



Multi-Year Housing Action Plan
Adopted by the Housing Action Committee
February 15, 2024

Town of Hilton Head Island
Multi-Year Housing Action Plan
January 2024
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Executive Summary

In November 2022, The Town of Hilton Head Island Town Council adopted the Town of Hilton Head Island's Workforce Housing Framework, Finding Home. This Framework was informed by the Town's approved 2019 Workforce Housing Strategic Plan and input from a multi-day planning charette with over 30 community stakeholders from varying housing backgrounds and expertise. The goal of the 2022 Workforce Housing Framework is to provide the Town staff and municipal leaders with specific strategies and defined actionable tactics that address both the need for workforce housing preservation and new production. The foundation of the 2022 Workforce Housing Framework was built on previous planning efforts and broad community engagement. The 2022 Workforce Housing Framework is organized by prioritizing four core pillars: Community, Planning, Revenue, and Management. Each of the pillars includes key strategies and critical first steps. An essential part of the Framework within the planning pillar includes the development of a Multi-Year Housing Action Plan that will include various levels of community engagement, partnership development, specific strategies, and action steps, including the development and implementation of policies and programs that support the goals outlined in the 2022 Workforce Housing Framework. This Multi-Year Housing Action Plan will include a Housing Tool Kit with recommended best practices, policies, programs, and funding sources that might support the increased production and preservation of workforce housing on the Island. In addition to the Multi-Year Housing Action Plan adoption, the 2022 Workforce Housing Framework also recommended, as part of the community pillar, the creation of a Housing Action Committee to support the development and implementation of the Multi-Year Housing Action Plan.

The Town Council resolution establishing the Housing Action Committee would be made up of no more than eleven (11) appointed community representatives with varying backgrounds and expertise related to housing and community development. Appointed members would represent, to the extent feasible, the following areas of expertise and background: general home building, banking/ finance, affordable workforce housing developer (for-profit), affordable workforce housing developer (non-profit), community representative (concerned citizen), affordable housing tenant or homeowner (and an alternate), employment sector representative, realtor or real estate professional, workforce housing advocate (or social service representative), and a representative of a philanthropic organization. The sole purpose of the Housing Action Committee is to advise and recommend various workforce housing strategies for the Town's consideration, adoption, and implementation.

The Town of Hilton Head Island Housing Action Committee was established by the Town Council on May 16, 2023. The Housing Action Committee shall review the town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the 2022 Workforce Housing Framework, and all other plans that may be created and adopted to address the Town's Workforce Housing needs. Additionally, the Housing Action Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendations on any new or innovative

ideas as part of an adopted Multi-Year Housing Action Plan and Housing Tool Kit to help the Town accomplish its workforce housing goals.

The Multi-Year Housing Action Plan represents the strategies, action items, implementation steps, and timeline as part of the goals outlined within the 2022 Workforce Housing Framework and recommended by the Housing Action Committee.

Background and Community Engagement

In 2019, the Town Council adopted the Workforce Housing Strategic Plan to advance policy that is favorable to address the housing needs of the Island. It includes recommendations designed to address current and future workforce housing needs within the Town of Hilton Head Island. The Workforce Housing Strategic Plan defined several workforce housing targets. Key recommendations suggested the production of workforce housing on Hilton Head Island should come alongside market-rate development. The plan emphasized that the Town of Hilton Head Island should set as a goal facilitating the construction of 200 net new housing units each year for the next ten years, including at least 50 workforce rental units and 33 workforce homeownership units. This production level will reach only a portion of the workforce housing demand. Still, the targets are set to reflect market conditions, development constraints, and the expected impacts of the recommended workforce housing strategies. However, these targets also represent a purposeful shift in development activity on the Island to accommodate much-needed housing not currently being produced by the private market. Many recommendations outlined in the 2019 Workforce Housing Strategic Plan are further emphasized in the 2022 Workforce Housing Framework, Finding Home, and within this Multi-Year Housing Action Plan.

