of the Authority hereunder is subject to (i) the requirements that (A) the Project receive such approval, if any, as is required under the Enabling Act, (B) that any bonds not secured by an external credit enhancement or adequate reserves and rated at least "investment grade" by at least one of the nationally recognized municipal bond rating agencies be acquired solely as an investment by institutional investors for their own account, and (C) the Bonds be approved by the South Carolina State Fiscal Accountability Authority; (ii) the payment of an acceptable fee to compensate the Authority for the services of its staff and for its participation in the transaction; and (iii) the right of the Authority, in its sole discretion, to rescind this resolution and elect not to issue the Bonds or fund such mortgage loan or loans at some future date.

The Bonds will not be a debt or grant or loan of credit of the Authority, the City, the Town, or the State of South Carolina (the "*State*") or any other political subdivision of the State. Neither the State nor any political subdivision of the State will be liable for the Bonds, nor shall the Bonds be payable out of any funds other than those revenues of the Authority pledged to the payment of the Bonds under the Bond documents.

SECTION 2. *Filing of Petition.* The Executive Director, assistant Executive Director, and the staff of the Authority are hereby authorized and directed to execute and deliver a Petition to the South Carolina State Fiscal Accountability Authority requesting an allocation of private activity bond volume cap for the Bonds under Section 146 of the Tax Code and Section 1-11-500 *et. seq.* of the Code of Laws of South Carolina 1976, as amended (the "*Allocation Act*"), and a Petition for approval of the Bonds under Sections 13-3-90 and 31-13-220 Code of Laws of South Carolina, 1976, as amended and to take such other action as is necessary or desirable to effect the purposes hereof without further action by the Commissioners; provided, however, that no Bonds shall be issued hereunder until the Commissioners have adopted a further resolution approving the terms and conditions thereof.

SECTION 3. *Obligations of Applicant.* In order to utilize the authorization referred to herein, the Applicant shall enter into agreements or documents containing the following agreements:

- (a) to make the Project available for occupancy by persons in the beneficiary classes, as provided for in the Enabling Act, for such period and subject to such conditions as the Authority may determine;
- (b) to provide such security for any of its obligations or mortgages to the Authority, or of the obligations of any other person to the Authority, as the Authority may in its sole discretion request;
- (c) to enter into a mortgage loan agreement or agreements with respect to the Project on such terms and conditions as the Authority may deem necessary or desirable;
- (d) to pay all costs and expenses incurred by the Authority which are either (i) ordinary costs and expenses of the Authority or its counsel, or (ii) approved in advance by the Applicant, including the Authority's reasonable counsel fees and the Authority's other reasonable fees

and expenses, in furtherance of the undertakings of the Authority hereunder, regardless of whether any Bonds are issued with respect to the Project;

(e) to provide the Authority with such information and material with respect to the Project, including financial statements and information, reports, tests, surveys, appraisals, plans, specifications, drawings, occupancy rates or rent rolls, studies or feasibility studies, legal opinions, descriptions, and access for inspection of the Project or any other such items as may be required by the Authority;

(f) to enter into such agreements, execute such documents and provide such proofs or evidence as the Authority may, in its sole discretion, request in connection with its undertakings hereunder; and

(g) to make no use of the proceeds of the mortgage loan that is prohibited by the Tax Code or the Enabling Act, or that will jeopardize the exclusion of the interest income paid on the Bonds from the gross incomes of the recipients thereof.

SECTION 4. *Termination; No Personal Liability; Limited Obligations.* (a) The Authority or the Applicant may elect not to proceed with the Project or any issue of notes or bonds hereunder. The Authority shall not be obligated hereby to the Applicant or any other person by virtue of the adoption of this resolution. Neither the Applicant nor any other person shall have the right hereunder and the Authority shall not be liable in any way to the Applicant or such other person for any decision it makes not to proceed hereunder regardless of any action taken by the Applicant or such other person whether known or unknown to the Authority.

(b) No recourse shall be had for the enforcement of any obligation, covenant, promise, or agreement of the Authority contained in the Bonds or any Bond documents against any member of the Board of Commissioners, or any officer or employee of the Authority, as such, in his or her individual capacity, past, present, or future, either directly or through the Authority, whether by virtue of any constitutional provision, statute, or rule of law, or by the enforcement of any assessment or penalty or otherwise; it being expressly agreed and understood that this Resolution, the Bonds and the Bond documents will solely corporate obligations, and that no personal liability whatsoever shall attach to, or be incurred by, any member, officer, or employee as such, past, present, or future, either directly or by reason of any of the obligations, covenants, promises, or agreements, entered into between the Authority and the registered owners or to be implied therefrom as being supplemental hereto or thereto.

SECTION 5. *Amendment.* All orders and resolutions or any parts thereof in conflict herewith are to the extent of such conflict hereby repealed. This resolution shall take effect and be in full force from and upon its adoption by the Authority.

SECTION 6. *Official Action--Reimbursement.* It is the intention of the Authority that this resolution shall constitute an official action by the Authority evidencing its present intent within the meaning of the applicable regulations of the United States Department of the Treasury relating to the issuance of obligations under Section 142 of the Tax Code. In the event the Applicant pays expenditures incurred prior to the date of the issuance of the Bonds, and the

{10373-05/00087420/V2}

Authority issues the Bonds, the Authority will permit the Applicant to be reimbursed for such expenditures from the proceeds of the Bonds as permitted under Treasury Regulation Section 1.150-2.

SECTION 7. *Transfer.* The rights of the Applicant under this resolution are intended to be for the benefit of the Applicant, or any entity affiliated with the Applicant and may be transferred by the Applicant to any such party controlled by the Applicant or, with the consent of the Authority, to any other person. No other transfer of this resolution shall be valid or binding upon the Authority.

SECTION 8. *Inducement Agreement.* The Executive Director of the Authority is hereby authorized and directed to execute the Inducement Agreement in substantially the form presented to this meeting in the name and on behalf of the Authority, and the Executive Director is hereby further authorized and directed to deliver the executed Inducement Agreement to the Applicant for execution by the Applicant.

Done in meeting duly assembled this 4th day of April, 2021.

BEAUFORT HOUSING AUTHORITY, SOUTH
CAROLINA

Chairman

(SEAL)

ATTEST:

Secretary

21617266v2

{10373-05/00087420/V2}



TOWN OF HILTON HEAD ISLAND

Finance Department

TO: Town Council
VIA: Marc Orlando, *ICMA-CM, Town Manager*
VIA: Josh Gruber, *Deputy Town Manager*
FROM: John M. Troyer, *Director of Finance*
DATE: November 17, 2021
SUBJECT: CY 2022 State Accommodations Tax Grant Recommendations

Recommendation:

Staff recommends that Council review the attached Accommodations Tax Advisory Committee (ATAC) recommendations and award the calendar year 2022 grants at its meeting on December 7, 2021.

Summary:

ATAC received 34 applications totaling \$3,816,800, held hearings with each, and made the recommendations attached. **The Chairman's letter is also attached which describes the applicants' requests, deliberations, and the Committee's recommendations to fund 32 requests totaling \$3,683,535.** The ATAX Committee recommended leaving any remaining funds for possible out-of-cycle grants in addition to the \$50,000 minimum reserve. Staff notes that grantees have had the opportunity to extend the grants to 2021 and therefore anticipates some grants will lapse at December 31, 2021. Those lapsed grant amounts will roll into funds available for funding next year.

Normally at this time I would recap for Council the funds available – with three quarters actual and one quarter projected. Since the fourth quarter is a seasonally lower collection quarter, it is not a stretch to project a working amount for the Committee and Town Council. However, the State is behind this year, and has not remitted the third quarter ATAX collections or told us how much is available. What we can say is:

1. The ATAX committee is recommending \$3,683,535 – which is less than the \$3,990,910 recommended last year.
2. Of the State ATAX collections we have received, first quarter was 39.6% greater than first quarter of prior year.
3. Second quarter collections were 137% more than the COVID-impacted second quarter of the prior year.
4. After last year's grants – there was funding available for supplemental grants of \$335,230.
5. Our current year's local accommodations taxes are 39.9% over last year to date. The state and local do not always relate directly, but they are indicators for each other.

6. All told, there is every reason to believe that the recommendations of the ATAX Committee will be able to be fully funded.

There are a number of grants that were extended that will be available for an out-of cycle process, roll into next year's amounts available or available for another purpose as allowed by state law. Town Council adopted a policy for accommodations taxes (ATAX) for a minimum \$50,000 reserve. Council could choose to leave a reserve larger than \$50,000.

Background:

Calendar year 2022 grants were expected to be awarded from actual accommodations tax (ATAX) revenues from the first three quarters of calendar year 2021 and estimated revenues from the fourth quarter of calendar year 2020. Our expectations for third and fourth quarters should fully fund these recommendations. Per policy, future grants amounts will be adjusted for the difference in the prior year's estimate vs. actual.

