

TOWN COUNCIL

STRATEGIC PLANNING WORKSHOP

September 8, 2022



Town of Hilton Head Island

1. Town of Hilton Head Island Strategic Action Plan Mid-Year Update

a. Introductions

- i. Welcome from Mayor McCann and Town Council
- ii. Opening Remarks by the Town Manager
- iii. Meeting Outline Review by the Town Manager

b. Overview of Strategic Planning Process

- I. Town Mission Statement
- II. Goals, Strategies & Tactics
- III. Core Values into Focus Areas
- IV. Strategic Initiative Types

c. Discussion of Strategic Initiatives

- I. Pursuit of Excellence
- II. Environmental Sustainability
- III. Revitalize Economy
- IV. Inclusive Community
- V. Connected Community
- VI. Regional Focus
- VII. 'Right-Sized' Infrastructure
- VIII. Parks & Recreation

d. Review of the Strategic Action Plan Dashboard

- I. Review of Upcoming Initiatives Calendar Year 2022 – September to December
- II. Review of Upcoming Initiatives Calendar Year 2023 – January to December

e. Strategic Action Plan Next Steps

- I. Reporting of Key Performance Indicators
- II. Calendar Year 2023 Town Council Strategic Action Plan Workshop
- III. Discussion of New Initiatives

2. Town Council Discussion

3. Adjournment



Town of Hilton Head Island

What is a Strategic Action Plan?

A strategic plan is an organization's process of defining its vision, direction, and making corresponding decisions on how its resources will be allocated to achieve the organization's overall objectives. For the Town of Hilton Head Island, this Strategic Action Plan (Plan) will be an annual road-map for the entire organization to follow that outlines how we will go about implementing Town Council's prioritized initiatives.

How will adopting this plan help us?

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;
- 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.



Town of Hilton Head Island

What is not included in the Plan?

A Strategic Action Plan should not include:

- Routine operations
- Budgeted expenditures
- Day-to-day core functions
- Focus on short-term projects

Once adopted, new Initiatives that are identified by Town Council will require coordination and understanding of appropriate implementation timelines considering ongoing projects within the approved plan. This can result in either a reprioritization of existing projects or inclusion of new initiatives as part of a future strategic planning session.

How is the Strategic Action Plan sustained?

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

- Strategic Planning
- Strategic Action Plan Adoption
- Implementation
- Achievement & Progress Reporting



TOWN OF HILTON HEAD ISLAND

OVERVIEW OF THE STRATEGIC PLANNING PROCESS



Town of Hilton Head Island

Strategic Planning Process



Town of Hilton Head Island

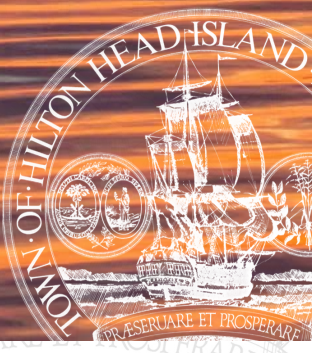
Mission

To promote the health and vitality of the community we serve through ethical and inclusive programs, policies and actions.

Town of Hilton Head Island

Vision Statement – As Outlined in Our Plan

Our 2020-2040 Vision - Reinventing Sustainability... Again!
To focus on revitalization and modernization, and to build an inclusive and diverse community.



Town of Hilton Head Island

Our Plan: Goals, Strategies & Tactics

The authority for a local government to undertake planning and to adopt zoning and land development regulations, is granted through South Carolina's Local Government Comprehensive Planning Enabling Act of 1994. This legislation requires municipalities to establish a Planning Commission and to have a Comprehensive Plan that serves a 20-year planning period. Further, the requirements include guidelines for the Comprehensive Plan's contents and adoption process, including periodic evaluation every five years, and updates every ten years.

The Town's Comprehensive Plan (Our Plan) is the official planning document and policy guide that identifies the course the community should take to achieve its long-term goals and objectives. It maps the Town's growth trajectory and defines how the Town should address change and make progress 20 years into the future.

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



Town of Hilton Head Island

Key Community Themes – Our Plan

Identifying Our Core Values from our Comprehensive Plan Goals

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



Strategic Action Plan



Converting Core Values Into Strategic Action Plan Goals

Pursuit of Excellence

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

Environmental Sustainability

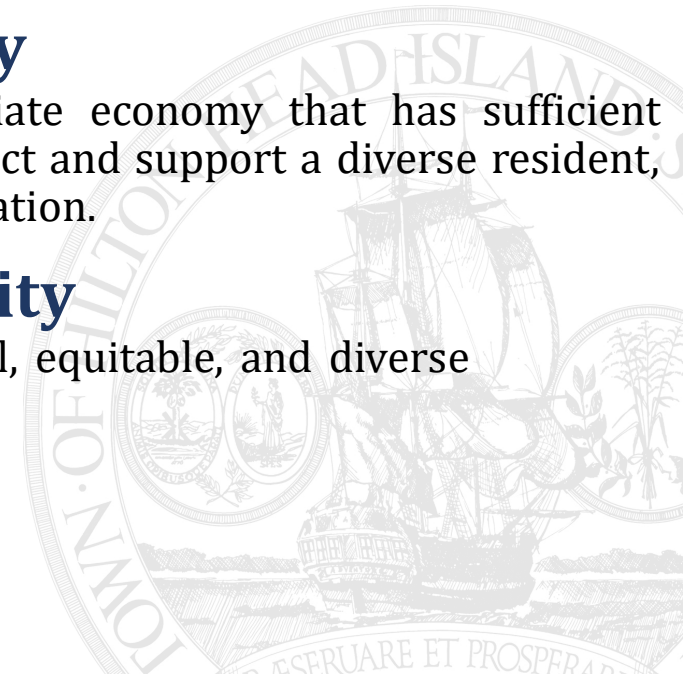
Create a resilient and sustainable environment through planning and policy.