On November 4, 2020, the Town Council adopted amendments to the Town's Land Management Ordinance to create a Workforce Housing Program. This included incentives for the conversion of commercial square footage to residential units. On February 16, 2021, the Town Council adopted amendments to the Town's Land Management Ordinance to provide a housing density bonus in exchange for workforce housing units. The Town completed a Housing Impact Analysis as part of the newly passed South Carolina Act 57, allowing Accommodation Tax as an eligible revenue source to fund workforce housing efforts. This Analysis is a requirement of the Act. It must be adopted as an amendment to the Town's Comprehensive Plan if the Town intends to use ATAX funding to support workforce housing efforts to include but not be limited to the actions outlined within this Multi-Year Housing Action Plan.

On February 22, 2022, the Town Council held a special meeting to discuss housing initiatives and propose the next steps. This resulted in three primary efforts that led to the execution of an intergovernmental agreement for participation in the Beaufort Jasper Housing Trust, the pursuit of a public-private partnership to develop affordable/workforce housing on the Town-owned Northpoint Tract and the creation of two new public assistance programs for Home Safety and Repair Program and Sewer Connection Program.

On April 1, 2023, the Town released an RFQ seeking a Development Partner for the Northpoint Tract project. Since that time, an advisory committee was formed to review the submittals and

made a final recommendation to the Town Manager. In August 2023, One Street Development, out of Atlanta, GA, was announced as the preferred development partner.

In addition to the planning mentioned above, the Town Council held a special meeting on September 6, 2022, in response to the community and Town leadership's rising housing concerns due to a potential eviction of 300 residents at Chimney Cove. Town Council held a workshop on September 14th, 2022, and directed staff to create a housing framework by November 1, 2022, in response to the growing workforce housing challenges.

The Town held a multi-day charrette in October 2022 with over 30 community stakeholders and the Town's Senior staff. These two days led to the creation of the 2022 Workforce Housing Framework, which the Town Council adopted in November 2022. The Framework recommendations are aligned by four pillars: Community, Planning, Management, and Revenue, with each pillar defining concrete goals, strategies, and critical first steps for action. The Framework outlines the Town's commitment to creating and preserving affordable workforce housing on the Island. On April 1, 2023, the Town released an RFQ seeking a Development Partner for the Northpoint Tract project. Since that time, an advisory committee was formed to review the submittals and made a final recommendation to the Town Manager. In August 2023, One Street Development, out of Atlanta, GA, was announced as the preferred development partner. A crucial first step outlined in the Framework was the creation of a Multi-Year Housing Action Plan. In addition to creating a Housing Action Plan, the Framework recommended the creation of a community-based Housing Action Committee (HAC) that would act as an advisory to the Town Council in developing and implementing the Multi-Year Housing Action Plan. The Housing Action Committee will help to develop and recommend strategies as part of this Housing Action Plan, make suggested adjustments to this Plan over time, and review and recommend action items for future workforce housing plans. Recommendations within the Multi-Year Housing Action Plan are rooted in the workforce housing guiding principles defined in the 2019 Workforce Housing Strategic Plan and the 2022 Workforce Housing Framework.

Challenges, Assets and Opportunities

Challenges:

Workforce Housing Mismatch

A recent Housing Impact Analysis completed for the Town of Hilton Head Island highlighted the unique challenges the Town of Hilton Head Island faces in both preserving existing and producing new workforce housing on the Island. A theme throughout the analysis was the lack of workforce housing on the Island as an impediment to recruiting and retaining both private-sector and public-sector employees. There is a real risk that a lack of a qualified, stable workforce will lead to declining services and quality of life on the Island. The Hilton Head Island community faces a growing challenge around ensuring a sufficient supply of affordable and appropriate housing to support its workforce. Employers need help recruiting and retaining workers for Island employment. Working individuals and families are increasingly being priced out of the community. Everyone on Hilton Head Island—from long-term, year-round residents to seasonal visitors—will feel the impact if the community cannot sustain a qualified workforce.