By the time Town Council hears this recommendation, we expect to have received the third quarter ATAX funds and will be able to report in more detail. It is our expectation that the recommendations of the ATAX committee will be able to be fully funded

**THE TOWN OF HILTON HEAD ISLAND
ACCOMMODATION TAX ADVISORY COMMITTEE**

To: Mayor John McCann, Town of Hilton Head Island
Town Council Members, Town of Hilton Head Island

Cc: Marc Orlando, Town Manager, Town of Hilton Head Island

From: James Fluker, Chairman, Accommodations Tax Advisory Committee

Date: November 17, 2021

Subject: ATAC Recommendations for 2022 ATAX Grant Awards

On November 4, 2021, the Accommodations Tax Advisory Committee (ATAC) met to make grant funding recommendations for 34 ATAX grant applications that were solicited from our traditional 2022 grant cycle. As a result, the ATAC was pleased to make funding recommendations on 32 of the 34 submitted ATAX grant applications. This year's grant cycle did allow for carry-over funds for the use of a possible out of cycle grant requests.

Total Applicant Funding Requests	\$3,816,800
Total Available Funding for Grants (after required \$50,000 reserve)	\$3,683,535
ATAC Funding Recommendations for Grants	\$3,683,535

As with past practice, the ATAC has worked to establish a consistent philosophy in how applications are reviewed and prioritized. Over the past five years, the review and recommendation approach of the ATAC has evolved through continuous improvement into the following guiding principles:

Economic Growth Through Tourism - Does the applicant organization drive overnight visitors to Hilton Head Island?

Creation of Sustainable Visitor Traffic - Does the applicant organization enhance or improve the visitor experience on Hilton Head Island creating opportunities that would encourage visitors to return to Hilton Head Island?

Collaboration Amongst Organizations - How well does the applicant organization collaborate with other local organizations, especially fellow grant applicants? Where possible, do applicants cross-promote each other to further enhance the visitor experience?

Organization Viability and Return on Investment - Does the organization possess a clear vision and an achievable direction? Does the organization have other sources of public and private support available? What is the organization's long-term dependency on ATAX funding going to be? Do established applicant organizations have the financial means to support themselves without an ATAX award for the upcoming year and/or beyond? Do organizations with a strong balance sheet have a strategic plan for their cash reserves?

Operational Confidence - How well do the applicant organizations understand their operations? Do they track and report metrics, do they provide sufficient transparency and are they accountable for their results?

The Committee also strives to enhance the grant review process as it is important to evolve our thinking to the strategic focuses of the Town, the best practices of other ATAX municipalities and evaluate feedback solicited through the past year.

There are several items of note for the 2022 cycle:

The 2022 application was updated to obtain clearer information regarding the physical count for tourist, visitors, and residents as defined by the ATAX statute and Tourism Expenditure Review Committee (TERC) opinion.

Applicants have remained comfortable submitting both "visitor" and "tourist" counts, as defined by the ATAX statute and Tourism Expenditure Review Committee (TERC) opinion.

Given the unknown of funding due to the global pandemic of COVID-19, many organizations, with the approval of Town Council, were able to carry-over funding from its 2020 awards to assist in the 2021 year. In return, many organizations only requested the incremental funds they felt they would need, reducing the overall ask for 2021.

This year the Committee worked to improve the consistency of its process by highlighting these metrics for each applicant:

- 1) Is the applicant a QUALIFIED ORGANIZATION?
- 2) Does the applicant's proposed use of funds COMPLY WITH THE LAW AND TERC guidelines?
3. Does the applicant demonstrate an ongoing FINANCIAL VIABILITY, with the capacity to conduct the proposed activity? Has the applicant demonstrated a financial need for this grant? Is the organization building a dependency on ATAX dollars?
- 4) Does the organization demonstrate strong ACCOUNTABILITY for the use of past grants? That is, has strong tracking been established to demonstrate how the grant directly contributes to increased tourism ("feet on the ground") within the Town of Hilton Head Island resulting in "heads in beds" within the Town?
- 5) Does the applicant have a history of making EFFICIENT use of the grant dollars? That is, what is the grant request per documented physical HHI tourist served? Is the applicant's trend improving or declining in this regard?

To provide an additional layer of summary detail with our recommendation, each application has been broken out into sections categorizing, at the highest level, the type of recommendation each application received from the Committee this year. These three categories will group applications together based on whether they received recommendations for full, partial or no funding. As with previous recommendation memos, a review of the Committee's recommendation of each application will follow these summaries.

Applicants Receiving Recommendations of Full Funding

This year, still given the unknown of the global pandemic of COVID-19, the Committee was in a fortunate position to make several full-funding recommendations. The Committee felt that the twenty-seven organizations that fell into this category were thoughtful with their grant requests, demonstrated a reasonable financial need, and were able to show a strong Return on Investment (ROI) with how they chose to invest their financial resources to drive and enhance tourism on Hilton Head Island. Furthermore, the Committee is cautious in recommending increased year over year funding to ensure that a new benchmark would not be created that could adversely impact the applicant in upcoming years if the same funding levels were not available in the future. This resulted in a positive variance of \$50,000 between what the applicant requested and what the Committee recommended.

	Request	Committee	Variance
Art League of Hilton Head	\$ 95,000	\$ 95,000	
Arts Center of Costal Carolina	\$ 405,000	\$ 405,000	
David M. Carmines Memorial Foundation	\$ 19,600	\$ 19,600	
Gullah Museum of Hilton Head	\$ 125,000	\$ 125,000	
Harbour Town Merchants	\$ 23,000	\$ 23,000	
Hilton Head Choral Society	\$ 50,000	\$ 50,000	
Hilton Head Concours d'Elegance	\$ 307,000	\$ 88,000	
Hilton Head Dance Theater	\$ 19,000	\$ 19,000	
Hilton Head Island Airport	\$ 160,000	\$ 160,000	
Hilton Head Island Land Trust	\$ 41,000	\$ 41,000	
Hilton Head Island Recreation Assoc.	\$ 35,000	\$ 35,000	
Hilton Head Wine & Food Inc.	\$ 130,000	\$ 130,000	
Hilton Head Island-Bluffton Chamber of Comm	\$ 480,000	\$ 530,000	\$50,000
Hilton Head Symphony Orchestra	\$ 270,000	\$ 270,000	
Lean Ensemble Theater	\$ 40,000	\$ 40,000	
Long Cove Club	\$ 30,000	\$ 30,000	
Lowcountry Gullah	\$ 75,000	\$ 75,000	
Mitchellville Preservation Project	\$ 185,000	\$ 185,000	
Native Island Business & Community Assoc.	\$ 205,000	\$ 205,000	
Sea Pines Forest Preserve	\$ 35,000	\$ 35,000	
Sea Turtle Patrol HHI	\$ 47,900	\$ 47,900	
Shelter Cove Harbour Company	\$ 150,000	\$ 150,000	
The Boys & Girls Club of Hilton Head	\$ 30,000	\$ 30,000	
The Coastal Discovery Museum-Operations	\$ 325,000	\$ 325,000	
The First Tee of the Lowcountry	\$ 40,000	\$ 40,000	
The Heritage Library	\$ 120,000	\$ 120,000	
The Sandbox	\$ 44,400	\$ 44,400	
Total Full Funding	\$3,486,900	\$3,356,900	\$50,000

Applicants Receiving Recommendations of Partial Funding

Five organizations were not recommended for full funding, despite otherwise being eligible. Two organizations were not recommended for full funding due to TERC based funding caps. The ATAC's approach has been to evaluate the individual merit of each application irrespective of total available funding. The ATAC feels strongly that partial funding should not be considered as a negative reflection on the organization. The final determination fell within the ATAC's belief that this year was a rather difficult year based on the total requests versus the amount of funding available. Furthermore, the Committee was cautious in recommending increased year over year funding to ensure that a new benchmark would not be created that could adversely impact the applicant in upcoming years if the same funding levels were not available in the future. A total of five organizations were impacted by the Committee's partial funding recommendations. This resulted in a \$98,365 variance between what the applicant requested and what the Committee recommended. The Committee believes in making recommendations in the highest and best use of the available funds and felt comfortable making these specific partial-funding recommendations for this year's grant requests.

	Request	Committee	Variance
Hilton Head Island St. Patrick's Day Parade	\$ 50,000	\$ 41,235	(\$ 8,765) TERC Based
Lowcountry Golf Course Owners Assoc.	\$100,000	\$ 50,000	(\$ 50,000)
TEDx Hilton Head	\$ 45,000	\$ 16,000	(\$ 29,000)
The Outside Foundation	\$ 40,000	\$ 34,400	(\$ 5,600) TERC Based
<u>World Affairs Council of HH</u>	<u>\$ 10,000</u>	<u>\$ 5,000</u>	<u>(\$ 5,000)</u>
Total Partial Funding	\$245,000	\$ 146,635	(\$ 98,365)

Applicants Receiving Recommendations of No Funding

Unfortunately, there were two applications that were submitted this year that did not receive a recommendation for funding. These applications were thoughtful and well-presented; however, these organizations did not meet the civic, cultural or event qualification requirements of TERC. The overall ask did not show a strong ROI with how they chose to invest their financial resources to drive and enhance tourism on Hilton Head Island or the applicant posed a potential conflict with the current destination marketing organization hired by the Town of Hilton Head Island.

