# TOWN COUNCIL STRATEGIC PLANING WORKSHOP

January 25, 2023

#### Town of Hilton Head Island Strategic Action Plan Workshop

- 1. Review of Ongoing and Upcoming Capital Improvement Projects
  - a. Capital Improvement Plan for FY2023 2024
  - b. Capital Improvement Plan for FY2024 2025

#### Break

- 2. Building the FY2023 2025 Strategic Action Plan
  - a. Confirmation of Current Strategic Action Plan Strategies
  - b. Prioritization of Strategies Building the "Top 10"
  - c. Strategic Action Plan Dashboard and Reporting
  - d. Defining and Measuring Key Performance Indicators

#### Lunch

- 3. Continued Discussion of Building the FY2023 2025 Strategic Action Plan Break
- 3. Review of FY2023 2024 Budget Calendar
- 4. Day 2 Public Comment
- 5. Day 2 Town Council Discussion
  - a. Final Thoughts by Mayor and Town Council
- 6. Adjournment

#### **Meeting Outline - Day 2**

**January 25, 2023** 

9:00 - 10:30 a.m.

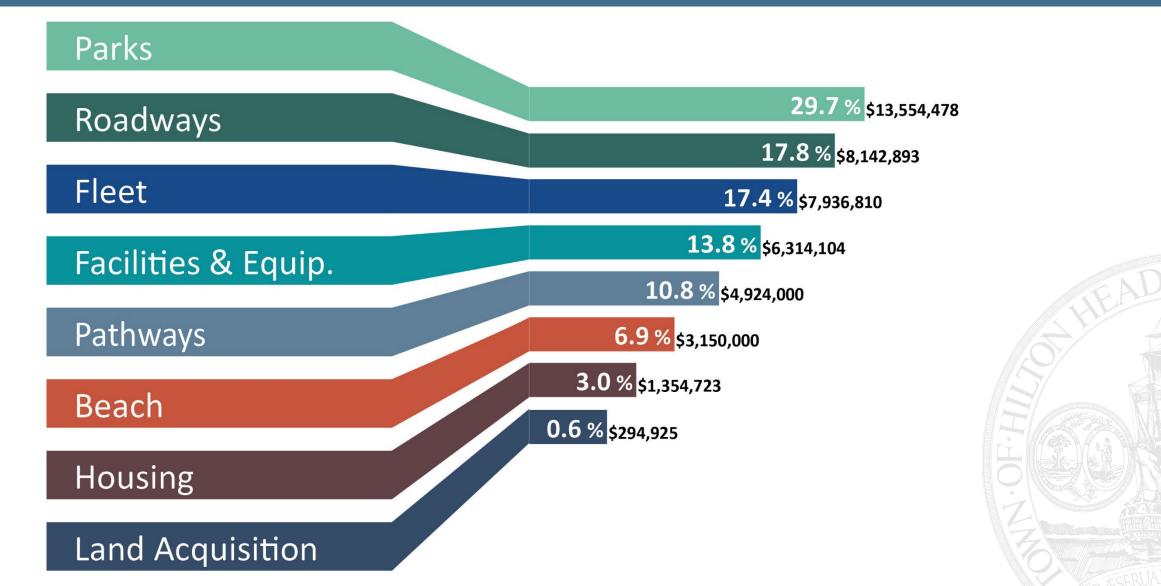
10:30 – 10:45 a.m. 10:45 – 12:00 p.m.

12:00 – 12:30 p.m. 12:30 – 2:45 p.m. 2:45 – 3:00 p.m. 3:00 – 3:30 p.m. 3:30 – 4:00 p.m. 4:00 – 4:30 p.m. 4:30 p.m.

# Review of Ongoing and Upcoming Capital Improvement Plan (CIP) Projects

TOWN OF HILTON HEAD ISLAND

#### FY23 CAPITAL IMPROVEMENT PROGRAM \$45,512,249



#### FY23 CAPITAL IMPROVEMENT PROGRAM



#### BEACH MANAGEMENT **\$3,150,000**

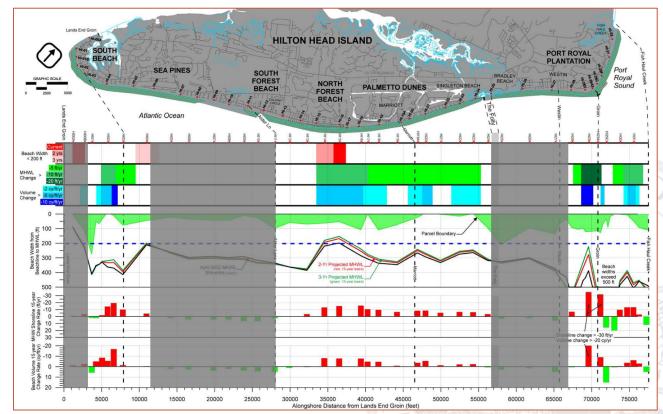
- Beach Management & Monitoring: On-going
- Beach Renourishment: Renourishment Project scheduled for FY25
- Beach Park Improvements
  - Driessen Beach Park Boardwalk Replacement: Procurement, Construction Est Q1 2023
  - Folly Field Beach Park Boardwalk Replacement: Procurement, Construction Est Q1 2023
  - Islanders Beach Park Improvements: Master Plan Review Q1 2023; Construction Est Q4 2023
  - Coligny Beach Park/Parking Area: Underway, Completion Est Q2 2023
  - Beach Park Maintenance & Improvements: On-going
- Harbour Town Dredge: On-hold



### BEACH MANAGEMENT BEACH RENOURISHMENT

- Beach Management and Monitoring
  - Current Scope: On-going
- Beach Renourishment
  - Current Scope: Permitting; Local Comprehensive Beach Management Plan Review/Approval Process
  - Next Step: Design-Final; Island Wide Renourishment FY25





Existing Conditions and Probable 2025 Project Areas

Beach Signage

### BEACH MANAGEMENT BEACH PARK IMPROVEMENTS

- Driessen Beach Park Boardwalk Replacement
  - Current Scope: Procurement
  - Next Step: Construction Q1 2023
- Folly Field Beach Park Boardwalk Replacement
  - Current Scope: Procurement
  - Next Step: Construction Q1 2023



Folly Field Beach Park Boardwalk



Driessen Beach Park Boardwalk

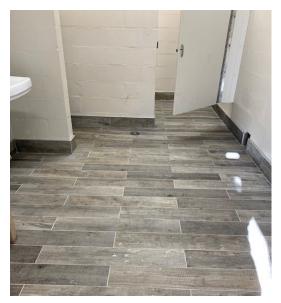
### BEACH MANAGEMENT BEACH PARK IMPROVEMENTS

- Islanders Beach Park Improvements
  - Current Scope: Design-Conceptual; TC Workshop Q1 2023
  - Next Step: Phase 1 Construction Q2 2023; Phase 2 Design-Final Q2 2023