The ability to attract needed private and public sector workers depends in part on the ability of workers to afford housing near their jobs. The growth of employment centers in other parts of Beaufort County means that Hilton Head Island employers will need help as there are more employment options off the Island, closer to communities where housing is more affordable and commutes are shorter. Without an intentional effort to expand workforce housing options on Hilton Head Island, the economic sustainability and quality of life on the Island may be at risk.

The Town of Hilton Head Island is at a critical juncture to ensure that the development of and preservation of diverse housing options that are available and affordable for its workforce. Over the last few years, the Town Council and Town leadership have consistently indicated that workforce housing is a top strategic priority. Key recommendations and strategic direction have been defined in the Town's 2019 Workforce Housing Strategic Plan, the Town's Our Plan (Comprehensive Plan), and the recently adopted 2022 Workforce Housing Framework.

Market Conditions:

With increased costs in construction, labor, materials, insurance, and interest rates, housing affordability will play a role in the future population and workforce on the Island if the Town does not address these growing needs. The 2023 Town of Hilton Head Island Condition's and Trends Assessment outlined housing affordability for lower-wage workers as a growing problem for the Island. Limited affordable rental housing options on the Island have exacerbated this trend. The report highlighted that there were only about 400 "protected" (meaning they are income-restricted or deed restricted based on income) affordable housing rental units on the Island and

about 2,000 “naturally occurring affordable housing” (NOAH) rental units. NOAH units are not income-restricted or protected by income-related deed restrictions; therefore, they are not protected from the possibility of large-scale rental hikes or future redevelopment into luxury rentals or short-term rentals. Many of these long-established affordable housing units are at the greatest risk of being redeveloped into higher-end housing as the overall rental housing supply remains low on the Island.

In May 2023, Hilton Head Island home prices were up 10.5% compared to last year, selling for a median price of \$768K. On average, homes in Hilton Head Island sell after 20 days on the market compared to 48 days last year. There were 176 homes sold in May this year, down from 185 last year. Overall housing types (condos, townhomes, and single-family ownership) showed a trend of almost doubling the median sale price from 2020 to 2023. For single-family homes, the median home price is over \$1M.

With significantly increased housing construction cost on the Island over the past few years, few new affordable housing units have been built due to the high cost of land and high cost of construction.

Island Uniqueness:

70% of land on Hilton Head Island is located within a gated community or Planned Unit Development (PUD), limiting the amount of available and eligible land that could be used to support the demand for workforce housing. Of the 30% land not located within a PUD, there is limited undeveloped vacant land remaining. Of the land available for development it may be encumbered by conservation easements, environmentally protected areas, wetland areas, and tidal marshes that have limited development potential. In addition to the lack of available land for new developments and the cost of existing inventory due to the high demand for housing with the growth of in-migration on the Island, the costs of existing housing stock are being impacted by the escalation in wind insurance and flood insurance. Insurance costs have sometimes doubled for residential and commercial properties, which may result in pricing people out of their homes. For the rental market, insurance premiums are passed along to renters by apartment owners, therefore increasing the cost of rent for many families on the Island. At the same time, incomes have not kept up with housing costs and inflation.

In some cases, rental property owners have converted their "previously affordable" rental properties into higher-cost luxury apartments or short-term rentals, taking them out of the affordable housing inventory.

In addition to these accelerating housing costs and low inventory, a recent four-million dollar increase in property taxes for the school district will most dramatically impact properties already at a 6% tax rate. These increases are typically passed along to the end renters. Although the Town

of Hilton Head Island recently reduced the millage rate for the Town, they do not have control over the school district increases.