	Request	Committee	Variance
12 Jewels of Life	\$ 20,000	\$ 0	(\$ 20,000)
SC Lowcountry & Resort Isl Trsm Comm.	\$ 64,900	\$ 0	(\$ 64,900)
Total No Funding	\$ 84,900	\$ 0	(\$ 84,900)

The remainder of this recommendation memo will provide summary information on the applicant organizations, a snapshot of their funding requests and the Committee's recommendation and rationale. This memo is not meant to encompass all the applicant data or information, as this can be further referenced within each individual grant application that was submitted for the 2022 grant cycle. A spreadsheet of the committee's grants recommendations accompanies this memo.

ATAC submits the following recommendations to Town council for review AND APPROVAL Based on the ATAC's review of each grant application, the APPLICANT'S individual presentations and the Committee's public discussion:

12 JEWELS OF LIFE 2022 Grant Application

12 Jewels of Life serves as a non-profit to provide mentoring programs for youth and other disadvantaged populations which include afterschool programs for homework help, reading, writing, math, arts and crafts, field trips, summer lunch programs and other assistance that in the Beaufort and Jasper County areas. This application is to partner with 12 local restaurants and young aspiring chefs to showcase Lowcountry local cuisine that will include cook-offs at the new USCB culinary kitchen.

"Jr. Chef Cultural Cuisine Cook off"

Tourism Ratio: Tourist 50%/Visitor 20%/Resident 30%
Grant Request: \$20,000
Grant Reason: Marketing and operational expenses related to the event.
Recommendation: No Funding
ATAC Opinion: Committee felt that the applicant needs to build up its financial status. The financial reports from the applicant show little to no working capital to front the expenses of the events. Committee recommends that the applicant attempt smaller scale events or fewer events to demonstrate to the committee it's ability to produce the events proposed. The applicant also needs to show more evidence to the Committee of efforts to collaborate with its partners in its projects.

Technical notes and recommendations: No history of success to evaluate.

ART LEAGUE OF HILTON HEAD 2022 Grant Application

The Art League of Hilton Head has firmly established itself as a core component of the local arts community. The League is requesting funds to provide a strong visual art presence on Hilton Head Island through its innovative Gallery and Academy, and market creative events and partnerships with local organizations and businesses. The Art Leagues 50th Anniversary will be in 2022 and they are striving to promote for and showcase Hilton Head Island as a world class arts community.

"ATAX Application"

Tourism Ratio: Tourist 63%/Visitor 11%/Resident 27%
Grant Request: \$95,000
Grant Reason: Marketing and advertising through media partners.
Recommendation: \$95,000 - Full Funding
ATAC Opinion: The applicant was found to be a tourism driver/enhancer by the committee. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its promotion of the arts.

ARTS CENTER OF COASTAL CAROLINA 2022 Grant Application

For nearly 25 years, the Arts Center of Coastal Carolina has provided year-round, high-quality programming to both tourists and residents through the production of theater, performing arts and community festivals. For 2022, the Arts Center will continue to host multiple exhibitions and educational programs throughout the year.

"Tourism Operations Support for the Arts Center of Coastal Carolina"

Tourism Ratio: Tourist 17%/Visitor 18%/Resident 64%

Grant Request: \$405,000

Grant Reason: To support marketing efforts in addition to the visitor portion of program costs for theater, performing arts, and community festivals. This grant application supports its marketing and programming and does not include any supplementary facility maintenance requests.

Recommendation: \$405,000- Full Funding

ATAC Opinion: The committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its production of theater, performing arts, education, and community festivals.

Technical notes and recommendations: Efficiency could be improved as cost/tourist is on the higher side

DAVID M. CARMINES MEMORIAL FOUNDATION 2022 Grant Application

The David M. Carmines Memorial Foundation organizes the annual Hilton Head Island Seafood Fest, currently in its 15th year. This week-long event concludes in an all-day festival at Honey Horn featuring food, live entertainment, family activities and other contests. Its goal is to encompass the lifestyle and uniqueness of our culinary culture here in the Lowcountry to visitors and locals alike. Whether you are a local or visitor, edible experiences will change the way you think about your food--beyond the plate.

"Hilton Head Island Seafood Fest"

Tourism Ratio: Tourist 31%/Visitor 34%/Resident 34%

Grant Request: \$19,600

Grant Reason: For public relations and event marketing expenses through print, online, social, TV, and radio.

Recommendation: \$19,600 - Full Funding

ATAC Opinion: Committee granted full funding to the applicant. In the past, this has been one of the premier weeklong events on the island and draws thousands of people to the island. It is considered one of the signature events on HHI. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its demonstration of our culinary culture. This applicant also gives back to the community in the form of charitable gifts in the sum of over \$1 million over 15 years.

GULLAH MUSEUM OF HILTON HEAD ISLAND 2022 Grant Application

The Gullah Museum of Hilton Head Island is requesting funding for its heritage events and marketing for Gala Awards, Artist in Residence program, Gullah Food Festival, Gullah Christmas celebration and other history-based events to educate visitors and tourists of the distinctive Gullah culture that tells the story of the indigenous people of Hilton Head.

"Gullah Museum of Hilton Head"

Tourism Ratio: Tourist 92%
Grant Request: \$125,000
Grant Reason: For event marketing and operation expenses related to Arts and Cultural Events.
Recommendation: \$125,000- Full Funding
ATAC Opinion: The committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its heritage events, education, and community festivals.

Technical notes and recommendations: Needs continued focus on cost/tourist as it is on the higher side.

HARBOUR TOWN MERCHANTS COMPANY 2022 Grant Application

The Harbour Town Merchants Association is seeking grant funding for its annual Fourth of July Fireworks display. The Association estimates that more than 7,000 patrons attended the display in 2019, which was a mixture of residents and tourists visiting Hilton Head Island.

"Harbour Town 4th of July Fireworks"

Tourism Ratio: Tourist 74%/Resident 26%
Grant Request: \$23,000
Grant Reason: For event marketing and operation expenses related to Arts and Cultural Events.
Recommendation: \$23,000- Full Funding
ATAC Opinion: Committee granted full funding to the applicant. In the past, this event has been one of many July 4 fireworks displays on the island and draw thousands of people to the island. Currently, there are two scheduled. They are considered one of the signature events on HHI. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its celebration of our country's founding and independence.

Technical notes and recommendations: Documentation (accountability) could be improved, but there is some evidence of high efficiency (low cost/tourist).

HILTON HEAD CHORAL SOCIETY 2022 Grant Application

In 2022, its 46th season, the Hilton Head Choral Society is planning to produce four concerts throughout the year, many in collaboration with other organizations. The Choral Society volunteers have worked hard to remain a fiscally responsible organization and have worked diligently to identify new marketing mediums that are more cost effective and efficient.

"Hilton Head Choral Society Performance Season"

Tourism Ratio:	Tourist 7%/Visitor 24%/Resident 75%
Grant Request:	\$50,000
Grant Reason:	This request will be used for marketing expenses with strong influences on social media.
Recommendation:	\$50,000 - Full Funding
ATAC Opinion:	The applicant was found to be a tourism enhancer by the committee. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its promotion of the performance arts.

Technical notes and recommendations: Cost/tourist is high and needs focus, but improved tracking might lower it.

HILTON HEAD ISLAND CONCOURS D'ELEGANCE, INC. 2022 Grant Application

The Hilton Head Island Motoring Festival & Concours d'Elegance continues to prove its position as one of the premiere destination events on the East Coast. Organizers continue to pursue three core strategies initiated in 2016: differentiation, diversification, and collaboration. The festival started at Honey Horn Plantation and has grown so much that it is now hosted at Port Royal Golf Club. This successful step has aided the HHI Motoring Festival to remain competitive with other top -tier national events. In 2016, the event added a vintage aircraft exhibition and gala with great success, adding a new market segment of attendees and sponsors which has proved to be a continued success year over year.

"Hilton Head Concours d'Elegance & Motoring Festival"

Tourism Ratio:	Tourist 50%/Visitor 25%/Resident 24%
Grant Request:	\$307,000
Grant Reason:	For promotional marketing and advertising and operating event expenses
Recommendation:	\$307,000 - Full Funding
ATAC Opinion:	Committee granted full funding to the applicant. Pre-pandemic, this has been one of the premier weeklong events on the island and draws tens of thousands of people to the island. It is considered one of the signature events on HHI. It is in a unique handful of premier "car shows" throughout the nation. Applicant has a long history on HHI and adds to the overall experience on the island with its exhibition of transportation modes.

Technical notes and recommendations: Suggested that featured hotels should be within Town boundaries, unless such availability is limited.

HILTON HEAD DANCE THEATER 2022 Grant Application

Currently in its 35th season, the Hilton Head Dance Theater has two major planned productions for 2021, in addition to several smaller productions. The Dance Theater's production of The Nutcracker generates the most tourist visits out of any of the other showings such as Pile and Terpsichore.

"Hilton Head Dance Theatre Performance Season"

Tourism Ratio: Tourist 27%/Visitor 41%/Resident 95%
Grant Request: \$19,000
Grant Reason: For promotional event marketing and advertising for 2 major productions
Recommendation: \$19,000 - Full Funding
ATAC Opinion: The committee found this applicant to be a tourism enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its production of dance theater, performing arts, education and performing at community events.

Technical notes and recommendations: The Committee had a considerable amount of discussion over the challenge to improve documentation that demonstrates this is a tourist-attracting activity. Cost/tourist is high and needs focus, but it might be lowered by improved tracking.