### BEACH MANAGEMENT BEACH PARK IMPROVEMENTS

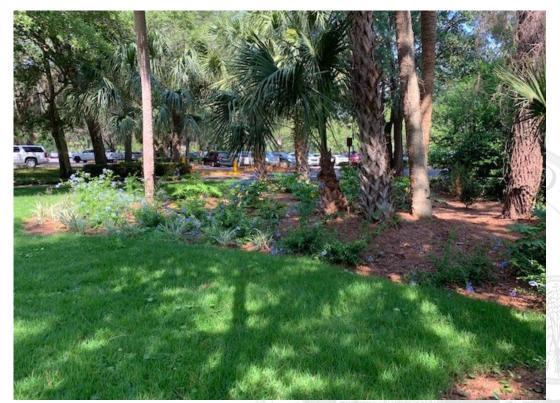
- Coligny Beach Park/Parking Area
  - Current Scope: Underway
  - Next Step: Completion Est Q2 2023
- Beach Park Maintenance & Improvements: On-Going



New Floor at Fish Haul Beach Park



New Mobi Mat at Mitchelville Beach Park



New Landscaping at Coligny Beach Park Parking Area

#### PATHWAY MANAGEMENT \$4,924,000

- Pathway Maintenance & Improvements: On-Going
- New Pathway Segments
  - Shelter Cove Lane: Permitting & Easement Acquisition
  - Woodhaven Lane/Road: Permitting & Easement Acquisition
  - William Hilton Parkway EB: On -Hold (Corridors Project)
  - Jonesville Road: Feasibility Assessment
- Shelter Cove Connectivity: Substantial Completion

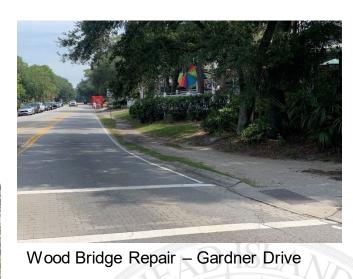


#### PATHWAY MANAGEMENT EXISTING PATHWAYS

- Pathway Maintenance & Improvements
  - Baseline Conditions Assessment: COMPLETE
  - Pathway Repairs: On-Going
  - Spot Safety Improvements
    - Beach City Road at Fort Howell: COMPLETE
    - Shelter Cove: Design-Final & Permitting; Construction Est Q1 2023
    - North Forest Beach (Beach Market Shoppes): Design-Final & Permitting; Construction Est Q1 2023
    - South Forest Beach (Seascape Villas): Design-Final & Permitting; Construction Est Q1 2023



Pathway Relocation – Beach City Road





Asphalt Replacement - North Forest Beach

### PATHWAY MANAGEMENT NEW PATHWAY SEGMENTS

- Shelter Cove Lane
  - Current Scope: Permitting & Easement Acquisition
  - Next Step: Construction Est Q4 2023
- Woodhaven Lane/Road
  - Current Scope: Permitting & Easement Acquisition
  - Next Step: Construction Est Q2 2023
- William Hilton Parkway EB (Shelter Cove to Mathews Dr/Folly Field Rd)
  - Current Scope: On-Hold for Corridors Project
  - Next Step: Design-Final
- Jonesville Road:
  - Current Scope: Feasibility Assessment Q1 2023
  - Next Step: Preliminary Planning Q2 2023



#### PATHWAY MANAGEMENT SHELTER COVE CONNECTIVITY



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Pedestrian Bridge

Interpretive Signage

At-Grade Boardwalk

#### ROADWAY MANAGEMENT \$8,142,893

- Dirt Road Acquisition & Paving Program: On-Going
  - Mitchelville Lane: Acquisition
  - Pine Field Road: Permitting
  - Horse Sugar Lane & Alice Perry Drive: Survey
  - Freddie's Way: Design-Final
  - Alfred Lane: Not Started
- William Hilton Parkway Enhancements
  - Crosswalk Uniformity: Corridors Project
  - Crosswalk Lighting: Corridors Project
  - Turn Lane Extensions/Curb and Gutter: Corridors Project
  - Pedestrian & Vehicular Enhancements "Corridors Project": "Sharing & Integration"
  - William Hilton Parkway Gateway Corridor: Procurement
  - Adaptive Traffic Signal Management: Kick-Off/Equipment Purchase

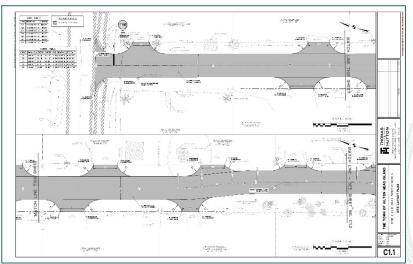
Project

- Pope Avenue, Palmetto Bay Road, and Arrow Road Streetscape Enhancements
  - Streetscape Enhancements "Corridors Planning": "Sharing & Integration"
  - Adaptive Traffic Signal Management: Kick-Off/Equipment Purchase
- Main Street Enhancements: Design-Conceptual
- Squire Pope Road Crosswalks: Not Started
- Roadway Maintenance & Improvements: On-Going

# ROADWAY MANAGEMENT **DIRT ROAD PAVING PROGRAM**

- Mitchelville Lane
  - Current Scope: Acquisition
  - Next Step: Permitting; Construction TBD
- Pine Field Road
  - Current Scope: Permitting
  - Next Step: Construction Est Q2 2023
- Freddie's Way
  - Current Scope: Design-Final
  - Next Step: Neighborhood Mtg Q1 2023; Construction Est Q3 2023

- Horse Sugar Lane & Alice Perry Drive
  - Current Scope: Survey
  - Next Step: Design, Neighborhood Mtg Q2 2023; Construction Est Q4 2023
- Alfred Lane
  - Current Scope: Not Started
  - Next Step: Survey Q2 2023 Neighborhood Mtg Q3 2023







Engineering Plans

#### ROADWAY MANAGEMENT CORRIDORS PLANNING

- Corridors Planning, includes William Hilton Parkway, Pope Avenue, Palmetto Bay Road, & Arrow Road
  - Current Scope: Sharing & Integration
  - Next Step: Town Council Workshop Q1 2023, Approval Est Q2 2023

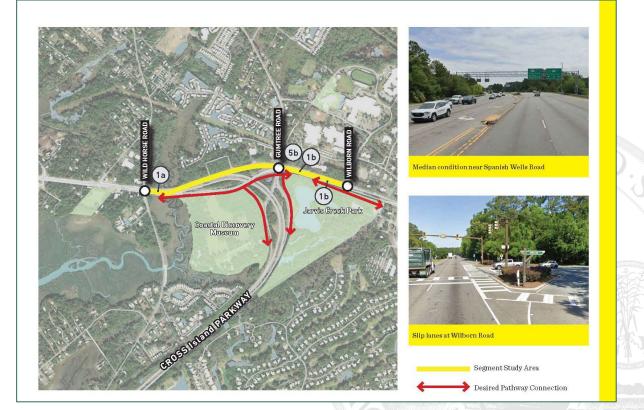
#### **Best Practices**

#### EXISTING EXAMPLES:

Several resources and examples of best practices for designing and implementing safe and comfortable pedestrian and bicycle facilities exist throughout the Island, the State of Carolina, and the United States. Example resources include the National Association of City Transportation Officials (NACTO) Urban Bikeway Design Guide. The American Association of State Highway and Transportation Officials (AASHTO) Guide for the Development of Bike Facilities, and the South Carolina Department of Transportation (SCDOT) Roadway Design Manual. Viewing and utilizing these established best-inclass resources is the first step in determining what infrastructure recommendations and improvements are appropriate for the Town of Hilton Head Island. These examples are a reference point for planners and leaders implementing any future transportation project, helping to establish uniform standards for each corridor and fulfilling the community's vision of creating a safe and consistent pathway system throughout the Island. Current design guidelines and best practice examples provide resources on the layout and design of:

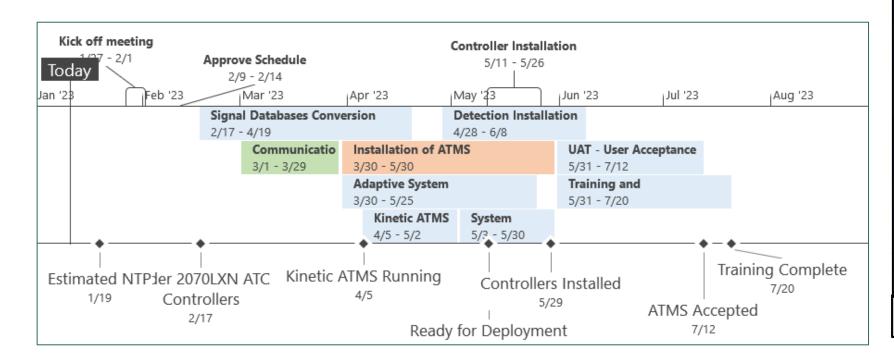
- » Pathways
- » Intersections
- » Crossings
- » Markings
- » Signals





#### ROADWAY MANAGEMENT **ATSM**

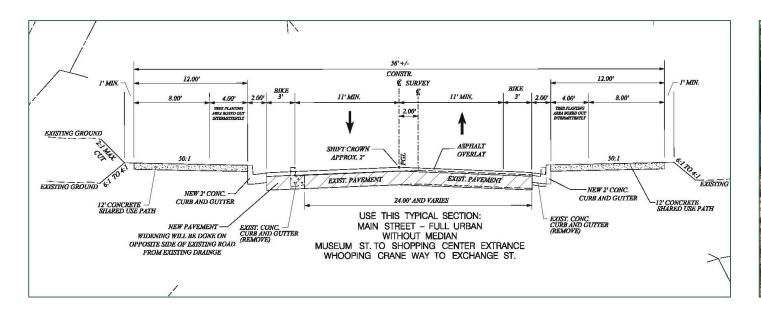
- Adaptive Traffic Signal Management, includes William Hilton Parkway, Pope Avenue, & Palmetto Bay Road
  - Current Scope: Contract Executed Q1 2023
  - Next Step: Kick-Off Meeting & Equipment Purchase





#### ROADWAY MANAGEMENT MAIN STREET ENHANCEMENTS

- Main Street Enhancements (Long Term)
  - Current Scope: Design-Conceptual
  - Next Step: Design-Final & Permitting
- Main Street Repairs (Near Term)
  - Current Scope: Procurement
  - Next Step: Construction Est Q1 2023





Existing Sidewalk

#### PARK MANAGEMENT **\$13,795,235**

#### Parks and Recreation

- Mid-Island Tract Park: Adoption November 2022
- Chaplin Community Park Renovation: Design-Conceptual, TC Workshop Q1 2023
- Crossings Park Renovation: Design -Conceptual, Q1 2023
- Shelter Cove Community Park Expansion: Design-Conceptual, TC Workshop Q1 2023
- Chaplin Linear Park with Treehouse: Preliminary Planning
- Patterson Family Property Park: Design-Conceptual, TC Workshop Q1 2023
- Taylor Family Property Park: CDBG Environmental Review & Survey
- Baker Field: Survey
- Island Recreation Association Capital Projects: On-Going
- Public Art Program: On-Going
- General Park Enhancements: On-Going
  - Jarvis Creek Park Enhancements: Procurement
  - Cordillo Tennis Courts Restroom Building: COMPLETE



#### PARK MANAGEMENT MID-ISLAND TRACT PARK

- Mid-Island Tract Park
  - Current Scope: Master Plan Adopted by Town Council November 1, 2022
  - Next Step: Schematic Design





#### PARK MANAGEMENT CHAPLIN COMMUNITY PARK

- Chaplin Community Park Renovation
  - Current Scope: Design-Conceptual; Town Council Workshop Q1 2023
  - Next Step: Master Plan Adoption by Town Council Est Q1 2023



DRAFT CONCEPT PLAN

CHAPLIN COMMUNITY PARK



Chaplin Park Soccer Field

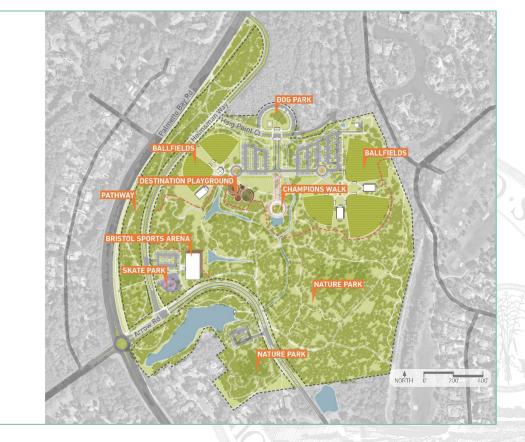
#### PARK MANAGEMENT CROSSINGS PARK

- Crossings Park Renovation
  - Current Scope: Design-Conceptual; Town Council Workshop Q1 2023
  - Next Step: Master Plan Adoption by Town Council Est Q1 2023



DRAFT CONCEPT PLAN

CROSSINGS PARK



Crossings Park Ballfield

#### PARK MANAGEMENT SHELTER COVE PARK EXPANSION

- Shelter Cove Community Park Expansion
  - Current Scope: Design-Conceptual; Town Council Workshop Q1 2023
  - Next Step: Master Plan Adoption by Town Council Est Q1 2023



#### PARK MANAGEMENT PATTERSON FAMILY PROPERTY PARK

- Patterson Family Property Park
  - Current Scope: Design-Conceptual; Town Council Workshop Q1 2023
  - Next Step: Master Plan Adoption by Town Council Est Q1 2023





#### PARK MANAGEMENT GENERAL PARK ENHANCEMENTS

- Jarvis Creek Park Enhancements
  - Current Scope: Procurement
- Cordillo Tennis Courts Restroom Building
  - Current Scope: COMPLETE



Cordillo Tennis Courts Restroom Building



Cordillo Tennis Courts



Jarvis Creek Park Playground Replacement



Jarvis Creek Park Landscape Improvements

### FACILITIES & EQUIPMENT MANAGEMENT \$6,314,104

- Town Hall Security & Facility Enhancements: On-Going
  - Town Facilities Assessment: Underway
  - Sprinkler Head Replacement: Not Started
- Shelter Cove/BCSO Office: Procurement
- Electric Vehicle Charging Stations at Town Facilities: Installation Q1 2023
- Parking Master Plan Implementation: Contract
- Coastal Discovery Museum Capital Projects: On-Going
- Historic Mitchelville Freedom Park Capital Projects: Design-Conceptual
- IT Equipment and Software: On-Going
  - Town Hall Equipment and Software
  - Public Safety Systems Equipment and Software
- Security Cameras:
  - Crossings Park: COMPLETE
  - Shelter Cove Community Park: Procurement