Assets:

Existing Programs:

Although the Town has not previously had dedicated staff to lead its workforce housing program, the Town has been working over the past few years to address housing needs on the island. The Town currently offers or has invested in the following programs:

- Sewer Connection Program for households at or below 100% AMI. To date, the Town has served 22 applicants for a total of \$216,098.
- As of January 2024, The Home Safety and Repair Program provides funding up to \$15,000 per application. To date, the Town has completed 95 applications for a total of \$531,493.
- Established the Gullah Geechee Community Development Corporation focused on native island community economic development.
- Committed to the Beaufort- Jasper Housing Trust Fund with an initial \$100,000 investment to support regional affordable housing efforts. The Trust currently has over \$5M in financing for projects across the region, including those that qualify within Hilton Head Island.

Land:

In addition to the adoption of various workforce housing plans, the Town has acquired key parcels of land ideal for workforce housing development. In 2023, the Town released a Request for Proposals (RFP) for a development partner to support a public-private partnership for workforce housing development on the Northpoint tract. The preferred development partner was announced in October 2023. The Town is currently negotiating the development agreement for this project.

In addition to the Northpoint property, the Town has identified other potential parcels that could be eligible for workforce housing development. Town-owned land will be analyzed continuously to determine if a workforce housing development would be appropriate. The Town will also consider future property acquisition opportunities for the same purpose.

Developer Incentives:

Part of the Multi-Year Housing Action Plan will be to build on and enhance existing workforce housing programs and developer incentives. The Town already offers:

- Workforce Housing Density Bonus
- Workforce Housing Commercial Conversion Program

Partners:

Key to the success of the Town's Multi-Year Housing Action Plan will be its ability to leverage existing workforce housing partnerships and develop new public-private partnerships. Several organizations are already working on addressing affordable housing and residents' needs in the Town of Hilton Head Island, like Habitat for Humanity, Coastal Community Development Corporation (CCDC), and Deep Well.

To better understand the existing capacity to deliver workforce housing goals on the Island, outside of the agencies mentioned above, the Town worked with the new regional fund, the Beaufort Jasper Housing Trust, to create a Community Asset Map of existing organizations and agencies providing workforce housing programming, funding, and resources within the region. The full list of agencies identified is included as an appendix to this plan. These agencies will be essential in helping the Town implement critical steps within this Multi-Year Housing Action Plan. The Town will also seek additional public-private partnerships through RFPs and RFQs for future land development opportunities like Northpoint.

Opportunities:

With the Town's adoption of the 2019 Workforce Housing Strategic Plan and 2022 Workforce Housing Framework and the above-outlined initial assets defined, the Town is well-positioned to address its workforce housing challenges. This Multi-Year Housing Action Plan built off these previously approved plans, along with the input and recommendations by the Housing Action Committee, will help to guide the Town staff and Council in the implementation of specific strategies and action steps to meet short, mid, and long-term housing goals. As mentioned, the Town may identify additional town-owned parcels for future development, committed \$3.3M to a housing fund to support workforce housing efforts, and hired a Chief Housing Officer to lead the workforce housing program. In addition to the Town's commitment to the preservation of existing workforce housing and the production of new housing, the community at large has shown overwhelming support for workforce housing in the Town of Hilton Head Island. Several community advocates have formed coalitions supporting workforce housing, including but not limited to the Home Coalition, led by Pastor June Wilkins, and the Lowcountry Affordable Housing Partners, led by a partnership between the Community Foundation of the Lowcountry, BJHT, and Hilton Head Island-Bluffton Chamber of Commerce.

Goals and Strategies

The Town of Hilton Head Island's Multi-Year Housing Action Plan is a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new workforce housing that meets local needs. This Multi-Year Housing Action Plan has been informed based on the 2022 Workforce Housing Strategic Plan, 2020 Our Plan and, the 2022 Workforce Housing Framework.