HILTON HEAD ISLAND AIRPORT 2022 Grant Application

Hilton Head Island Airport is a public-use airport, owned and operated by Beaufort County. The Airport is an FAA Part 139 Commercial Service Airport that also boasts a robust General Aviation (GA) or private aviation service. Both the commercial and the GA aspects of the airport serve as important tourist/visitor gateways to Hilton Head Island, welcoming visitors from all over the country and the world.

"Hilton Head Island Airport"

Tourism Ratio: Tourist 70%/Visitor 30%
Grant Request: \$160,000
Grant Reason: For air service marketing and promotion to attract additional airline service with additional destinations to Hilton Head Island Airport.
Recommendation: \$160,000 -Full Funding
ATAC Opinion: The committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its air service marketing and promotion. Applicant is literally the front door to the island for arriving tourists.

HILTON HEAD ISLAND LAND TRUST 2022 Grant Application

The Hilton Head Island Land Trust was founded in 1987 for the purpose of protecting significant parcels of land on Hilton head for the enjoyment of future generation. Historic Fort Howell, located on Beach City Road, is one of our most significant properties and is the only fort on Hilton Head preserved and open to the public. Creating and preserving a protected path around the existing Fort in 2020, allowed visitors to envision what the entire earthen fort looks like and to better understand the effort it took to build over 150 years ago.

"Fort Howell"

Tourism Ratio: Tourist 90%/Visitor 6%/Resident 4%
Grant Request: \$41,000
Grant Reason: For facilities upgrade and maintenance to the existing fort pathway
Recommendation: \$41,000 - Full Funding
ATAC Opinion: The committee found this applicant to be a tourism enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its promotions and preservation of historic sites on HHI.

HILTON HEAD ISLAND RECREATION ASSOCIATION 2022 Grant Application

The Hilton Head Island Recreation Association organizes its annual Wingfest and Oyster Festival, two separate events. Entering its 25th year, Wingfest has become the "Super Bowl" of the chicken wing industry for local restaurants and food lovers. It has been showcased on national outlets, such as the Oprah Network and The Outdoor Channel. These events have turned into key shoulder season events for those of all ages to enjoy.

"ATAX Application for Events"

Tourism Ratio: Tourist 30%/Visitor 23%/Resident 46%
Grant Request: \$35,000
Grant Reason: For event marketing with a strong focus on regional marketing through billboard, radio, mobile billboards, and social media.
Recommendation: \$35,000 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. In the past, these have been two of the premier food-based events on the island and draw thousands of people to the island. They are considered one of the signature events on HHI. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its demonstration of our "competitive" restaurant culture. These events are key shoulder season events.

HILTON HEAD ISLAND ST. PATRICK'S DAY PARADE 2022 Grant Application

The Hilton Head Island St. Patrick's Day Parade is on their 3rd anniversary of the 37th parade. The Hilton Head Island St. Patrick's Day Parade highlights the beginning of spring on the Island. By offering a family-oriented experience, this event attracts tourists wanting to celebrate St. Patrick's Day in a safe and fun environment. The visibility to participating organizations and business is unlike any other offered in our community. The parade is comprised of floats, marching bands, walking groups, automobiles, animal units and other creative entries.

"Hilton Head Island St. Patrick's Day Parade"

Tourism Ratio: Tourist 31%/Visitor 15%/Resident 53%
Grant Request: \$50,000
Grant Reason: For event related expenses and securing additional entertainment to enhance the experience of spectators.
Recommendation: \$41,235 - Partial Funding
ATAC Opinion: Committee granted full funding to the extent that applicant's proposed budget for expenses and TERC guidelines allowed. In the past, this has been one of the premier one-day events on the island and draws ten of thousand of people to the South end of island. It is considered one of the signature events on HHI.

Technical notes and recommendations: This applicant has shown an efficient use of ATAX dollars but documentation of Tourist counts should be improved

HILTON HEAD WINE AND FOOD, INC. 2022 Grant Application

The Hilton Head Wine and Food Festival is going to celebrate its 37th year in 2022. With the festival's venue change to the Sea Pines Resort in 2015, this event has attracted many with its world premiere wines through interactive and educational culinary experiences. HHWFF is a proven strong collaborator with other local organizations - HHI Motoring Festival, HHI Symphony, the Art League, and the HHI Chamber and VCB.

"Hilton Head Island Wine and Food Festival"

Tourism Ratio: Tourist 70%/Visitor 30%
Grant Request: \$130,000
Grant Reason: To elevate event marketing through the placement of advertisements focused on the regional fly/drive market and targeting affluent travelers to increase the quality of tourist demographics currently experienced.
Recommendation: \$130,000 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. In the past, this has been one of the premier multi-day events on the island and draws thousands of people to the island. It is considered one of the signature events on HHI. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its demonstration of our culinary experiences. This applicant has demonstrated its ability to be flexible and adapt by moving its dates to accommodate the pandemic and moves back to spring in 2022. It donates part of its proceeds to scholarship funds.

Technical notes and recommendations: The survey of attendees is a model for others. Efficiency is good, but only because they can demonstrate the multi-night stays and higher spending patterns of their attendees. Keep costs/tourist in your sights, however.

HILTON HEAD ISLAND - BLUFFTON CHAMBER OF COMMERCE / VCB 2022 Grant Application

The Chamber of Commerce has applied for a supplemental grant of \$480,000 for meetings and groups, destination golf and festival & events promotion. As the Island's contracted Destination Marketing Organization, they have committed themselves to sustaining and growing ROI from substantial investments, which benefit the entire island economy and have a positive economic impact regionally.

"Hilton Head Island Destination Marketing Promotion"

Tourism Ratio: 2.6M unique visitors to the destination

Grant Request: \$480,000

Grant Reason: For group and meeting travel marketing, accolade awareness, and general golf promotion.

Recommendation: \$530,000 - Full Funding

ATAC Opinion: The committee recommends full funding plus to this applicant based on its track record of promoting the island as its DMO for many years. Its analytics and efficiency with ATAX dollars demonstrate why the applicant continues to be an asset to the island. The additional funding above the applicant's request comes from the fact that a portion of the funding to carry out the proposed projects was coming from another ATAX applicant (LCGCOA) and the committee felt that it was more appropriate to award the money directly to this applicant.

Technical notes and recommendations: Accountability should be improved to demonstrate specific results for this supplemental grant, remembering that this is not the DMO application. For example, what's the goal for how much more our KPIs will advance because of this supplemental grant?

HILTON HEAD SYMPHONY ORCHESTRA, INC. 2022 Grant Application

The Hilton Head Symphony Orchestra provides world-class arts programming for residents and visitors. In addition to Symphony productions and collaborative performances with many of the other local arts organizations, the Symphony hosts and produces the International Piano Competition which helps drive tourism over a week-long period. In 2016, the Symphony added live streaming of its piano competition events to gain additional exposure of which they now reach 59 countries.

"HHSO 2020 General Operating Grant"

Tourism Ratio: Tourist 32%/Visitor 11%/Resident 56%

Grant Request: \$270,000

Grant Reason: For marketing and operational expenses to contribute towards tourist programming

Recommendation: \$270,000 - Full Funding

ATAC Opinion: This applicant did not receive consideration for funding until all other timely filed application had been fully and completely considered. This applicant filed an untimely application for the grant funds and the committee did not feel it was appropriate to consider the application on the same stand as those applications. Because there was funding available after the full consideration of the other applications, the committee considered the applicant and fully funding the applicant.

When considering the applicant, the committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its production of performance arts, education, and community events.

Technical notes and recommendations: Accountability data show significant collection effort. Efficiency needs continued effort as cost/tourist remain quite high. Efforts to reach-out to more Tourists at Soundwaves and Celebration Park are noted and appreciated.

LEAN ENSEMBLE 2022 Grant Application

This is the 4th ATAX application for the Lean Ensemble Theater, which is a professional, performing arts-based company that was founded in August 2014. The mission is to bring an innovative form of theater to the Lowcountry using both equity actors and local talent. The season runs from October through May providing 4 classic productions and 2 benefit performances during the season.

"Lean Ensemble Theater Productions"

Tourism Ratio: Tourist 31%/Visitor 15%/Resident 53%
Grant Request: \$40,000
Grant Reason: For marketing and operational expenses to contribute towards the organization's full year budget
Recommendation: \$40,000 - Full Funding
ATAC Opinion: The committee recommends full funding to this applicant. The committee found this applicant to be a tourism enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its production of theater, performing arts, and education.

Technical notes and recommendations: The pandemic necessitated substantial flexing from this organization. Accountability is very good. Efficiency was not so good (cost/tourist) but that is largely caused by the required flexing. Keep the focus on getting the efficiency of the use of ATAX dollars back to historical levels like 2019.

LOWCOUNTRY GOLF COURSE OWNERS ASSOCIATION 2022 Grant Application

The Lowcountry Golf Course Owners Association is an organization that is focused on driving golf tourism to the local area golf courses and is comprised of 30 public and semi-private member courses across Beaufort County. The LGCOA works closely with the Town's DMO to ensure golf tourism messaging and marketing channels align with the overall Hilton Head Island brand. Their overall marketing programs and partnership efforts to drive vacationing golfers from the drive and fly markets into the area during the shoulder seasons of spring, fall and winter has proven to be successful.