Revitalize Economy

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

Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.



Strategic Action Plan



Converting Core Values Into Strategic Action Plan Goals

Connected Community

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

Regional Focus

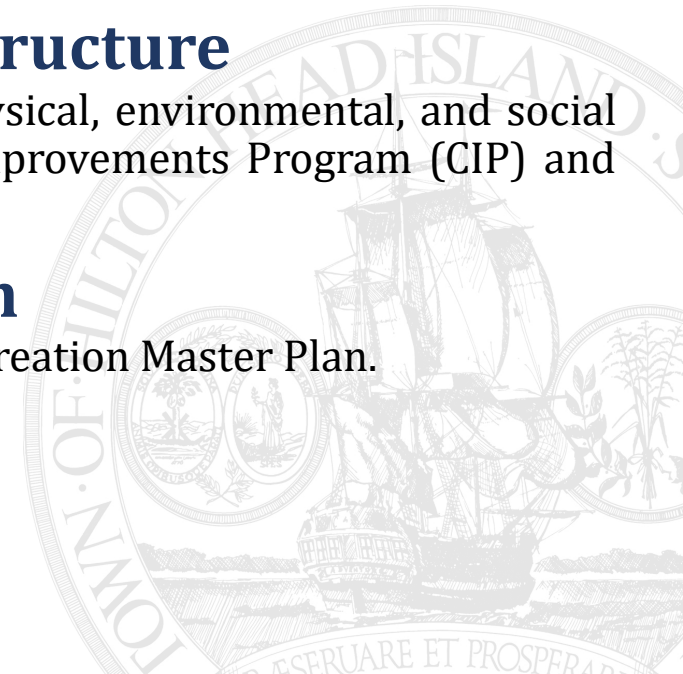
Evaluate how regional expansion will impact immediate and future social, economic, and political planning and policy.

Right-Sized Infrastructure

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

Parks & Recreation

Implement the Parks + Recreation Master Plan.



TOWN OF HILTON HEAD ISLAND

DISCUSSION OF STRATEGIC ACTION PLAN INITIATIVES



Town of Hilton Head Island

Converting Strategic Action Plan Goals Into Strategic Initiatives

Strategic Initiatives are proposed to implement the various Town Council Goals and are classified by initiative type as follows:

- **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 programs, 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 Action Plan

Strategic Initiatives



Pursuit of Excellence

Policy

- Implement American Rescue Plan Funding Appropriation
- Assess Alternative Revenue Sources
- Implement Parking Master Plan
- Adopt & Implement Short Term Rental Regulations
- Implement SeeClickFix/MyHHI Application - **Completed**
- Adopt 2020 Census Redistricting - **Completed**
- Implement Cultural Affairs Strategic Plan



Strategic Action Plan

Strategic Initiatives



Pursuit of Excellence

Policy

- Adopt Real Estate Transfer Fee Extension & Expansion - **Completed**
- Strengths, Weaknesses, Opportunities & Threats (SWOT) Assessment of Financial Policies - **Completed**
- Adopt & Implement Beach Master Plan
- Enhance Beach Shuttle Services
- Establish Island Brand Development Strategy
- Adopt & Implement a Human Resources Strategic Plan
- Adopt & Implement a Technology & Innovation Strategic Plan