The foundation of this Muti-Year Action Plan is built on the four pillars established and adopted by the Council in the 2022 Workforce Housing Framework, Finding Home. The plan will consider the housing needs of current residents, current workforce, and projected population growth, with a careful eye toward diverse housing tools, strategies, and tactics that can support and meet housing for different areas and neighborhoods of the Island, knowing not one tool or tactic meets all needs. The Multi-Year Housing Action Plan strategies, actions, and implementation steps are organized by each of the four pillars: Community, Planning, Management, and Revenue

Community Pillar

Importance:

1. The reach and efficacy of the Housing Framework can only benefit through the collaboration and alignment of non-Town organizations and groups.
2. Successful models from around the country are built around a broad community coalition and regularly course-correct based on feedback and reporting.
3. Building a sustainable and effective strategy requires a feedback loop from community stakeholders.
4. Communication is key to fostering engagement and understanding.

Strategies:

1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.
2. Commit to a Housing Action Committee to coordinate with community groups in the housing space, cultivate an ongoing housing dialogue, and engage the community in housing education, planning, innovation and provide advice and recommendations.

Critical First Steps:

1. Develop a Island -wide housing communications campaign that plainly lays out the argument for Town action and is distributed through a multi-channel, multi-format campaign.
2. Distribute and regularly update a rent survey to area renters and landlords.
3. Develop an asset map of local groups and individuals involved directly or indirectly with housing security and/or affordability.

Community Pillar Goal

To engage, collaborate, and inform the community on housing challenges and to identify community-led housing programs and solutions.

Planning Pillar

Importance:

1. There is a need to study the housing system more deeply to better understand trends and identify potential overlaps between like communities.
2. The Town must move to a fundable action plan and identify the right set of initial investments.
3. Planning requires time, capacity, and resources.
4. Approaching the tactical work as experimentation pulls pressure from the platform and acknowledges the complexity of the challenge and the need to arrive at a community-owned solution.
5. Evaluation of initiatives is crucially important in determining where the Town should continue to invest or move resources in new directions.

Strategies:

1. Commit to create a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools.

Critical First Steps:

1. Create a Workforce Housing Tactics Toolbox
2. Develop and maintain a map and database of all workforce housing units.

Planning Pillar Goal

To create a social, political, and economic environment that stimulates workforce housing through planning, policy making, and programming.

Management Pillar

Importance:

1. The Town needs staff who are solely focused on the issues of housing affordability and security.
2. Management is an active and ongoing process involving numerous parties.
3. Initiating and maintaining action at scale requires expertise, commitment, and oversight.
4. Maintaining the Town's stock of workforce housing also assumes significant compliance work.
5. The Town can extend the efficacy its programs and investments by enabling outside structures.

Strategies:

1. Commit to adding dedicated staff to provide coordination and planning.
2. Commit to explore the creation of a professionally managed housing organization.
3. Commit to maintain a dashboard of core metrics.

Critical First Steps:

1. Develop an asset map of existing partners and players in the space of workforce housing.
2. Recruit and hire at least one staff person focused on implementing the housing action plans and playing a lead advocate for the Town's efforts.

Management Pillar Goal

To establish a management program and policies to advance workforce housing opportunities

Revenue Pillar

Importance:

1. Land and real estate costs are rising precipitously on the Island.
2. The regional trust fund initiative is important, but the next critical step to securing workers and families long-term is developing an adequate recurring workforce housing funding model for the projects on the island.
3. Without proper funding, the projects identified through community conversations or planning efforts may not materialize.

Strategies:

1. Commit to a funding plan that meets the needs of the multi-year workforce housing action plan.

Critical First Steps:

1. Establish a dedicated and recurring funding sources that are allocated for workforce housing.
2. Identify possible Town revenue sources for workforce housing program allocation.
3. Establish a network of potential financial partners including but not limited to private investors, philanthropic organizations, banks, etc. to support workforce housing initiatives.

Revenue Pillar Goal

To provide a consistent, sustainable, and multi-sourced revenue model for funding workforce housing initiatives and partnerships.