- Shelter Cove Connectivity & Chaplin Linear Park Trailhead: Procurement
- Fire Stations: Procurement
- Ambulance: Procurement
- Fire/Medical Systems, Equipment Replacement: On-Going
- Automobile Place/Modern Classic Motors Site Enhancements: Procurement; Demolition Q1 2023
- Fire Hydrant Expansion: Underway
- Arts Campus Feasibility Study: Not Started
- Stormwater Projects
  - Wexford Debris System Design: Design-Conceptual
  - Gum Tree Road Improvements: Survey
  - Jarvis Creek Outfall: Procurement
  - 25 Moonshell Road: Wetland Determination
  - Cordillo Courts Improvements: Easement Acquisition

#### FACILITIES & EQUIPMENT MGMNT. TOWN HALL

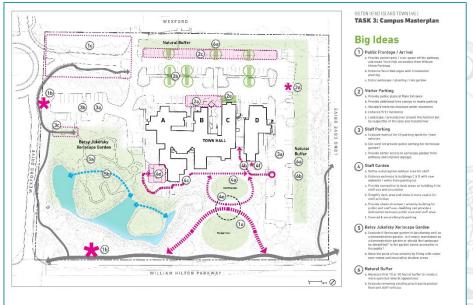
- Town Hall Security & Facility Enhancements
  - Current Scope: On-Going; Campus Improvements Q1 2023
- Town Facilities Assessment (Town Hall, Fire Rescue HQ, EOC)
  - Current Scope: Assessment
  - Next Step: Evaluation Q1 2023
- Sprinkler Head Replacement
  - Current Scope: Not Started





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# FACILITIES & EQUIPMENT MGMNT. SHELTER COVE/BCSO

- Shelter Cove/BCSO Office
  - Current Scope:
    - Re-Roof Building: COMPLETE
    - Suite A Renovations-Capital Projects Division: Design-Final





Building Re-Roof

Office Reconfiguration

### FACILITIES & EQUIPMENT MGMNT. COASTAL DISCOVERY

- Coastal Discovery Museum Capital Projects
  - Current Scope: Design-Conceptual Event Space, Pavilion Upgrades, & Site Lighting
  - Next Step: Design-Final & Permitting; Construction Est Q3 2023



Event Space Expansion



Mary Ann Peeples Pavilion

### FACILITIES & EQUIPMENT MGMNT. STORMWATER

- Wexford Debris System Design
  - Current Scope: Design-Conceptual
  - Next Step: Design-Final; Construction Est Q4 2023
- Gum Tree Road Improvements
  - Current Scope: Survey
  - Next Step: Design; Construction Est Q3 2023
- Jarvis Creek Outfall
  - Current Scope: Procurement
  - Next Step: Survey; Construction Est Q4 2023
- 25 Moonshell Road
  - Current Scope: Wetland Determination
  - Next Step: Design; Construction Est Q4 2023
- Cordillo Courts Improvements
  - Current Scope: Easement Acquisition
  - Next Step: Permitting; Construction TBD



#### FACILITIES & EQUIPMENT MGMNT. STORMWATER

- Wexford Debris System Design
  - Current Scope: Design-Conceptual
  - Next Step: Design-Final; Construction Est Q4 2023



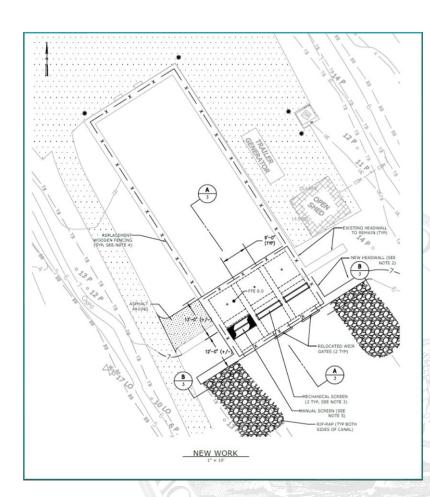
**Blocking Intake Chamber** 



Wexford Pump Station

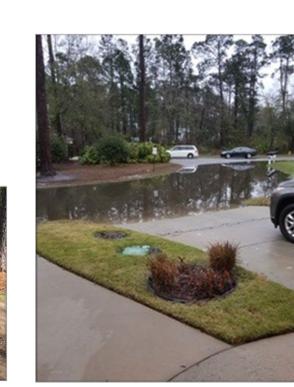


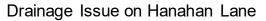
Self-Cleaning Screens

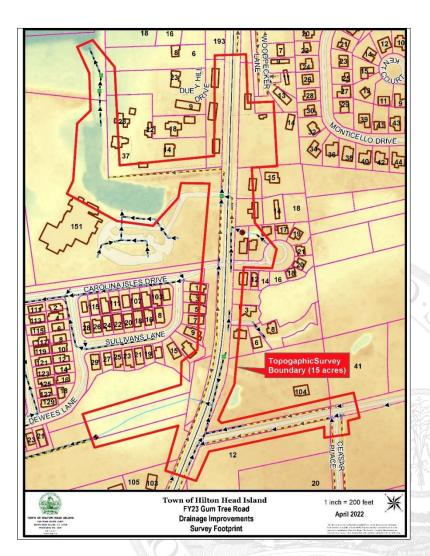


#### FACILITIES & EQUIPMENT MGMNT. STORMWATER

- Gum Tree Road Improvements
  - Current Scope: Survey >
  - Next Step: Design; Construction Est Q3 2023 >









Drainage Issue on Katie Miller Rd

Drainage Issue on Georgianna Dr

# FLEET \$7,936,810

- Town Vehicle Replacement
  - Staff Vehicle Replacement: COMPLETE
  - New Staff Vehicles: Procurement
- FR Apparatus & Vehicle Replacement
  - Engine/Pumper Replacement/Quint Company Replacement (2): Delayed Production
  - Staff Vehicle Replacement: COMPLETE
  - Support Vehicle Replacement Forklift: Procurement
  - Firefighting Foam for Trucks: Procurement