Strategic Action Plan

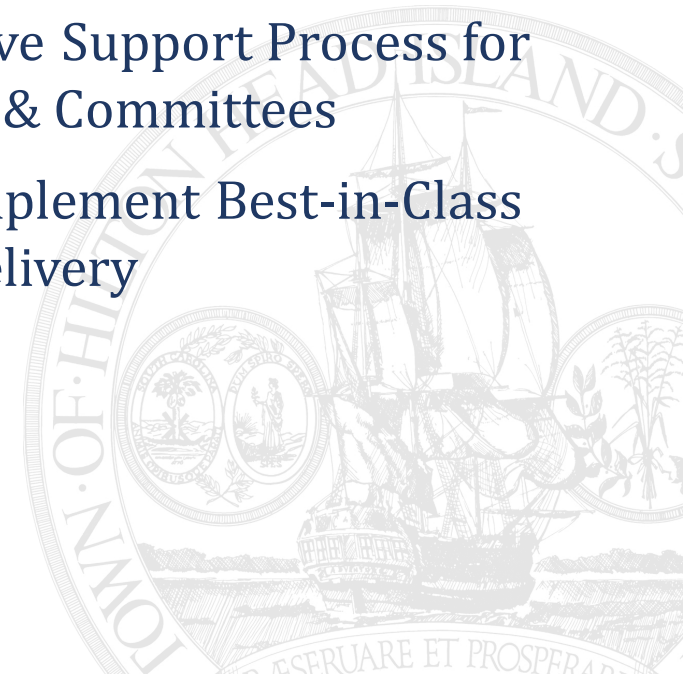
Strategic Initiatives



Pursuit of Excellence

Operational

- Respond to COVID-19 Pandemic
- Improve Permitting & Plan Review Process
- Conduct & Respond to Employee Satisfaction Survey - **Completed**
- Improve Administrative Support Process for Boards, Commissions & Committees
- Research Trends & Implement Best-in-Class Municipal Services Delivery



Strategic Action Plan

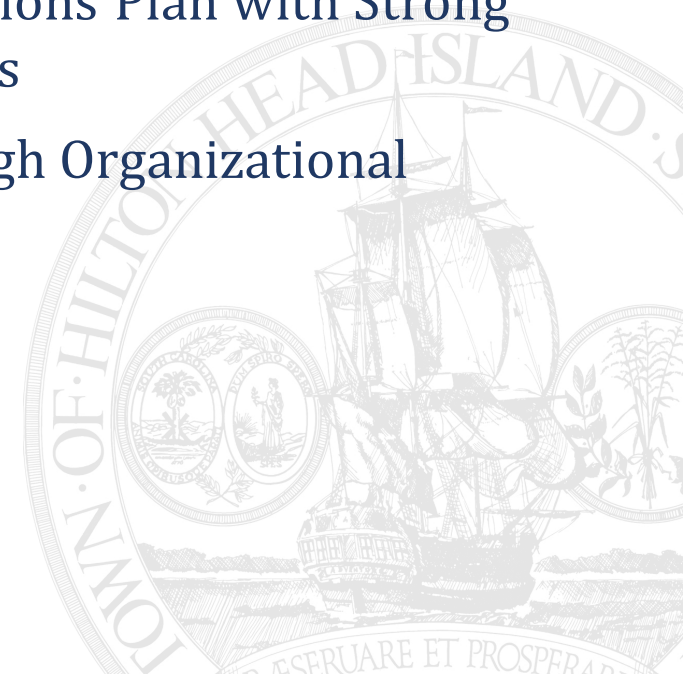
Strategic Initiatives



Pursuit of Excellence

Operational

- Acquire Fire Rescue Center for Public Service Excellence Re-Accreditation – **Completed**
- Implement Fire Rescue Strategic Plan - **Completed**
- Enhance Communications Plan with Strong Social Media Emphasis
- Create a Culture of High Organizational Performance



Strategic Action Plan

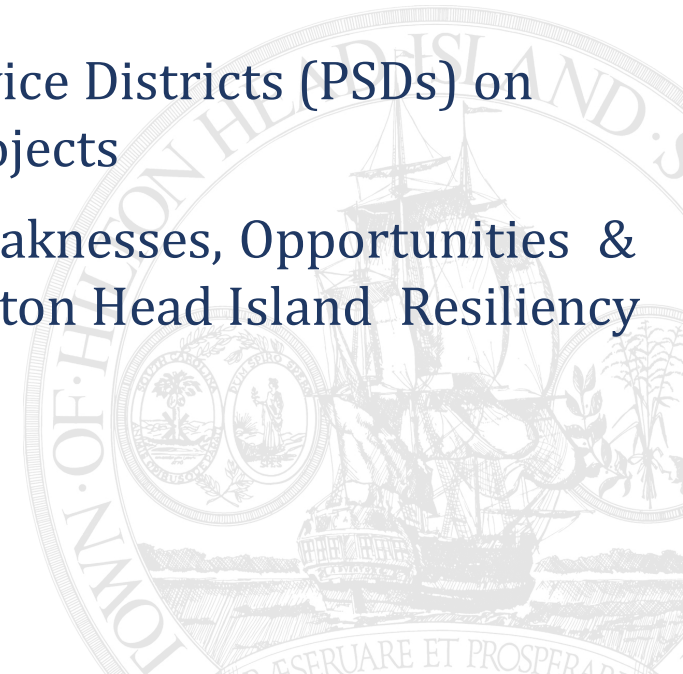
Strategic Initiatives



Environmental Sustainability

Policy

- Implement Beach Renourishment Program & Update Beach Management Plan
- Identify 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



Strategic Action Plan

Strategic Initiatives



Environmental Sustainability

Operational

- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection
- Acquire Audubon International “Sustainable Community” Recertification - **Completed**



Strategic Action Plan

Strategic Initiatives



Revitalize Economy

Policy

- Adopt Municipal Association of South Carolina (MASC) Model Business License Ordinance - **Completed**
- Develop Town-Owned Property Management, Asset Management & Utilization Plan
- Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance
- Establish Economic Development Strategy
- Establish a Historic & Cultural District Development Corporation