Conclusion

This Plan aims to increase the supply of affordable and workforce housing and to preserve the existing supply through various housing planning tools, tactics, and programs so that housing is affordable to current and future workforce and residents of the Town of Hilton Head Island. This Plan is a living document that will be modified and updated as goals are achieved, methods and programs are vetted, and new approaches are identified. This will be a continuous effort involving collaboration between local government and many community sectors.

Appendices Links

1. Workforce Housing Framework, *Finding Home*

- <https://www.hiltonheadislandsc.gov/plans/WorkforceHousingFramework.pdf>

2. Housing Impact Analysis

- <https://www.hiltonheadislandsc.gov/workforcehousing/documents/HHIHousingImpactAnalysis.pdf>

3. Workforce Housing Strategic Plan

- <https://www.hiltonheadislandsc.gov/plans/WorkforceHousingStrategicPlan.pdf>

4. Asset Map

- <https://experience.arcgis.com/experience/9a3274ccf3b24203849351d1b066d45f/page/Page/>

Implementation Matrix

The Town of Hilton Head Island's Multi-Year Housing Action Plan Implementation Matrix is a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new housing that meets local needs. The 2022 Workforce Housing Framework pillars organize the Multi-Year Action Plan Implementation Matrix to include:

- Community - To engage, collaborate, and inform the community on housing challenges and to identify community-led housing programs and solutions.
- Planning- To create a social, political, and economic environment that stimulates workforce housing through planning, policy-making, and programming.
- Management - Establish a management program and policies to advance workforce housing opportunities.
- Revenue- To provide a consistent, sustainable, multi-sourced revenue model for funding workforce housing initiatives and partnerships.

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029		
COMMUNITY PILLAR						SHORT TERM		MID TERM		LONG TERM		
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	
C1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.	C1.1 Asset Map	a. Research			Mar-23							
		b. Verify contact information			Apr-23							
		c. Summarize and publish			BJHT	May-23						
		d. Review with HAC			HAC	Oct-23						
		e. Incorporate into Anti-Displacement Support Plan			HAC							
	C1.2 Develop Formal and strategic Partnerships with regional affordable housing providers.	a. Committed to BJHT		\$100,000								
		b. Appointment of replacement TOHHI board member										
		c. Follow up with BJHT and new Interim Director			BJHT	Nov-23						
	C1.3 Participate with regional partners	a. Joined Lowcountry Housing Partners (CFL)				Aug-23						
		b. Collaborate (ongoing)										
	C1.4 Develop strategic and formal partnerships with local Affordable Housing providers	a. Discussions with Habitat				Jan-24						
		b. Discussions with CCDC				Jan-24						
		c. Presentations for funding requests			HAC	Nov-23						
		d. Consider Funding MOUs both CCDC and Habitat		\$1.1M requested	Council							
		e. Review potential affordable housing partners										
	C1.5 Establish Public Private Partnership to support workforce housing production (Northpoint)	a. Northpoint property RFQ		\$1M committed		Apr-23						
		b. Identitified OneStreet Developers				Sep-23						
		c. Finalize Development Agreement			Town, OneStreet							
		d. Town Entitlement Process Complete			Town							
		e. Community Engagement Process			OneStreet							
		f. Project design and financial structure in place			Town, OneStreet							
		g. Break Ground Northpoint			Town, OneStreet							
		h. Project completion/Ribbon-cutting			Town, OneStreet							
	C1.6 Establish Public Private Partnership to support workforce housing production (i.e. Muddy Creek)	a. Identify other potential partners (TBD)										
		b. Define partner for Muddy Creek (RFP/RFQ proceess)										
		c. Finalize Development Agreement										
		d. Town Entitlement Process Complete										
		e. Community Engagement Process										
f. Project design and financial structure in place												
g. Break Ground Northpoint												
h. Project completion/Ribbon-cutting												
C1.7 Develop and Adopt an Anti-Displacment and Support Plan	a. Research other community plans				Feb-23							
	b. Draft Core Anti Displacement Outline				Mar-23							
	c. Review with HAC				Oct-23							
	d. Using Asset Map partners pull together community partner response team			HAC								
	e. Define Internal (Town Response Team)			Town Staff								