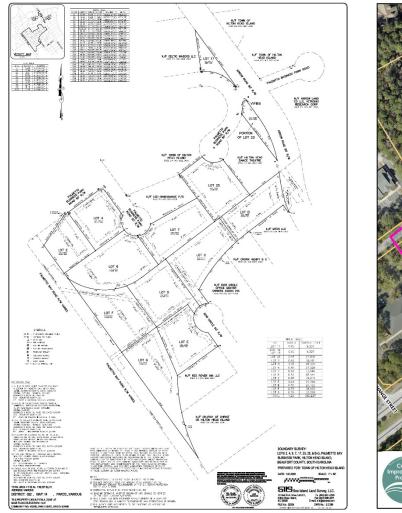
Electric Vehicles

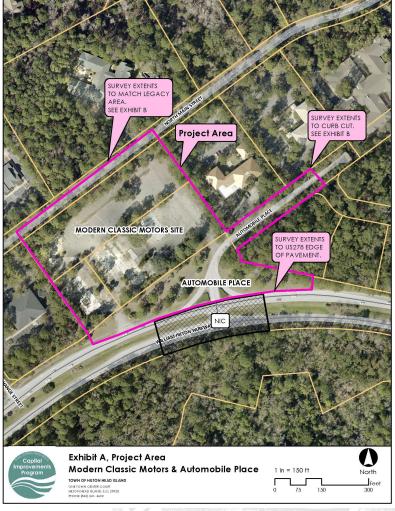


Fire Rescue Apparatus in Production

#### LAND ACQUISITION \$294,925

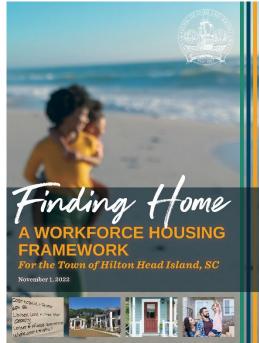
- Land Acquisition
  - Current Scope: On-Going





#### HOUSING **\$1,354,723**

- North Pointe Housing Partnership: On-Going
  - Proposal Receipt & Evaluation
- Other Housing: On-Going
  - Workforce Housing Framework
  - Project Management & Workforce Housing Services





# FY24 CAPITAL IMPROVEMENT PROGRAM

### **KEY CONSIDERATIONS for PROJECT PRIORITIZATION**

- Preserve, Protect, & Enhance Economic Prosperity
- Maintain Competitiveness in the Market Place
- Protect Quality of Life
- Protect Natural Resources
- Create a Sense of Place





## FY24 CAPITAL IMPROVEMENT PROGRAM

**Review Prior Year Projects to Carry Forward** 

**Consider Internal Lists & Other Source Input for New Projects** 

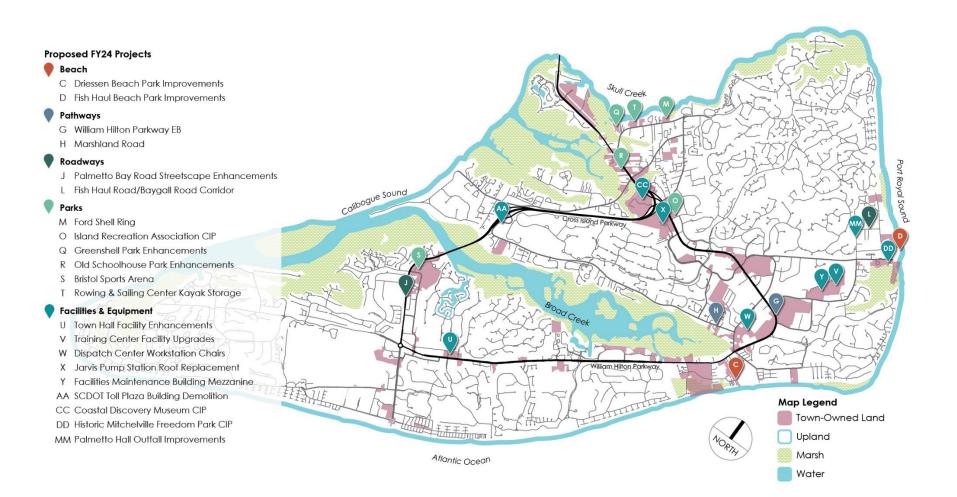
**Balance Funding Availability & Staffing to Manage Projects** 

Parks & Rec Commission, CIP Committee, and Planning Commission Input

**Town Council Review and Decision** 

## Capital Improvements Program

## FY24 CAPITAL IMPROVEMENT PROGRAM





# BEACH MANAGEMENT FY24 DRAFT PRIORITY PROJECTS

#### FY23 CARRY-FORWARD

- Beach Renourishment
  - Driessen Beach Park Boardwalk Replacement: Covered Overlook Pavilion
  - Islanders Beach Park Improvements

#### FY24 NEW

- Beach Management & Monitoring
- Beach Park Maintenance & Improvements
- Driessen Beach Park Improvement
- Fish Haul Beach Park Improvements



Islanders Beach Park Pavilion

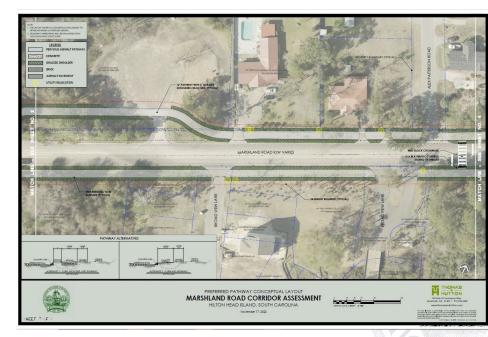
Fish Haul Beach Park

# PATHWAY MANAGEMENT FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

- Shelter Cove Lane
- William Hilton Parkway EB (Shelter Cove Lane to Mathews Dr/Folly Field Rd)
- Jonesville Road

- Pathway Maintenance & Improvements
- Pathway Improvement Master Plan
- William Hilton Parkway EB (Mathews Dr/Folly Field Rd to Port Royal Plaza)
- Marshland Road (Mathews Dr to Leg O' Mutton)



# ROADWAY MANAGEMENT FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

- Dirt Road Paving
  - Freddie's Way
  - Horse Sugar Lane & Alice Perry Dr
  - Alfred Lane
- William Hilton Parkway Enhancements
  - Wayfinding & Branding Study
- Pope Avenue Enhancements
- Main Street Enhancements

- Dirt Road Paving: New Roads TBD
- Palmetto Bay Rd Streetscape Enhancements
- Roadway Maintenance & Improvements
- Fish Haul Rd/Baygall Rd Corridor



# PARK MANAGEMENT FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

- Parks and Recreation
  - Mid-Island Tract Park
  - Chaplin Community Park Renovation
  - Crossings Park Renovation
  - Shelter Cove Community Park Expansion
  - Chaplin Linear Park with Treehouse
  - Patterson Family Property Park
  - Taylor Family Property Park
  - Baker Field
- General Park Enhancements
  - Jarvis Creek Park Enhancements

- Parks and Recreation
  - Ford Shell Ring
  - Forest Management Plan
- Island Recreation Association Capital Projects
- Public Art Program
- General Park Enhancements



Greenshell Park



Old Schoolhouse Park

## FACILITIES & EQUIP MGMNT FY24 DRAFT PRIORITY PROJECTS

#### FY23 CARRY-FORWARD

- Sprinkler Head Replacement
- **Stormwater Projects** 

  - Wexford Debris System Design Gum Tree Rd Improvements Jarvis Creek Outfall

  - 25 Moonshell Rd
  - Cordillo Court Improvements



**Training Center** 

- Town Hall Facility Enhancements
- Training Center Facility Upgrades
- Jarvis Pump Station Roof Replacement
- **Facilities Maintenance Mezzanine**
- Light Fixture Upgrades at Fire Stations, FR HQ, and Training Center
- SCDOT Toll Plaza Building Demolition
- **EV Charging Stations**
- Coastal Discovery Museum Capital Projects
- Historic Mitchelville Freedom Park Capital Projects
- IT Equipment & Software
- Security Cameras & Connectivity
- Fire/Medical Systems & Equipment Replacement
- Stormwater Projects
  - Palmetto Hall Outfall Improvements
- Fire Hydrant Expansion