Strategic Action Plan

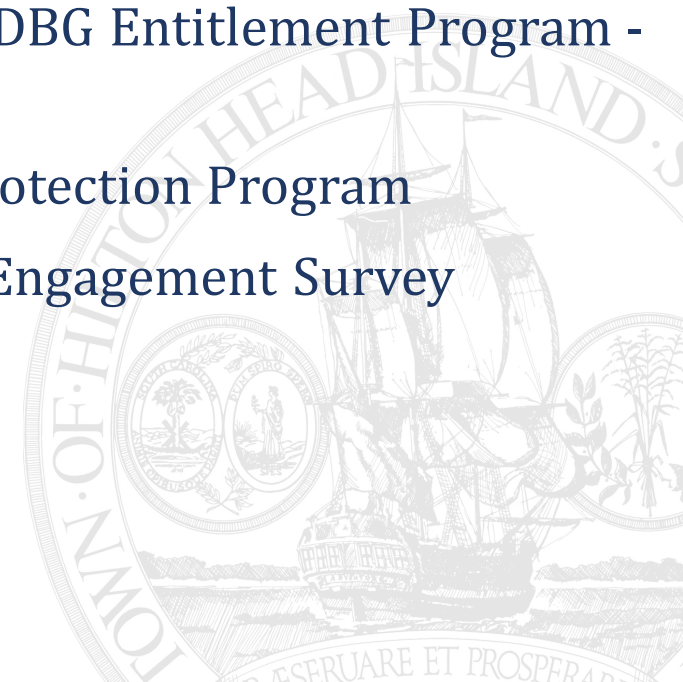
Strategic Initiatives



Inclusive Community

Policy

- Implement Gullah Geechee Task Force Work Plan
- Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations
- Adopt Annual HUD/CDBG Entitlement Program - **Completed**
- Develop Landmark Protection Program
- Conduct Community Engagement Survey



Strategic Action Plan

Strategic Initiatives



Inclusive Community

Operational

- Assist with Implementing Mitchelville Master Plan
- Incorporate Public Art & Culture Projects into New & Existing Parks



Strategic Action Plan

Strategic Initiatives



Connected Community

Policy

- Assist with St. James Baptist Church Relocation
- Adopt e-Bike & e-Scooter Usage/Regulations - **Completed**
- Adopt Mid Island Redevelopment Strategy & Park Master Plan
- Develop Hilton Head Island Growth Framework & Illustrative Master Plan
- Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of Land Management Ordinance (LMO)



Strategic Action Plan

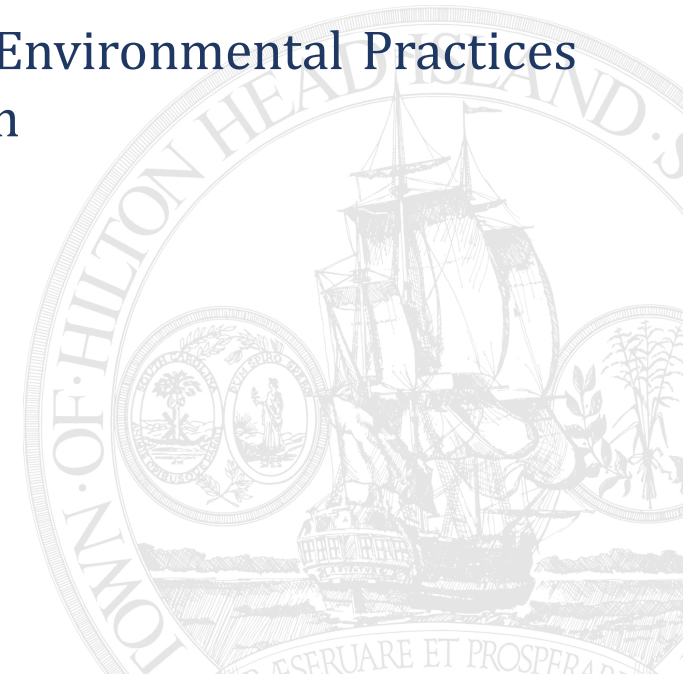
Strategic Initiatives



Connected Community

Operational

- Update Town Website - **Completed**
- Conduct Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High-Speed Fiber/Cellular Capabilities
- Establish Sustainable Environmental Practices Social Media Campaign



Strategic Action Plan

Strategic Initiatives



Regional Focus

Policy

- Assess Revisions of Beaufort County Impact Fees
- Assess Creation of Regional Housing Trust Fund
- Update Lowcountry Area Transportation Study (LATS) Long-Range Transportation Plan - **Completed**
- Establish Reoccurring Regional Joint Meetings between Hilton Head Island & Beaufort County Council
- Evaluate Access between Hilton Head Island & the Greater Region through Viable Multi-Modal Transportation