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
COMMUNITY PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
C1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.	C1.7 Develop and Adopt an Anti-Displacement and Support Plan	f. Finalize Response Teams (internal and external)		HAC							
		g. Determine what resources or funding needed		HAC, Town Staff							
		h. Inventory existing rental units (determine what is at risk, See Market Study in C2.4)									
		i. Final Plan		HAC, Town Staff							
		j. Council Adoption		Council							
	k. Manage Plan and Implement Action based on Triggers (ongoing)		Response Teams								
	C1.8 Develop a Small Home Series	a. Research and Design		Town Staff							
		b. Develop portfolio									
		c.									
C2. Commit to a Housing Action Committee (HAC) to coordinate with community groups in the housing space, cultivate an ongoing dialogue, and engage the community in housing education, planning, innovation and provide advice and recommendations.	C2.1 Create a Housing Action Committee	a. Research			Feb-23						
		b. Ordinance adopted			May-23						
		c. Appointments			Aug-23						
		d. First Official Meeting			Oct-23						
	C2.2 Develop a holistic multi-channel and multi-formatted Island-wide housing communication campaign supporting the argument for workforce housing	a. Define Purpose, goals and scope of work to develop a Communication Plan and Campaign Strategy for the Town (define Town's Plan vs regional campaign etc)		Regional Players							
		b. Research (other examples if helpful) and draft scope of work needed, determine what would be Town resources needed including staff time and funding vs an outside agencies or consultants		HAC, Town Staff							
		c. Finalize (approve) Scope with specific deliverables based on audience, mediums to be used and timeline for roll out		HAC, Town Staff							
		d. Roll Out Communication Plan, update and add as needed		Town Staff							
		d.1 Market current WFH incentives									
		e. Develop and conduct a Communitywide Survey		HAC, Town Staff							
	C2.3 Develop and distribute a regularly updated rent survey to renters and landlords.	a. Develop a survey for existing property owners and management companies to collect data									
		b. Conduct an Island wide "current" Housing Market Study									
	C2.4 Inventory all rental properties currently on the Island	a. Inventory existing affordable housing vs market rate vs NOAH housing units (market study above would be helpful to accomplish as well)									
b. Incorporate final inventory as part of Anti Displacement and Support Plan											
c. Maintain Inventory and unit availability on website or another web-based tool (or create links to other resources)											

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
PLANNING PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
P1. Commit to a multi-year workforce housing action plan that will include a range of prioritized housing tactics and tools	P1.1 Create a Workforce Housing Toolbox	a. Researched and presented a DRAFT TOOL KIT		HAC	Oct-23						
		b. Evaluate and recommend what Tools and Strategies are transferable to HHI		HAC, Town Staff							
		c. Develop a priority tool list along with a timeline for Tool implementation (example allowed by law vs not, tool that fits Hilton Head, etc.)		HAC, Town Staff							
		d. Finalize draft Multi Year Housing Action Plan Framework		HAC							
		e. Provide a forum for Community Engagement on potential tools and strategies		HAC, Community partners							
		f. Multi Year Action Plan for Council Adoption		HAC, Town Staff, Council							
		g. Include recommendations for incorporation for LMO		HAC, Town Staff,							
		h. Adoption of Tools (for LMO or other Incentive strategies)		Council							
		i. Revisit what's working, whats not, adjust, retool									
	P1.2 Develop and maintain a map and database of all workforce housing units	a. See C2.3 and C2.4 (Conduct a "current" housing market study									
		b. Maintain updated database (annually)									
	P1.3 Create a matrix of all possible land on which to build affordable workforce housing	a. Evaluate all possible land to build or redevelop affordable workforce housing			Town Staff						
		b. Identify strategies to encourage development on the Island									