# FLEET MANAGEMENT FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

- Fire Rescue Apparatus & Vehicle Replacement
  - Engine/Pumper Replacement/Quint Company Replacement (2)
     Support Vehicle Replacement Forklift

- Town Vehicle Replacement
  - Staff Vehicle Replacement
  - New Staff Vehicles
- Fire Rescue Apparatus & Vehicle Replacement 1
  - Staff Vehicle Replacement



## LAND ACQUISITION FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

### FY24 NEW

Land Acquisition

None

# HOUSING FY24 DRAFT PRIORITY PROJECTS

### FY23 CARRY-FORWARD

- Northpoint Housing Partnership
- Other Housing

### FY24 NEW

None



## **CAPITAL IMPROVEMENT PROGRAM**

### FY23

- CIP Hub Capital Improvements Program (hiltonheadislandsc.gov)
- Dashboard Capital Projects Dashboard (arcgis.com)
- Air Table <u>Airtable Kanban</u>

#### FY24

- Planning Commission Prioritization & Recommendation: February 2023
- Town Council Budget Workshop: Q2 2023



## Building the FY2023 – 2025 Strategic Action Plan

## Confirmation of Current Strategic Action Plan Strategies



Building the FY2023 – 2025 Strategic Action Plan Pursuit of Excellence: Calendar Year 2023

Assess Alternative Revenue Sources and Funding Opportunities

1. Develop a Land Acquisition Funding Strategy including:

i. Beaufort County Greenspace Sales Tax Program

ii. Assessment of Voter Referendum Questions

a. Open Space Preservation

b. Workforce Housing

c. Development/Reuse

2. Identify Dedicated Funding for Workforce Housing Initiatives

3. Explore Mid-Island Tax Increment Financing (TIF) District Creation



## Building the FY2023 – 2025 Strategic Action Plan Pursuit of Excellence: Calendar Year 2023

- Assess Alternative Revenue Sources and Funding Opportunities Continued
  - 4. Assess Bonding Capabilities
    - i. Installment Purchase Revenue Bonds
  - 5. Adopt an Accommodations Tax Funding Policy
  - 6. Conduct Stormwater Utility Rate Study
  - 7. Assessment and Adjustment of Development Permit Review Fees
- Short-Term Rental Assessment and Program Implementation
- □ Implement Cultural Affairs Strategic Plan
  - 1. Celebrate 360<sup>th</sup> Anniversary of the Hilton Head Island Siting
  - 2. Celebrate Hilton Head Island 40<sup>th</sup> Anniversary of Municipal Incorporation
- Development of a New Fire Rescue Strategic Plan



## Building the FY2023 – 2025 Strategic Action Plan

## Pursuit of Excellence: Calendar Year 2023

- □ Adopt & Implement a Human Resources Strategic Plan
- Adopt & Implement a Technology & Innovation Strategic Plan
- □ Measure and Communicate Return on Public Investment Operational
- Improve Administrative Support Process for Boards, Commissions & Committees Operational
  - 1. Create a Hub Identifying all Talent Bank Applicants, Boards and Commissions Vacancies, and a Matrix Showing all Desired Board and Commission Appointments
  - 2. Improve recruitment, onboarding, and training programs for Boards and Commissions
- Research Trends & Implement Best-in-Class Municipal Services Delivery Operational
- Implement American Rescue Plan Funding Appropriations Operational



- Building the FY2023 2025 Strategic Action Plan
- Pursuit of Excellence: Calendar Year 2023
- □ Enhance Communications Plan with Strong Social Media Emphasis Operational
- □ Create a Culture of High Organizational Performance Operational
- Broadcast Transition from Facebook Live to YouTube for Public Meetings Operational



## Building the FY2023 – 2025 Strategic Action Plan Pursuit of Excellence: Calendar Year 2024

- □ Evaluate Island Vision Statement, Mission Statement, and Community Value Statement
- Employee Performance Review Program Improvements Operational



## Building the FY2023 – 2025 Strategic Action Plan

## Environmental Sustainability: Calendar Year 2023

- Conduct a Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling
- □ Work with Public Service Districts (PSDs) on Long-Term Capital Projects
- □ Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency and Establish an Island Resiliency Plan
- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection – Operational
- Assess and Implement an Environmentally Friendly Landscape and Grounds Maintenance Best Practices Program – Operational

1. Organic and Regenerative Land Management Policies and Practices

□ Host/Sponsor a Resiliency Symposium

Building the FY2023 – 2025 Strategic Action Plan Environmental Sustainability: Calendar Year 2023

- Establish a Sustainable Environmental Practices Social Media Campaign
- Implement Beach Park Enhancements
  - 1. Establish a Beach Master Plan
  - 2. Implement the Beach Parking Master Plan
  - 3. Update Beach Management Plan for SCDHEC Compliance (10-year term/5-year update)
  - 4. Implement Beach Renourishment Program
  - 5. Enhance Beach Shuttle Services island mobility/connectivity to beaches, parking, employment, and businesses
  - 6. Adopt Beach Experience Regulations Fishing, Tents, Smoking, Emergency Access Routes, Facility Hours of Operation, Parking Management, Boat Storage on Beach, etc.

## Building the FY2023 – 2025 Strategic Action Plan

## Environmental Sustainability: Calendar Year 2024

- Develop Town-Owned Property Management, Asset Management & Utilization Plan
- Acquire Audubon International Sustainable Community Recertification (2-year Term) Operational



## Building the FY2023 – 2025 Strategic Action Plan Revitalize our Economy: Calendar Year 2023

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

1. Evaluate inclusion of Ecotourism (with Assistance from USCB and others), Cultural Tourism, Wellness Tourism, and Sports Tourism into DMO Marketing Materials



Building the FY2023 – 2025 Strategic Action Plan Revitalize our Economy: Calendar Year 2024

□ Establish an Economic Development Strategy



## Building the FY2023 – 2025 Strategic Action Plan Inclusive Community: Calendar Year 2023

- Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation
- Complete Implementation of the Gullah Geechee Task Force Work Plan
- Establish a Public Institutional Partnership with USCB to Support Arts & Cultural Organizations On Hold/TBD
- □ Adopt Annual HUD/CDBG Entitlement Program
- □ Conduct a Community Engagement Survey
- □ Assist with Implementing Mitchelville Master Plan
- □ Incorporate Public Art & Culture Projects into New & Existing Parks Operational

Building the FY2023 – 2025 Strategic Action Plan Inclusive Community: Calendar Year 2024

Develop a Landmark Protection Program



Building the FY2023 – 2025 Strategic Action Plan Connected Community: Calendar Year 2023