Strategic Action Plan

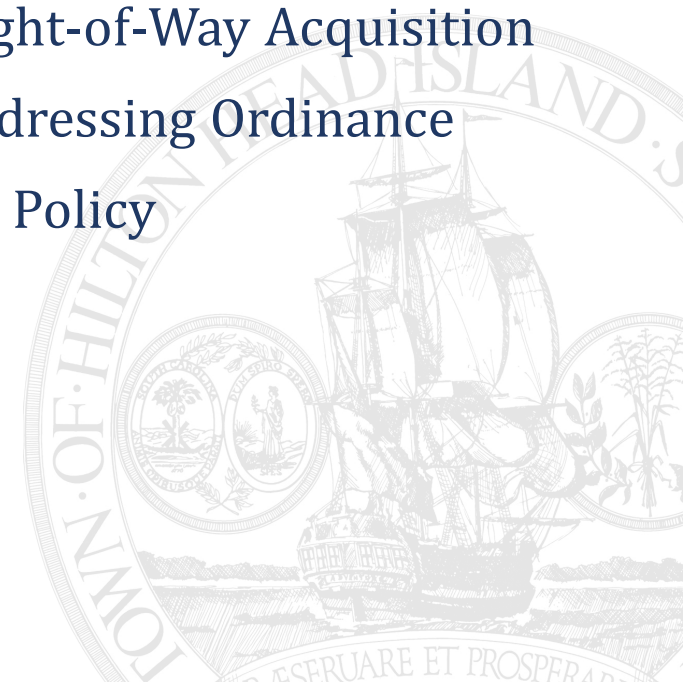
Strategic Initiatives



‘Right-Sized’ Infrastructure

Policy

- Implement Workforce & Affordable Housing Strategy
- Develop William Hilton Parkway Gateway Corridor Plan
- Assess Main Street Right-of-Way Acquisition
- Adopt Community Addressing Ordinance
- Adopt Traffic Calming Policy



Strategic Action Plan

Strategic Initiatives



‘Right-Sized’ Infrastructure

Project

- Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration
- Implementation of Capital Improvement Program (CIP)



Strategic Action Plan

Strategic Initiatives



Parks & Recreation

Operational

- Establish Parks & Recreation Marketing Plan
- Assist with Ford Shell Ring Park Development - **Completed**
- Establish Beaufort County & Hilton Head Land Trust Northridge Conservation Tract Partnership





TOWN OF HILTON HEAD ISLAND

DISCUSSION OF STRATEGIC ACTION PLAN TACTICS



Town of Hilton Head Island

Our Strategic Initiatives

Within the Strategic Action Plan, the Town has broken out each individual Strategic Initiative into more detailed one to two-page descriptions about each action item.

Each descriptions includes the following information:

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

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: Spring – Summer 2021

- 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
 - Municipal Improvement District

Phase 2: Fall – Winter 2021

- 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.



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Strategic Initiatives

Pursuit of Excellence

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



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt American Rescue Plan Funding Appropriation

Strategic Fiscal Year: 2021

Staff Project Manager: John Troyer, Finance Director

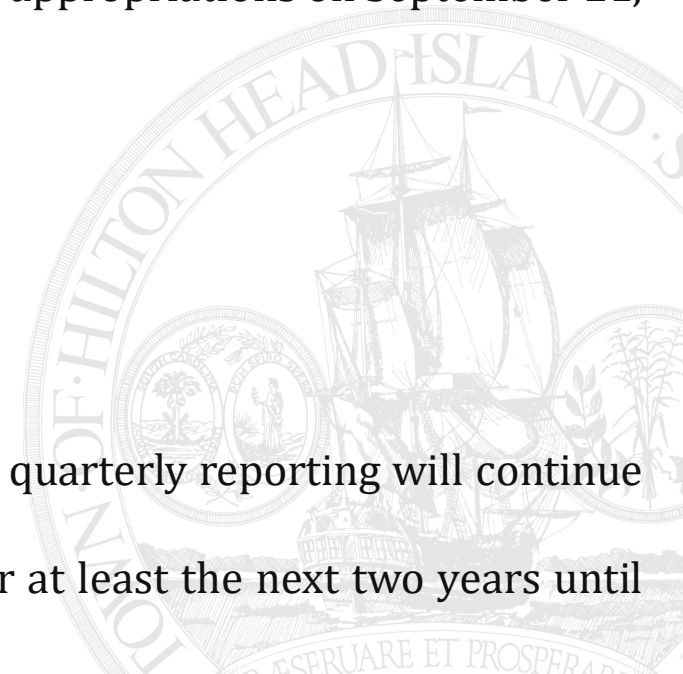
Initiative Description: As a result of the COVID-19 pandemic, the United States Congress adopted House Resolution 1319 known as the American Rescue Plan. This Act appropriated funding to local governments to counteract the impacts of the pandemic and to allow investment in services and infrastructure 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.

Completed Initiatives:

- ✓ Town Council sought input from the public and ultimately adopted its American Rescue Plan appropriations on September 21, 2021, as follows:
 - \$1.6 million for Public Infrastructure
 - \$1 million for the Community Foundation of the Lowcountry Pandemic Impact Grants
 - \$1 million for Town Hall Security and Technology Improvements
 - \$1 million for Development and Infrastructure Related to the Town's Patterson Tract
 - \$400,000 for Safe Home Repair Program
 - \$200,000 for Lateral Sewer Connection Grants

Ongoing Initiatives:

- The Agreement with the Community Foundation of the Low Country has been effective and quarterly reporting will continue until all funding under this item has been exhausted.
- Monitoring and reporting of the programs established under this initiative will continue for at least the next two years until all grant funds have been expended or as may otherwise be directed by Town Council.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Assess Alternative Revenue Sources

Strategic Fiscal Year: 2021

Staff Project Manager: John Troyer, Finance Director

Initiative Description: 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.