TOWN OF HILTON HEAD ISLAND MULTI-YEAR HOUSING ACTION PLAN

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029	
MANAGEMENT PILLAR						SHORT TERM		MID TERM		LONG TERM	
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
M1. Commit to adding dedicated staff to provide coordinate and planning	M1.1 Recruit and hire at least one staff person focused on implementing the housing action plans and playing a lead advocate for the Town efforts.	a. Create a job description		Town staff	Jan-23						
		b. Recruit for Chief Housing Officer		Town staff	Aug-23						
		c. Interview candidates		Town staff	ongoing						
		d. Made an Offer and Candidate Accepted		Town staff	Nov-23						
		e. CHO onboard		Town staff		Jan-24					
M2. Commit to explore the creation of a professionally managed housing organization	M2.1 Develop an Asset Map of partners and players in the space of workfroce housing.	a. Completed Map and List in Partnership with BJHT		Town staff, BJHT	May-23						
		b. Evaluate capacity of agencies and potential project		Town Staff	ongoing						
		c. Presentations by Habitat and CCDC		Agencies	Nov-23						
		d. Consider Funding Requests for approval (Habitat and CCDC)		Town staff, Council							
		e. Consider land opportunities for agencies or potential partnership with the Town (i.e. Habitat)		Town staff, Council							
		f. Research and evaluate other existing potential partners (nonprofit, forprofit, in SC or outside, use an RFQ or RFP process when necessary)		HAC, Town staff							
		g. Research other organizational structures for potential recommendation and implementation (e.i. Community land trusts, community development corporations,		HAC, Town Staff							
M3. Commit to and maintain a dashboard of core metrics	M3.1 Define Ideal Metrics to Track	a. Define metrics to track and report on progress		HAC, Town Staff							
		b. Develop a dashboard that shows affordable housing		HAC, Town Staff							
		c. Maintain Dashboard		HAC, Town Staff							

IMPLEMENTATION MATRIX						TOWN FY 2024-2025		TOWN FY 2026-2027		TOWN FY 2028-2029		
REVENUE PILLAR						SHORT TERM		MID TERM		LONG TERM		
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	
R4. Commit to a funding plan that meets the needs of the Multi-year workforce housing action plan.	R4.1 Establish a dedicated and recurring funding sources that are allocated for workforce housing.	a. Helped support the passage of Act 57, allowing ATAX as a new funding source for workforce housing		Town staff	May-23							
		b. Draft a Housing Impact Analysis for staff and HAC review (required by Act 57) to allow for ATAX funding for WFH		Town staff, HAC	Nov-23							
		c. Review and finalize HIA		Town staff, HAC	Dec-23							
		d. Complete required process for ATAX funds for WFH		Town staff, HAC,								
		e. Define amount of funding available from ATAX for WFH (based on other Town obligations, eligibility requirements and programming and policy opportunities).		Town staff, Council								
		f. Develop and Implement process or application adjustments to Outside Agency requirements for requests for ATAX funding		Town staff, Council								
		g. ATAX WFH eligibility expires 2030, consider preparation to renew legislation		HAC, Town staff								
		h. Evaluate other eligible dedicated revenues and funding sources (other communities, best practice options, etc.)		HAC, Town staff								
	R4.2 Identify possible Town revenue sources for workforce housing program allocation.	a. Create a Town Housing Fund	\$3,300,000			Jan-23						
		b. Committed to BJHT	\$100,000			Nov-22						
		c. Develop a Funding Plan that aligns with the Multi Year Action Plan			HAC, Town Staff							
		d. Final Funding Plan and Recommend to Council			Council							
	R4.3 Establish a network of potential financial partners including but not limited to private investors, philanthropic organizations,	a. Define leveraging opportunities (local, regional, federal, state, philanthropy, private partnerships)			HAC, Town Staff							
		b. Define new opportunities for funding			HAC, Town Staff							
		c. Formalize funding commitments with financial partners			Town staff							