"Golf Tourism Public Relations Campaign"

Tourism Ratio: Not directly reported in the application

Grant Request: \$100,000

Grant Reason: For marketing and PR efforts.

Recommendation: \$50,000 - Partial Funding

ATAC Opinion: The committee recommends less than full funding for this applicant based on two criteria. (1) the financial statements of the applicant demonstrated that it only was spending the amount the committee awarded for marketing and promotion and (2) the money to be awarded to the applicant was to be "passed thru" to another applicant (HHI-B COC) for their projects,

Technical notes and recommendations: The committee requests much-improved accountability (specific, quantified results and goals), which will facilitate our future efficiency and effectiveness evaluation.

LONG COVE CLUB 2022 Grant Application

The 10th annual Darius Rucker Intercollegiate is a women's collegiate golf tournament hosted by the University of South Carolina in conjunction with Grammy-award winning artist, Darius Rucker, at Long Cove Club in Hilton Head, SC. This women's collegiate tournament will be held February 2022, at Long Cove Club's nationally acclaimed Pete-Dye designed golf course. 17 top teams from around the country will travel to the island to compete for the title. This event has become an incredibly important annual milestone for the Town of Hilton Head that draws the attention of hundreds of visitors and tourists from around the country and puts the spotlight on great golf and our beautiful island. Because of this success, Golf Channel has approached Long Cove Club and hopes to televise the tournament in 2022.

"Long Cove Club"

Tourism Ratio: Tourist 45%/Visitor 35%/Resident 20%

Grant Request: \$30,000

Grant Reason: For marketing and PR efforts

Recommendation: \$30,000 - Full Funding

ATAC Opinion: Committee recommended full funding for this first-time applicant because of the opportunity to draw more attention to the island and another type of tourist. If all things fall into place, the Golf Channel will televise the event. It would then be a weekday event and draw people to the island, non weekend, during the spring shoulder season and those especially associated with women's collegiate golf.

Technical notes and recommendations: The committee encourages careful documentation of tourist participation so we can evaluate accountability and efficiency more completely in the future.

LOWCOUNTRY GULLAH 2022 Grant Application

Lowcountry Gullah is the culmination of several years of experience being immersed within the Hilton Head Island Gullah community and a body of work highlighting the culture and its people. People are interested in learning more about historic information, as well as genealogic connection to their heritage on a local and global level. As a historical resource, Lowcountry Gullah provides a historical resource and cultural tourism influencer and the link to cultural elements that have been woven into the fabric of our society.

"Lowcountry Gullah"

Tourism Ratio: Tourist 94%/Visitor 4%/Resident 1%
Grant Request: \$75,000
Grant Reason: Marketing expenses related to providing an informational website of the Lowcountry.
Recommendation: \$75,000- Full Funding
ATAC Opinion: The committee recommends full funding to this applicant. The committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its heritage events, education and genealogic information

Technical notes and recommendations: The challenge remains to demonstrate that this effort results in "heads in beds" in our Town. We decided to recommend full-funding and encourage more focus on accountability to better demonstrate the tourism impact.

MITCHELVILLE PRESERVATION PROJECT 2022 Grant Application

As the presence of Mitchellville Preservation Project continues to grow, so does its dedicated to preserving, protecting, and promoting the heritage of Mitchellville - the first self-governed freedmen's town in America. MPP continues to educate the public on the compelling story of its inhabitants and their quest for education, self-reliance, and inclusion as members of a free society. Ultimately, MPP's goal to establish Mitchellville Freedom Park, which currently features replicas of original buildings and a series of ever-changing learning opportunities (i.e., revolving exhibits, lectures, forums, tours, and cultural programs), has become a household name for those seeking to learn more about the Reconstructive Era from the African American perspective.

"Accommodations Tax Grant Application"

Tourism Ratio: Tourist 72%/Visitor 17%/Resident 10%
Grant Request: \$185,000
Grant Reason: For marketing and promotion of the exhibit at the Westin Resort, the promotion of the 2022 events, continued branding efforts and park site maintenance and upkeep.
Recommendation: \$185,000 - Full Funding
ATAC Opinion: The committee recommends full funding to this applicant. The committee found this applicant to be a tourism enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its history education, exhibits, forum, promotion and preservation of historic heritage and sites on HHI.

NATIVE ISLAND BUSINESS & COMMUNITY AFFAIRS ASSOCIATION, INC. 2022 Grant Application

The Native Island Business & Community Affairs Association produces the annual Gullah Celebration on Hilton Head Island. NIBCAA will host the 25th annual event in 2021 which will be held across the month of February. Over this month, NIBCAA produces several arts and cultural events, festivals, and expos, which allows those visiting to create everlasting experiences and become educated on the strong Gullah culture on Hilton Head.

"Hilton Head Island Gullah Celebration"

Tourism Ratio: Tourist 55%/Visitor 33%/Resident 11%

Grant Request: \$205,000

Grant Reason: For marketing and event expenses.

Recommendation: \$205,000 - Full Funding

ATAC Opinion: The committee recommends full funding to this applicant. The committee found this applicant to be a tourism driver/enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its heritage events, education, festivals, and expos.

Technical notes and recommendations: It is viewed positively that the funding request is down slightly from prior year. Activities of the prior years combined virtual and in-person activities. Next year we should be able to better evaluate the efficiency of the in-person use of ATAX dollars.

**SC LOWCOUNTRY & RESORT ISLAND TOURISM COMMISSION
2022 Grant Application**

As enabled by State Law since 1991, our mission is to promote economic development in four county regions through a formal program of tourism promotion. We are one of eleven regional tourism organizations that form the South Carolina Area Tourism Regions (SCATR). Though not a State Agency, we work closely with SC Parks, Recreation and Tourism and are deemed a State Local Subdivision. They collaborate with the Hilton Head Island/Bluffton Chamber staff in local, State, and International marketing outreach to increase awareness of Hilton Head Island as the destination of choice.

"SC Lowcountry & Resort Islands Tourism Commission"

Tourism Ratio: Tourist 48%/Visitor 48%/Resident 2%

Grant Request: \$64,900

Grant Reason: For marketing and promotion of Hilton Head

Recommendation: No Funding

ATAC Opinion: Committee believed that the applicant was conducting duties duplicative of the Town's DMO. In the event the applicant wishes to conduct such business on behalf of the Town, it should enter a contractual relationship with the Town. This committee does not have the power to enter such relationships.

SEA PINES FOREST PRESERVE 2022 Grant Application

The community of Sea Pines contains approximately 2,300 rental properties and is home to the iconic Harbour Town and Salty Dog. The preserve is over 605 acres in size and is the largest track of undeveloped land remaining on Hilton Head Island. Established by covenant in 1970 the preserve is the embodiment of Charles Fraser's vision for a community co-existing with the environment. Shell rings were constructed 3,000 to 5,000 years ago by Native Americans along the Atlantic and Gulf coasts between South Carolina and Mississippi. The Sea Pines Shell Ring is one of the most pristine known to exist and offered archaeologists an incredible opportunity to advance our understanding of these mysterious structures

"Sea Pines Forest Preserve Shell Ring Educational Materials"

Tourism Ratio: Not directly reported in the application
Grant Request: \$35,000
Grant Reason: For marketing and promotion of the forest preserve
Recommendation: \$35,000 - Full Funding
ATAC Opinion: The committee recommends full funding to this applicant. The committee found this applicant to be a tourism enhancer. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its promotion and preservation of historic sites on HHI.

Technical notes and recommendations: The challenge for future grants will be the ability to improve supporting documentation of tourist activity.

SEA TURTLE PATROL HHI 2022 Grant Application

Sea Turtle Patrol is a non-profit organization on Hilton Head designed to monitor Hilton Head beaches for turtle nesting. The Town of Hilton Head Island passed a beach ordinance that are designed to protect the turtle during the season. There are several regulations that visitors may not be aware of for example, removing personal property at night and lights out 10pm-6am. Proper education as an entertaining activity and PSA to a local property could serve beneficial.

"Mobile Learning Experiences"

Tourism Ratio: Tourist 88%/Visitor 1%/Resident 9%
Grant Request: \$47,900
Grant Reason: For speaker fees and venue rental.
Recommendation: \$47,900 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. The applicant's events involving eco-tourism, conservation, and beach education, in the Committee's opinion, will enhance the tourist experience and assist the town in the enforcement of the beach ordinances for the protection of the sea turtles.

Technical notes and recommendations: After being denied previously, the Applicant listened, read, and consulted with others to learn how to present her project in a way that rules and regs allow us to support it. Great progress in measuring/quantifying

SHELTER COVE HARBOUR COMPANY 2022 Grant Application

For the past 32 years, the annual HarbourFest (July 4th & Tuesday night fireworks) events have become the most popular signature summertime events on Hilton Head Island. The popularity of this "Island Tradition" is very deeply rooted in the island's summer culture and attracts generations of repeat and many new visitors each year. This summertime "Island Tradition" has become a "Family Tradition" for many, many visitors to Hilton Head Island. The weekly events produced each summer has attracted over 65,000 visitors to the entire Shelter Cove community, making it the largest, multi-week event on Hilton Head Island each year.