Completed Initiatives:

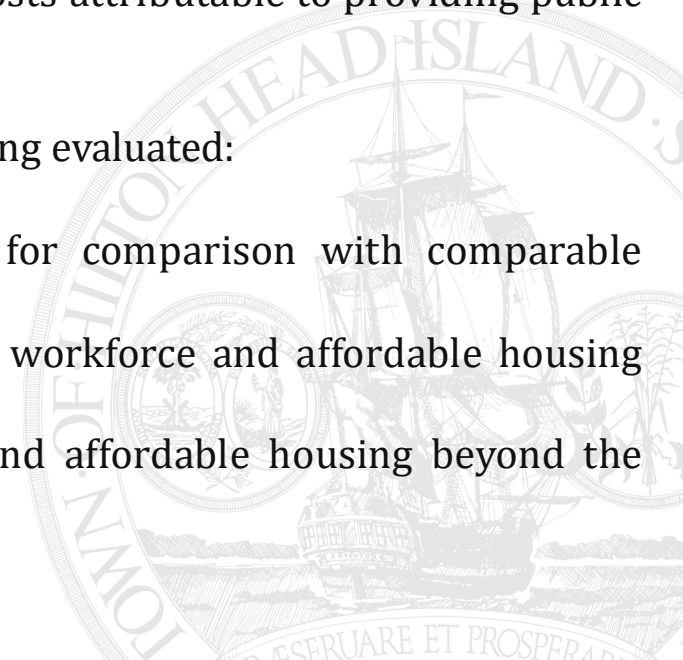
The Town undertook an examination or pursuit of several different alternative revenue sources. Those included the following:

- ✓ The RETF was adopted by Town Council in 2022 for another twenty (20) years.
- ✓ The Local Option Sales Tax (L.O.S.T.) was on the ballot last year but failed to gain adequate public support for the County-wide initiative.
- ✓ The Town recently adopted a short-term rental permit fee of \$250 per rental unit to help offset costs attributable to providing public services to short-term renters.

Ongoing Initiatives:

Evaluation of alternative revenue sources continues to occur with the following sources currently being evaluated:

- A Mid-Island TIF is being reviewed as a viable possibility.
- The Stormwater fees and the Development Review fees will be evaluated in fiscal 2023 for comparison with comparable jurisdictions and with need for funding.
- Assess adding millage to the annual property tax bills that would be dedicated to supporting workforce and affordable housing initiatives.
- Evaluate holding a public referendum on the question of additional funding for workforce and affordable housing beyond the internal capabilities of the Town Council.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Implement Parking Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

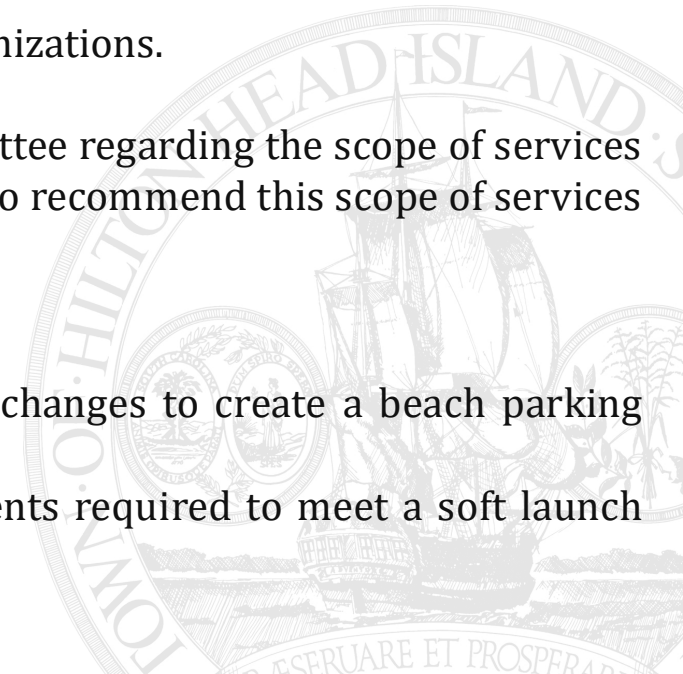
Initiative Description: Implement appropriate recommendations from the Walker Consultants Parking Master Plan to provide more effective regulation and enforcement of beach parking facilities, improve public communication concerning available parking opportunities, and develop an enterprise program through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

Completed Initiatives:

- ✓ On January 27, 2021, The Public Planning Committee authorized a Request for Qualifications for professional parking management services.
- ✓ The Town received eight (8) formal submissions in response and interviewed four (4) of the organizations.
- ✓ Staff selected the firm of Parking Concepts Incorporated (PCI) as the preferred vendor.
- ✓ On August 4, 2022, PCI and Town staff made a formal presentation to the Public Planning Committee regarding the scope of services to be provided as part of the Town's beach parking management program. The Committee voted to recommend this scope of services to Town Council.