- Establish a Growth Management Strategy
  - 1. Amend the Land Use Element of Our Plan
  - 2. Conduct a Hilton Head Island Conditions and Trends Assessment
  - 3. Establish a Growth Framework Map
  - 4. Identify District Plan Boundaries and Prioritization
  - 5. Create and Adopt District Plans
    - i. Jonesville and Spanish Wells District Plan
    - ii. TBD
  - 6. Implement the Mid-Island District Plan
  - 7. Establish a Future Land Use Map



Building the FY2023 – 2025 Strategic Action Plan Connected Community: Calendar Year 2023

- Establish a Growth Management Strategy
  - 8. Create an Island Master Plan
  - 9. Adopt Zoning Map Amendments
  - 10. Amend the Land Management Ordinance
    - i. Create an Applications Manual
    - ii. Enhance Design Guidelines
  - 11. Development Review Program Improvements
  - 12. Align Capital Improvement Plan with Growth Framework Strategies
- □ Adopt a Food Truck Ordinance and Operational Program



## Building the FY2023 – 2025 Strategic Action Plan

## **Connected Community: Calendar Year 2023**

- □ Assist with the St. James Baptist Church Mitigation/Relocation Plan
- **Update the Town's Land Acquisition Manual** 
  - 1. Land Acquisition Manual Updates include Parks, Open Space, Conservation, Town Facilities, Commercial Redevelopment, Workforce Housing, Development Rights, Preservation of Historic Neighborhoods, etc.
  - 2. Identify Potential Funding Sources
- Conduct a Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High-Speed Fiber/Cellular Capabilities – Operational

Building the FY2023 – 2025 Strategic Action Plan

### Regional Focus: Calendar Year 2023

□ Assess Revisions of Beaufort County Impact Fees

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



Building the FY2023 – 2025 Strategic Action Plan

### Regional Focus: Calendar Year 2024

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



Building the FY2023 – 2025 Strategic Action Plan 'Right-Sized' Infrastructure: Calendar Year 2023

□ Adopt Major Corridor/Street Enhancement Policies

1. Adopt Major Corridor Improvement Plans for:

i. William Hilton Parkway

ii. Palmetto Bay Road

iii. Pope Avenue

iv. New Orleans Road

v. Main Street

vi. Sea Pines Circle/Greenwood Drive

vii. Arrow Road

viii. Others/TBD



Building the FY2023 – 2025 Strategic Action Plan 'Right-Sized' Infrastructure: Calendar Year 2023

□ Adopt Major Corridor/Street Enhancement Policies

- 2. Corridor Safety and Beautification Enhancement Projects
- 3. Adopt a Complete Streets Policy
- 4. Adopt a Traffic Calming Policy
- 5. Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration



Building the FY2023 – 2025 Strategic Action Plan 'Right-Sized' Infrastructure: Calendar Year 2023

□ Implement the Capital Improvement Program (CIP)

- 1. Beach Management
- 2. Pathway Management
- 3. Roadway Management
- 4. Park Management
- 5. Facility and Equipment Management
- 6. Fleet Management
- 7. Land Acquisition Program Management
- 8. Housing Program Management



## Building the FY2023 – 2025 Strategic Action Plan

## 'Right-Sized' Infrastructure: Calendar Year 2023

□ Implement the Workforce Housing Framework – Finding Home

- 1. Northpoint Public-Private Partnership Workforce Housing Development Agreement
- 2. Hire a Workforce Housing Program Manager
- 3. Implement Plan Elements
- Develop William Hilton Parkway Gateway Corridor Plan
  - 1. Implement Town of Hilton Head Island/Beaufort County adopted MOA
  - 2. Establish a Citizen Review Committee for End-to-End Analysis
- □ Acquire Main Street Right-of-Way
- □ Adopt Community Addressing Ordinance



Building the FY2023 – 2025 Strategic Action Plan Parks and Recreation: Calendar Year 2023

□ Assist with Ford Shell Ring Park Development

□ Implement the Parks and Recreation Master Plan

Develop a Parks and Recreation Marketing Plan



## Building the FY2023 – 2025 Strategic Action Plan Parks and Recreation: Calendar Year 2024

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



# Building the FY2023 – 2025 Strategic Action Plan Prioritization of Strategies – Building the "Top 15"



Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

#### 1. Establish a Growth Management Strategy

A. Amend the Land Use Element of Our Plan

B. Conduct a Hilton Head Island Conditions and Trends Assessment

C. Establish a Growth Framework Map

D. Identify District Plan Boundaries and Prioritization

E. Create and Adopt District Plans

i. Jonesville and Spanish Wells District Plan ii. TBD

- F. Implement the Mid-Island District Plan
- G. Create a Future Land Use Map
- H. Create an Island Master Plan
- I. Adopt Zoning Map Amendments



Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

- 1. Establish a Growth Management Strategy Continued
  - J. Amend the Land Management Ordinance
    - i. Create an Applications Manual
    - ii. Enhance Design Guidelines
  - K. Development Review Program Improvements
  - L. Align Capital Improvement Plan with Growth Framework Strategies

#### 2. Implement the Workforce Housing Framework – Finding Home

- A. Northpoint Public-Private Partnership Workforce Housing Development Agreement
- B. Hire a Workforce Housing Program Manager
- C. Implement Finding Home Plan Elements

Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

3. Adopt Major Corridor/Street Enhancement Policies

A. Adopt Major Corridor Improvement Plans for:

- i. William Hilton Parkway
- ii. Palmetto Bay Road
- iii. Pope Avenue
- iv. New Orleans Road
- v. Main Street
- vi. Sea Pines Circle/Greenwood Drive
- vii. Arrow Road
- viii. Others/TBD



Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

- 3. Adopt Major Corridor/Street Enhancement Policies Continued
  - B. Corridor Safety and Beautification Enhancement Projects
  - C. Adopt a Complete Streets Policy
  - D. Adopt a Traffic Calming Policy
  - E. Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration
- 4. Develop William Hilton Parkway Gateway Corridor Plan
  - A. Implement Town of Hilton Head Island/Beaufort County adopted MOAB. Establish a Citizen Review Committee for End-to-End Analysis
- 5. Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

6. Identify Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Resiliency and Establish an Island Resiliency Plan

#### 7. Implement the Capital Improvement Program (CIP)

- 1. Beach Management
- 2. Pathway Management
- 3. Roadway Management
- 4. Park Management
- 5. Facility and Equipment Management
- 6. Fleet Management
- 7. Land Acquisition Program Management
- 8. Housing Program Management



Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

#### 8. Update the Town's Land Acquisition Manual

A. Land Acquisition Manual Updates include Parks, Open Space, Conservation, Town Facilities, Commercial Redevelopment, Workforce Housing, Development Rights, Preservation of Historic Neighborhoods, etc.