"Harbourfest"

Tourism Ratio:	Tourist 93%/Visitor 93%/Resident 7%
Grant Request:	\$150,000
Grant Reason:	For marketing and event operations
Recommendation:	\$150,000 - Full funding
ATAC Opinion:	Committee granted full funding to the applicant. In the past, this has been one of the premier weekly events on the island and draws ten of thousand of people to the mid island area. It is considered one of the signature events on HHI. It has become a driver of tourism and a multigenerational family event.

Technical notes and recommendations: A key for the future will lie in their ability to quantify tourist attendance

TEDx HILTON HEAD 2022 Grant Application

The mission of TEDxHiltonHead is to bring "ideas worth sharing" to inspire intellectual curiosity, continuous learning, and establish Hilton Head Island as a center for discovery, including environmental, historical, and intellectual discovery. TEDxHiltonHead brings together a welcoming community of people and ideas from every discipline and culture who seek a deeper understanding of the us, our community, the Lowcountry, our country, and the world around us. The organization believes passionately in the power of ideas to positively impact our lives.

"TEDxHiltonHead"

Tourism Ratio:	Tourist 11%/Visitor 35%/Resident 54%
Grant Request:	\$45,000
Grant Reason:	For marketing and promotion of Ted Talks locally
Recommendation:	\$16,000 - Partial Funding
ATAC Opinion:	Committee felt that the applicant needs to build up its tourist numbers and outreach before full funding could be granted. The cost per tourist under the projections of the applicant would be between \$570 to \$800 per tourist if full funding was granted. The committee wanted to see future tourist counts and increases before considering full funding.

Technical notes and recommendations: The challenge is to demonstrate success and to document the ability to attract tourists. Hopefully, the partial funding this year will allow them to demonstrate what they can do, keeping cost/tourist in mind.

THE BOYS & GIRLS CLUB 2022 Grant Application

Pedal Hilton Head Island sponsored by the Boys and Girls Club of Hilton Head was created to leverage our Island's growing popularity among cyclists throughout the southeast. This event provides a unique riding experience boasting five routes ranging from a family ride to a metric century ride across the bridge to Pinkney Island.

"Pedal Hilton Head"

Tourism Ratio: Tourist 61%/Visitor 14%/Resident 23%

Grant Request: \$30,000

Grant Reason: For marketing and promotion of Ted Talks locally

Recommendation: \$30,000 - Full funding

ATAC Opinion: Committee granted full funding to the applicant. This is a fairly new applicant for this event. The committee sees growth in the event over the past few years with additional help coming from CAAM for promotion. Applicant has a long history of operation on HHI and adds to the overall experience on the island with this event and its mission of developing boys and girls.

Technical notes and recommendations: The applicant is not yet able to really quantify the number of tourists attracted beyond those who actually ride. That's a key part of their challenge for future funding, being aware of cost/tourist.

THE COASTAL DISCOVERY MUSEUM 2022 Grant Application

The Coastal Discovery Museum was established in 1985 with the mission to educate the public about cultural heritage and natural history of the Lowcountry. The Museum provides over 1,700 programs per year, conducts outreach to tourists on the Island, continuously maintains its website, and distributes extensive print marketing all while maintaining the beauty of the Honey Horn property. The Museum consistently has high attendance with a large saturation of tourists.

"Cultural and Eco-Tourism Programs"

Tourism Ratio: Tourist 92%/Visitor 2%/Resident 4%

Grant Request: \$325,000

Grant Reason: For marketing, event, and facility expenses.

Recommendation: \$325,000 - Full funding

ATAC Opinion: Committee granted full funding to the applicant. The committee found this applicant to be a tourism driver and draws tens of thousands of people to the island. It is considered one of the signature facilities on HHI. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its education of the public about cultural heritage and natural history of the Lowcountry.

THE FIRST TEE OF THE LOWCOUNTRY 2022 Grant Applications

The First Tee of the Lowcountry was created through the collaboration of The Boys and Girls Club of Hilton Head Island and The First Tee beginning in 2013. The organization aims to bring golf and life skills to younger players. The First Tee is a nationally recognized brand that offers similar programs across the country. The First Tee offers visitors a family friendly and affordable golf experience (or Disc Golf experience) on Hilton Head Island. Additionally, amenities are open seven days a week and include a 325-yard driving range, six-hole golf course and nine-hole disc golf course.

"A Golf Experience for All"

Tourism Ratio: Tourist 44%/Visitor 9%/Resident 45%
Grant Request: \$40,000
Grant Reason: For marketing and promotion of the facilities.
Recommendation: \$40,000 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI. The applicant's events involving golf or disc golf at affordable prices for the whole family are worthwhile. The golf skill education to young players enhances the tourist experience.

Technical notes and recommendations: Their accountability has shown as very good and efficiency is average, with a declining trend noted. Need and escalation in cost/tourist is their biggest challenge for future grants. The challenge is to demonstrate that expanded marketing efforts have generated increased tourist activity with a favorable impact on overall cost/tourist

THE HERITAGE LIBRARY FOUNDATION 2022 Grant Application

The Heritage Library Foundation is a history and genealogy research center and owns and maintains Ft. Mitchel and the Zion Chapel of Ease Cemetery. The Library changed its management structure to rebrand itself with a fresh, new look, and has now embarked on a mission to become considerably more tourist oriented. They are pursuing historical events and programs and plan to invite speakers of note. The Library also collaborates extensively with other Cultural and Historic Preservation organizations and events on the Island to broaden their reach collectively.

"Library Application 21"

Tourism Ratio: Tourist 82%
Grant Request: \$120,000
Grant Reason: For promotion of special events and programs and historical site maintenance.
Recommendation: \$120,000 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. The committee found this applicant to be a tourism driver and draws thousands of people to the island. It is considered one of the signature historical event and historical facilities on HHI. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its education of the public about genealogy, cultural heritage, and history of the Lowcountry.

Technical notes and recommendations: Keep cost/tourist in your sights

THE OUTSIDE FOUNDATION 2022 Grant Application

The Outside Foundation was formed in 2014 with a mission to get kids outside to preserve and protect our local environment. It seeks to provide outdoor experiences that will have a positive impact on people by creating awareness, expanding knowledge, and developing responsible understanding of nature and the environment. Programs provided include Kids in Kayaks, Learn to Paddle, Charter Fishing, beach and waterway clean ups, the oyster shell recycling program and bed restoration project all focus on including children and their impact on our local environment.

"Environmental Sustainability"

Tourism Ratio: Visitor 70%
Grant Request: \$40,000
Grant Reason: For marketing and promotion of preserving and protecting the local environment
Recommendation: \$34,400- Partial Funding Limit
ATAC Opinion: Committee granted full funding to the extent that applicant's proposed budget for expenses and TERC guidelines allowed. The applicant's events involving eco-tourism and water sport, in the Committee's opinion, will bring in an additional class of tourist to the island. Additionally, the applicant's recycling and restoration program will enhance the quality of life on the island for tourist and locals alike.

Technical notes and recommendations: A key will continue to be the ability to translate their activities into tourist participation and provide documentation of it. Existing tracking shows effort and improvement.

THE SANDBOX 2022 Grant Application

The Sandbox is a museum attraction for tourist families visiting the Hilton Head Island area. The Sandbox promotes hands-on educational learning in a fun and safe environment. Throughout the years, The Sandbox has steadily grown and enhanced its programming. During the summer months, The Sandbox offers several events and programs geared towards tourists - including hosting parent's night out - providing an opportunity for parents to enjoy the Island's culinary options. This is a well-run and managed organization who has requested less funding for the last several years. For 2022, Sandbox has a new home in the Town's Lowcountry Community Park with more exhibit space and building enhancements for visitors to enjoy.

"Enhancing the Tourist Experience"

Tourism Ratio: Tourist 72%/Visitor 12%/Resident 15%
Grant Request: \$44,400
Grant Reason: For marketing, advertising, programming, and general exhibit upkeep.
Recommendation: \$44,400 - Full Funding
ATAC Opinion: Committee granted full funding to the applicant. The committee found this applicant to be a tourism driver and draws thousands of people to its facility on the south end in the new Celebration Park. It is considered one of the signature play and educational facilities on HHI. Applicant has a strong financial position and cash flow. Applicant has a long history of operation on HHI and adds to the overall experience on the island with its education of the public about all things island and fun. The applicant has been a good steward of the monies granted in the past.

WORLD AFFAIRS COUNCIL OF HILTON HEAD 2022 Grant Application

For 39 years the World Affairs Council of Hilton Head has provided educational programs to the community and its visitors. The mission of WACHH is to keep members abreast of developments in international affairs including U.S. and national interests. The speaker series, set on Fridays, throughout 2021 will host 14 speakers to assist in engage potential visitors using a variety of marketing techniques and participation in Council-sponsored events. For 2021, events will be video recorded for the ease of virtual distribution.

"Friday Speaker Series"

Tourism Ratio: Visitor 1%/Resident 99%
Grant Request: \$10,000
Grant Reason: For marketing and promotion of educational programs
Recommendation: \$5,000- Partial Funding
ATAC Opinion: Committee felt that the applicant needs to build up its tourist numbers and outreach before full funding could be granted. The applicant operated online with virtual access during the past year with no viable way to account for tourist numbers. The committee wanted to see future tourist counts and increases before considering full funding.