Ongoing Initiatives:

- Town Council will consider PCI's scope of services at its meeting on September 20, 2022.
- Once under contract, staff will work with Town Council to consider recommended legislative changes to create a beach parking enterprise fund, rate structure, and regulate and enforce the parking program.
- The consultant shall also work on the capital, technology and operational design and investments required to meet a soft launch target of April 1, 2023, and a full launch by June 1, 2023.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Short Term Rental Regulations

Strategic Fiscal Year: 2022

Staff Project Manager: April Akins, Revenue Services Manager

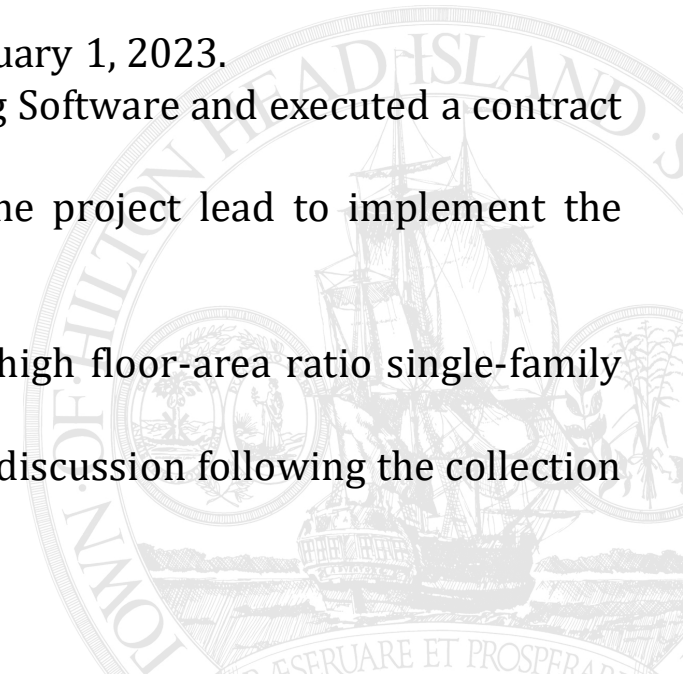
Initiative Description: Develop a Short-Term Rental Ordinance to address the numerous impacts of short-term rentals on single-family neighborhoods including the destruction of neighborhoods, environmental impacts, demands on Fire Rescue services and infrastructure, and an imbalance between residential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

Completed Initiatives:

- ✓ Staff hosted numerous stakeholder meetings to obtain public feedback on formulation of the Tier 1 recommendations.
- ✓ On March 24, 2022, The Public Planning Committee reviewed the draft Ordinance and recommended forwarding the Short-Term Rental Ordinance to Town Council for consideration.
- ✓ Town Council adopted Ordinance Number 2022-08 on May 17, 2022, with an effective date of January 1, 2023.
- ✓ On March 28, 2022, Town staff solicited a Request for Proposal for Short-Term Rental Monitoring Software and executed a contract with GovOS on August 17, 2022.
- ✓ On August 15, 2022, The Revenue Customer Service Manager was hired and will serve as the project lead to implement the Ordinance requirements.

Ongoing Initiatives:

- The analysis of Tier 2 regulations is ongoing and includes high occupancy short-term rentals, high floor-area ratio single-family structures, and other matters as may be considered by Town Council.
- It is anticipated that results of this analysis will be brought to the Public Planning Committee for discussion following the collection of data which documents the quantity and location of these types of properties.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Affiliated Agency Town Funding Process

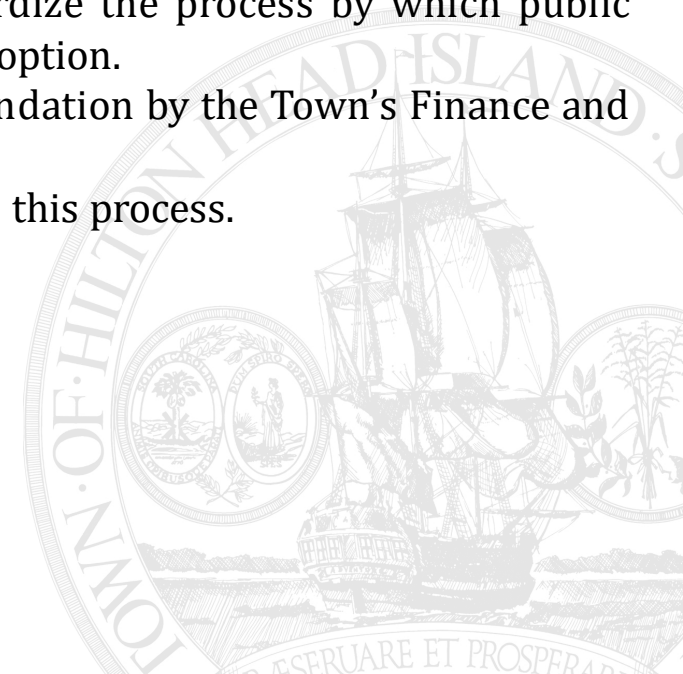
Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: 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.