B. Identification of Potential Funding Sources

9. Conduct a Strengths, Weaknesses, Opportunities & Threats (SWOT) of Hilton Head Island Solid Waste & Recycling

# **10.** Implement the Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

A. Evaluate inclusion of Ecotourism (with Assistance from USCB and others), Cultural Tourism, Wellness Tourism, and Sports Tourism into DMO Marketing Materials

Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

#### **11.** Assess Alternative Revenue Sources and Funding Opportunities

A. Land Acquisition Funding Strategies:

i. Beaufort County Greenspace Sales Tax Program

ii. Assessment of Voter Referendum Questions

1. Open Space Preservation

2. Workforce Housing

3. Development/Reuse

B. Identify Dedicated Funding for Workforce Housing Initiatives

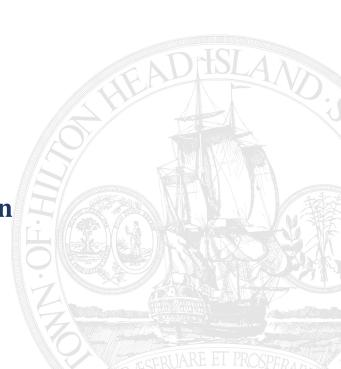
C. Mid-Island Tax Increment Financing (TIF) District Creation

D. Assess Development of Permit Fees and Propose Necessary Adjustments

Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

14. Assist with St. James Baptist Church Mitigation/Relocation Plan



Building the FY2023 – 2025 Strategic Action Plan

### Town Council Prioritization of Public Policy Strategies – Building the "Top 15"

#### **15. Implement Beach Park Enhancements**

- A. Establish a Beach Master Plan
- B. Implement the Beach Parking Master Plan
- C. Update Beach Management Plan for SCDHEC Compliance (10-year term/5-year update)
- D. Implement Beach Renourishment Program
- E. Enhance Beach Shuttle Services island mobility/connectivity to beaches, parking, employment, and businesses
- F. Adopt Beach Experience Regulations Fishing, Tents, Smoking, Emergency Access Routes, Facility Hours of Operation, Parking Management, Boat Storage on Beach, etc.

### Building the FY2023 – 2025 Strategic Action Plan

# Strategic Action Plan Dashboard and Reporting



### Building the FY2023 – 2025 Strategic Action Plan

### **Strategic Action Plan Dashboard**

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	A Strategic Action Item *	Comprehensive Pl •	O Initiative Type 🔹	O Department of Primary *	🌡 Project Manager 👒	O Fiscal Year Start 🔹	Town Council Committee Assignment
•	COMPREHENSIVE PLAN GOAL Count 24						
1	Assess Alternative Revenue Sources	Pursuit of Excellence	Policy	Finance	John Troyer	2021	Finance and Administration Committe
2	Implement American Rescue Plan Funding Appropriation	Pursuit of Excellence	Policy	Finance	John Troyer	2021	Finance and Administration Committe
3	Enhance Beach Shuttle Services	Pursuit of Excellence	Policy	Community Development	Shawn Colin	2022	Community Services and Public Safety
4	Implement Parking Study Master Plan	Pursuit of Excellence	Policy	Infrastructure Services	J Jeff Buckalew	2022	Public Planning Committee
5	Adopt Real Estate Transfer Fee Extension	Pursuit of Excellence	Policy	Executive	🕖 Joshua Gruber	2022	Finance and Administration Committee
6	Implement the Cultural Affairs Strategic Plan	Pursuit of Excellence	Policy	Office of Cultural Affairs	Natalie Harvey	2022	Community Services and Public Safety
7	Adopt Short Term Rental Regulations	Pursuit of Excellence	Policy	Community Development	Missy Luick	2022	Public Planning Committee
8	Implement Affiliated Agency Town Funding Process Standardization	Pursuit of Excellence	Policy	Executive	John Troyer	2022	Finance and Administration Committee
+ 28	Add '920 Census Redistricting	Pursuit of Excellence	Policy	Executive	Joshua Gruber	2022	Finance and Administration Committee

### Building the FY2023 – 2025 Strategic Action Plan

## Defining and Measuring Key Performance Indicators



### Building the FY2023 – 2025 Strategic Action Plan

### **Defining and Measuring Key Performance Indicators (KPIs):**

A significant challenge to benchmarking initiatives is getting everyone on the same page in terms of what to measure, how to measure it, and how and when to collect and analyze the data. Key Performance Indicators (KPIs) can be incorporated as elements of a strategic plan that express what you want to achieve and by when. They are the quantifiable, outcome-based statements used to measure if you're on track to meet your goals or objectives. Good plans use five to seven KPIs to manage and track the progress of their plan.

- Track Performance on Town Council Priority Issues
- Quantify Return on Public Investment
- Development permits: Average calendar days from application to issuance and quality of life assessment of approved projects: Commercial and/or Residential?
- Employee Retention: Are employees sticking around?
- Are Capital Improvement Projects on time and on budget?
- Fire Rescue annual calls for service?
- Fire Rescue average response time?
- Town owned land acquisition?
- Website statistics (Town Major Initiatives and Strategic Plan Pages)?
- Applications for new business licenses and closures of existing businesses?

Building the FY2023 – 2025 Strategic Action Plan

## Review of the FY2023 – 2024 Budget Calendar



### Building the FY2023 – 2025 Strategic Action Plan **Review of FY2023 – 2024 Budget Calendar:**

January 24 and 25, 2023:

• Strategic Plan Workshop

February 3, 2023:

• Budget requests and Affiliated Agency funding applications due to Finance Department by 4:30pm

Early February 2023

• Preliminary budget discussions with Town Council Members (Town Manager, Finance Director)

February 15, 2023:

• Planning Commission prioritization of FY 2024 CIP projects

February 21, 2023:

• Affiliated Agency funding applications are distributed to the Finance and Administrative Committee at its regular meeting

February 21, 2023:

• Affiliated Agency funding applications are considered at Finance and Administrative Committee meeting

March 20 - March 31, 2023:

• Individual budget meetings with Town Council members (Town Manager, Finance Director)

March 21, 2023:

Affiliated Agency funding applications are considered at Finance and Administrative Committee meeting

### Building the FY2023 – 2025 Strategic Action Plan Review of FY2023 – 2024 Budget Calendar:

March 24, 2023:

• Due date for DMO Marketing Plan and Budget to be submitted to the Town Finance Department by 4:30 p.m.

March 31, 2023:

• Due date for DMO Industry Metrics to be submitted to the Town Finance Department by 4:30 p.m.

April 6, 2023:

• DMO presents the proposed 2023 Marketing Plan and Budget for consideration by the Accommodations Tax Committee (ATAC)

April 18, 2023:

- DMO presents to the Finance and Administrative Committee the proposed:
  - Marketing Plan
  - Budget
  - Industry Metrics

May 2, 2023:

• FY 2024 Proposed Town of Hilton Head Island Consolidated Budget Ordinance to Town Council for First Reading May 9, 2023:

• Town Council Budget Workshop #1

### Building the FY2023 – 2025 Strategic Action Plan **Review of FY2023 – 2024 Budget Calendar:**

May 11, 2023:

• Town Council Budget Workshop #2 (if necessary)

May 16, 2023:

• DMO presents to Town Council the proposed 2023 Marketing Plan and Budget for consideration

June 6, 2023:

• FY 2024 Proposed Town of Hilton Head Island Consolidated Budget Ordinance to Town Council for Second and Final Reading and Public Hearing

July 1, 2023:

• Implement adopted budget for Fiscal Year 2024



## TOWN OF HILTON HEAD ISLAND Public Comment

# TOWN OF HILTON HEAD ISLAND TOWN OF HILTON HEAD ISLAND



# ADJOURNMENT