Technical notes and recommendations: The committee recommended one more year of modest support to give the organization the opportunity to better demonstrate its ability to attract tourists. Watch cost/tourist.

Respectfully submitted on behalf of the Accommodations Tax Advisory Committee,

James Fluker, Chairman

2022 Accommodations Tax Advisory Committee Members:

James Fluker, Chairman
Stephen Arnold, Vice Chairman
Richard Thomas
Julie Martin
John Farrell
James Berghausen
Margaret Johnson

Calendar Year 2021 Accommodations Tax Advisory Grant Requests

	2021 GRANTS			2021 Out-of-Cycle GRANTS			2022 GRANTS		
	2021 Applicant Request	ATAC Recom-mendation	Town Council Award	2021 O-o-C Request	ATAC Recom-mendation	Town Council Award	2022 Applicant Request	ATAC Recom-mendtion	Town Council Award
12 Jewels of Life	\$ 40,000	\$ -	\$ -				\$ 20,000	\$ -	
Art League of Hilton Head	\$ 65,000	\$ 65,000	\$ 65,000				\$ 95,000	\$ 95,000	
Arts Center of Coastal Carolina	\$ 325,000	\$ 325,000	\$ 325,000				\$ 405,000	\$ 405,000	
David M. Carmines Memorial Fnd	\$ 115,000	\$ 115,000	\$ 115,000				\$ 19,600	\$ 19,600	
Gullah Museum of Hilton Head Island	\$ 17,000	\$ 17,000	\$ 17,000				\$ 125,000	\$ 125,000	
Harbour Town Merchants Assoc.	Did not apply for 2021 ATAX Grant						\$ 23,000	\$ 23,000	
Hilton Head Choral Society	\$ 16,000	\$ 16,000	\$ 16,000				\$ 50,000	\$ 50,000	
Hilton Head Concours d'Elegance	\$ 88,000	\$ 88,000	\$ 88,000				\$ 307,000	\$ 307,000	
Hilton Head Dance Theater	\$ 19,000	\$ 19,000	\$ 19,000				\$ 19,000	\$ 19,000	
Hilton Head Island Airport	\$ 165,000	\$ 165,000	\$ 165,000				\$ 160,000	\$ 160,000	
Hilton Head Island Land Trust	\$ 30,000	\$ 28,684	\$ 28,684				\$ 41,000	\$ 41,000	
HHI Rec Association (Wingfest & Oyster Fest)	\$ 10,000	\$ 10,000	\$ 10,000				\$ 35,000	\$ 35,000	
HHI St. Patrick's Day Parade							\$ 50,000	\$ 41,235	
HHI Wine and Food, Inc.	\$ 88,000	\$ 88,000	\$ 88,000				\$ 130,000	\$ 130,000	
HHI-Bluffton Chamber of Commerce VCB	\$ 350,000	\$ 476,994	\$ 350,000				\$ 480,000	\$ 530,000	
Hilton Head Symphony Orchestra-Operations	\$ 270,000	\$ 270,000	\$ 270,000	\$ 30,000	\$ 29,813	\$ 29,813	\$ 270,000	\$ 270,000	
Lean Ensemble Theatre	\$ 40,000	\$ 40,000	\$ 40,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 40,000	\$ 40,000	
Lowcountry Golf Course Owners Assoc.	\$ 50,000	\$ 50,000	\$ 50,000				\$ 100,000	\$ 50,000	
Long Cove Club							\$ 30,000	\$ 30,000	
Lowcountry Gullah	\$ 75,000	\$ 75,000	\$ 75,000				\$ 75,000	\$ 75,000	
Main Street Youth Theater	\$ 25,000	\$ 25,000	\$ 25,000				Did not apply for 2022 ATAX Grant		
Mitchelville Preservation Project	\$ 185,000	\$ 185,000	\$ 185,000				\$ 185,000	\$ 185,000	
Native Island Business & Community	\$ 225,000	\$ 225,000	\$ 225,000				\$ 205,000	\$ 205,000	
Operation R & R	\$ 15,000	\$ 2,000	\$ 2,000				Did not apply for 2022 ATAX Grant		
Palmetto Quilt Guild (<i>New Application</i>)				\$ 4,110	\$ 4,110	\$ 4,110	Did not apply for 2022 ATAX Grant		
SC Lowcountry & Resort Isl Trsm Comm.							\$ 64,900	\$ -	
Sea Pines Forest Preserve							\$ 35,000	\$ 35,000	
Sea Turtle Patrol HHI	\$ 10,660	\$ -	\$ -	\$ 37,648	\$ 26,988	\$ 26,988	\$ 47,900	\$ 47,900	
Shelter Cove Harbour Company							\$ 150,000	\$ 150,000	
Skull Creek July 4th Celebration							Did not apply for 2022 ATAX Grant		
TEDxHilton Head							\$ 45,000	\$ 16,000	
The Boys & Girls Club of Hilton Head							\$ 30,000	30,000	
The Coastal Discovery Museum-operations	\$ 310,000	\$ 310,000	\$ 310,000	\$ 64,319	\$ 64,319	\$ 64,319	\$ 325,000	\$ 325,000	
The Coastal Discovery Museum-cip	\$ 350,000	\$ 350,000	\$ 350,000				Did not apply for 2022 ATAX Grant		
The Children's Center (<i>New Application</i>)				\$ 30,000	\$ -	\$ -	Did not apply for 2022 ATAX Grant		
The First Tee of the Lowcountry- Operations	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 40,000	\$ 40,000	
The Heritage Library	\$ 110,000	\$ 110,000	\$ 110,000				\$ 120,000	\$ 120,000	
The Outside Foundation	\$ 20,000	\$ 10,367	\$ 10,367	\$ 20,000	\$ 20,000	\$ 20,000	\$ 40,000	\$ 34,400	
The Sandbox	\$ 17,875	\$ 17,875	\$ 17,875	\$ 143,202	\$ 135,000	\$ 135,000	\$ 44,400	\$ 44,400	
Town of Hilton Head Island-Operations	\$ 1,000,000	\$ 1,126,994	\$ 1,000,000				Did not apply for 2022 ATAX Grant		
World Affairs Council of HH	\$ 10,000	\$ 8,984	\$ 8,984				\$ 10,000	\$ 5,000	
Total	\$ 4,066,535	\$ 4,244,898	\$3,990,910	\$ 384,279	\$ 335,230	\$ 335,230	\$ 3,816,800	\$ 3,683,535	\$ -

**Town of Hilton Head Island
Accommodations Tax Fund
Ending - JUNE 6, 2018**

Grant # Project #	Accommodations Tax Applicants	Amount Requested	Approved Grants	Paid FY20			Amount Available
	FY 2020-2021 (CY 2020 Grants)						
AT275	Art League of Hilton Head	65,000.00	65,000.00	14,987.12	50,012.88	-	-
AT276	Arts Center of Coastal Carolina	406,000.00	406,000.00	315,247.61	90,752.39	-	0.00
AT277	David M. Carmines Memorial Foundation	138,000.00	115,000.00	70,000.00	45,000.00	-	-
AT278	Gullah Museum of Hilton Head	60,000.00	55,000.00	-	11,928.36	8,255.95	34,815.69
AT279	Harbour Town Merchants Association	22,000.00	21,000.00	21,000.00	-	-	-
AT280	HH Audubon Society	6,500.00	3,600.00	3,513.24	-	-	86.76
AT281	Hilton Head Choral Society	43,000.00	40,000.00	7,127.41	5,600.95	-	27,271.64
AT282	Hilton Head Concours d' Elegance	282,000.00	282,000.00	37,251.68	85,649.72	55,606.68	103,491.92
AT283	Hilton Head Dance Theatre	23,000.00	15,000.00	5,404.12	3,064.50	6,531.38	-
AT284	Hilton Head Disc Golf	39,000.00	20,000.00	20,000.00	-	-	-
AT285	Hilton Head Island Airport	180,000.00	90,000.00	-	106,700.00	-	(16,700.00)
AT286	Hilton Head Island Bridge Assoc	38,800.00	25,000.00	9,531.06	2,981.75	3,015.20	9,471.99
AT287	Hilton Head Island Land Trust	23,000.00	15,000.00	8,250.55	6,749.45	-	0.00
AT288	Hilton Head Island Recreation Association	30,000.00	25,000.00	12,500.00	-	-	12,500.00
AT289	Hilton Head St. Patrick's Day Parade	25,000.00	22,000.00	-	-	-	22,000.00
AT290	Hilton Head Wine & Food	130,000.00	125,000.00	7,802.22	49,973.78	-	67,224.00
AT291	HHI-Bluffton Chamber of Commerce	635,000.00	575,000.00	416,487.90	76,892.48	21,716.75	59,902.87
AT292	Hilton Head Symphony Orchestra, Inc	270,000.00	260,000.00	260,000.00	-	-	-
AT293	Lean Ensemble Theater	40,000.00	35,000.00	35,000.00	-	-	-
AT294	Lowcountry Golf Course Owners Assoc	50,000.00	50,000.00	-	46,011.34	-	3,988.66
AT295	Main Street Youth Theater	20,000.00	17,000.00	6,808.97	10,191.03	-	(0.00)
AT296	Mitchelville Preservaiton Project	185,000.00	185,000.00	54,488.63	89,768.57	28,627.56	12,115.24
AT297	NIBCAA, INC.	225,000.00	125,000.00	75,502.89	48,655.86	-	841.25
AT298	Shelter Cove Harbour Company	88,700.00	80,000.00	-	-	80,000.00	-
AT299	Skull Creek July 4th Celebration, Inc.	26,900.00	21,000.00	-	-	-	21,000.00
AT300	The Boys & Girls Club	22,000.00	22,000.00	-	22,000.00	-	-
AT301	The Coastal Discovery Museum	310,000.00	297,500.00	141,678.39	155,821.60	-	0.01
AT302	The Coastal Discovery Museum- Lowcountry Fair	15,000.00	5,000.00	1,721.73	-	-	3,278.27
AT303	The First Tee of the Lowcountry	30,000.00	25,000.00	-	25,000.00	-	-
AT304	The Heritage Library Foundation	120,000.00	115,000.00	16,283.70	51,922.50	-	46,793.80
AT305	The Sandbox	54,500.00	54,500.00	7,172.91	11,817.08	-	35,510.01
Town of Hilton Head Island		1,427,664.00	1,346,941.00	1,346,941.00	-	-	-
CY 2020 GRANTS Sub-Total		5,031,064.00	4,538,541.00	2,894,701.13	996,494.24	203,753.52	443,592.11
	FY 2020-2021 (CY 2021 Grants)						
AT306	Art League of Hilton Head	65,000.00	65,000.00				
AT307	Arts Center of Coastal Carolina	325,000.00	325,000.00	-	230,135.59	80,708.75	14,155.66
AT308	David M. Carmines Memorial Foundation	115,000.00	115,000.00	-	17,950.00	-	97,050.00
AT309	Gullah Museum of Hilton Head	17,000.00	17,000.00	-	-	-	17,000.00
AT310	Hilton Head Choral Society	16,000.00	16,000.00	-	-	-	16,000.00
AT311	Hilton Head Concours d' Elegance	88,000.00	88,000.00	-	-	-	88,000.00
AT312	Hilton Head Dance Theatre	19,000.00	19,000.00	-	-	647.15	18,352.85
AT313	Hilton Head Island Airport	165,000.00	165,000.00	-	-	-	165,000.00
AT314	Hilton Head Island Land Trust	30,000.00	28,684.00	-	22,575.75	285.36	5,822.89
AT315	Hilton Head Island Recreation Association	10,000.00	10,000.00	-	-	-	10,000.00
AT316	Hilton Head Wine & Food	88,000.00	88,000.00	-	-	46,179.19	41,820.81
AT317	HHI-Bluffton Chamber of Commerce	350,000.00	350,000.00	-	157,192.66	1,800.00	191,007.34
AT318	Hilton Head Symphony Orchestra, Inc	270,000.00	270,000.00	-	195,535.00	35,004.14	39,460.86
AT319	Lean Ensemble Theater	40,000.00	40,000.00	-	9,972.82	11,480.53	18,546.65
AT320	Lowcountry Golf Course Owners Assoc	50,000.00	50,000.00	-	24,929.04	-	25,070.96
AT321	Lowcountry Gullah	75,000.00	75,000.00	-	-	10,485.49	64,514.51
AT322	Main Street Youth Theater	25,000.00	25,000.00	-	11,577.98	-	13,422.02
AT323	Mitchelville Preservaiton Project	185,000.00	185,000.00	-	-	-	185,000.00
AT324	NIBCAA, INC.	225,000.00	225,000.00	-	75,502.89	72,151.08	77,346.03
AT325	Operation R & R	15,000.00	2,000.00	-	-	-	2,000.00
AT326	The Coastal Discovery Museum	310,000.00	310,000.00	-	174,765.62	68,488.43	66,745.95
AT327	The Coastal Discovery Museum- CIP	350,000.00	350,000.00	-	7,374.30	-	342,625.70
AT328	The First Tee of the Lowcountry	25,000.00	25,000.00	-	-	25,000.00	-
AT329	The Heritage Library Foundation	110,000.00	110,000.00	-	-	17,200.62	92,799.38

**Town of Hilton Head Island
Accommodations Tax Fund
Ending - JUNE 6, 2018**

Grant # Project #	Accommodations Tax Applicants	Amount Requested	Approved Grants	Paid FY20			Amount Available
AT330	The Outside Foundation	20,000.00	10,367.00	-	-	-	10,367.00
AT331	The Sandbox	17,875.00	17,875.00	-	-	-	17,875.00
AT322	Town of Hilton Head Island	1,000,000.00	1,000,000.00	-	1,000,000.00	-	-
	World Affairs Council of HH	10,000.00	8,984.00	-	-	-	8,984.00
	CY 2021 GRANTS Sub-Total	4,015,875.00	3,990,910.00	-	1,945,316.65	386,383.73	1,659,209.62
				Paid FY20	Paid FY21	Paid FY22	Amount Available
	FY 2020-2021 (CY 2021 (Out-of-Cycle) Grants)						
AT334	Hilton Head Symphony Orchestra, Inc	30,000.00	29,813.00	-	-	-	29,813.00
AT293	Lean Ensemble Theater	25,000.00	25,000.00	-	-	-	25,000.00
AT294	Palmetto Quilt Guild	4,110.00	4,110.00	-	-	-	4,110.00
AT295	Sea Turtle Patrol HHI	37,648.00	26,988.00	-	-	7,707.00	26,988.00
AT301	The Coastal Discovery Museum	64,319.00	64,319.00	-	-	-	64,319.00
AT303	The First Tee of the Lowcountry	30,000.00	30,000.00	-	-	-	30,000.00
AT304	The Outside Foundation	20,000.00	20,000.00	-	-	-	20,000.00
AT305	The Sandbox	143,202.00	135,000.00	-	-	-	135,000.00
	CY 2020 GRANTS Sub-Total	354,279.00	335,230.00	-	-	7,707.00	335,230.00

RESOLUTION 2021-

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, AUTHORIZING THE EXECUTION AND DELIVERY OF AN AMENDMENT TO THE JANUARY 14, 2021, CONTRACT OF EMPLOYMENT BY AND BETWEEN THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA AND MARC A. ORLANDO

Whereas, The Town of Hilton Head Island, South Carolina, and Marc A. Orlando executed and delivered a “Contract of Employment” dated January 14, 2021; and,

Whereas, The Town of Hilton Head Island, South Carolina, and Marc A. Orlando have agreed on an Amendment to the January 14, 2021, Contract of Employment; and,

Whereas, Section 2-9-20, *Municipal Code of The Town of Hilton Head Island, South Carolina* (1983), the appointment of a Town Manager is by a Resolution of the Town Council, and the Town Council may authorize the execution of contract with a Town Manager.

NOW THEREFORE, BE IT RESOLVED AND IT HEREBY IS RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA:

1. The Mayor is hereby authorized to execute the proposed “Amendment to Contract of Employment” between The Town of Hilton Head Island, South Carolina, and Marc A. Orlando, a copy of which is attached hereto as Exhibit “A.”
2. The Mayor is hereby authorized to take all other and further actions as may be necessary to complete the transaction described in the Contract.

**MOVED, APPROVED AND ADOPTED BY THE TOWN COUNCIL THIS
DAY OF DECEMBER, 2021.**

John J. McCann, Mayor

ATTEST:

Krista M. Wiedmeyer, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney

Introduced by Council Member: _____

**EXHIBIT "A" TO RESOLUTION AUTHORIZING EXECUTION AND DELIVERY OF
AMENDMENT TO JANUARY 14, 2021, CONTRACT OF EMPLOYMENT**

STATE OF SOUTH CAROLINA)
) AMENDMENT TO CONTRACT
COUNTY OF BEAUFORT) OF EMPLOYMENT

Whereas, The Town of Hilton Head Island, South Carolina, and Marc A. Orlando executed and delivered a “Contract of Employment” dated January 14, 2021; and,

Whereas, The Town of Hilton Head Island, South Carolina, and Marc A. Orlando have agreed on an Amendment to the January 14, 2021, Contract of Employment.

Now, by this “Amendment to Contract of Employment” the Town of Hilton Head Island, South Carolina and Marc A. Orlando amend the January 14, 2021, Contract of Employment as set out below.

1. CONTRACT AMENDMENT.

The text appearing in Section 2 of the January 14, 2021, Contract of Employment is deleted in its entirety and is replaced with the following text:

Section 2: TERM

A. This Agreement shall have an initial term of four (4) years, beginning on February 22, 2021, and ending on February 21, 2025.

B. Beginning on February 22, 2024, and on February 22 of each year thereafter, this Agreement shall automatically extend for periods of one (1) year, commencing on February 22 of any calendar year and ending on February 21 of the following calendar year, unless this Agreement is terminated as authorized in Section 9 of this Agreement.

2. NO OTHER CHANGES.

Except as is expressly set out in this Amendment of Contract of Employment, all other terms of the January 14, 2021, Contract of Employment are unchanged, and remain

in force according to their terms.

In Witness Whereof, the parties have executed this Agreement this 7th day of December, 2021.

THE TOWN OF HILTON HEAD ISLAND,
SOUTH CAROLINA

Marc A. Orlando

By: _____
John J. McCann, Mayor