Completed Initiatives:

- ✓ On February 15, 2022, Town Council adopted an affiliated agency funding process to standardize the process by which public funding for outside entities would be formally considered as part of the Town's annual budget adoption.
- ✓ This process involves the submission of an approved application form, evaluation and recommendation by the Town's Finance and Administrative Committee, and adoption by the Town Council.
- ✓ As part of its FY 2023 Budget, the Town awarded \$2,291,590 to affiliated agency funding through this process.



Town of Hilton Head Island

Pursuit of Excellence

Policy

Strategic Initiative Name: 2020 Census Redistricting

Strategic Fiscal Year: 2022

Staff Project Manager: Matthew Carey, GIS Developer

Initiative Description: 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.

Completed Initiatives:

- ✓ The Town's Finance and Administrative Committee conducted a series of public workshops on the topic of redistricting. The meetings took place on the following dates, times, and locations:
 - February 3, 2022 - 4:00pm - Hilton Head PSD Community Meeting Room
 - February 14, 2022 - 1:00pm - Hilton Head Branch Library
 - February 16, 2022 - 10:00am - Hilton Head Town Council Chambers
 - February 22, 2022 - 2:00pm - Island Recreation Association Community Meeting Room
 - February 23, 2022 - 2:00pm - Special Meeting of Finance and Administration Committee
- ✓ On April 5, 2022, the Town Council unanimously adopted the Consolidated Map as the redistricting plan for the Town of Hilton Head Island. The signed Ordinance redrawing the Town's Wards has been sent to the Beaufort County Board of Elections and Voter Registration. The Town will continue to notify the public regarding these changes leading up to the various elections that are scheduled to take place this summer and fall. A copy of the adopted map can be found here: <https://www.hiltonheadislandsc.gov/redistricting/maps/RedistrictingMapAlternative5-Consolidated.pdf>

Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt & Implement Beach Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Aaron Black, Facilities Manager

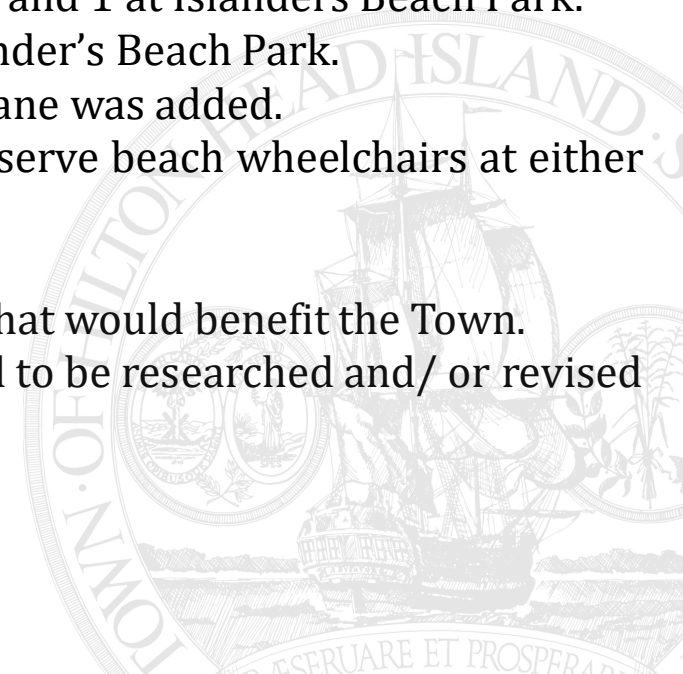
Initiative Description: Undertake a study of the public beach access areas and the overall beach going experience to develop a Beach Master Plan. Solicit public input and engagement in the Master Planning process to achieve stakeholder buy in and facilitate implementation of the Master Plan recommendations.

Completed Initiatives:

- ✓ Marc Robson was hired as the Town's Beach Operations Manager. Under his leadership, he has created an Operations Team to specifically focus on the following beach park facilities maintenance and programming:
- ✓ The Beach Ambassador Program was expanded to have 2 ambassadors at Coligny, 1 at USCB, and 1 at Islanders Beach Park.
- ✓ The Parking Monitor Program was also expanded to include more staff at Coligny and at Islander's Beach Park.
- ✓ Finnegan's Share Shack was back at Driessen's Beach Park and a second location at Alder's Lane was added.
- ✓ The Beach Wheelchair Program was created and implemented to where the public could reserve beach wheelchairs at either Islander's or Coligny Beach Parks.

Ongoing Initiatives:

- Town Staff is currently researching other beach communities and potential "best practices" that would benefit the Town.
- Staff has also internally identified a list of current and potential new beach policies that need to be researched and/ or revised and presented to the Community Service & Public Safety Committee for review.
- Estimated time frame for presentation would be in 3rd to 4th quarter of 2023.



Town of Hilton Head Island

Pursuit of Excellence

Policy

Strategic Initiative Name: Strengths, Weaknesses, Opportunities & Threats (SWOT)
Assessment of Financial Policies

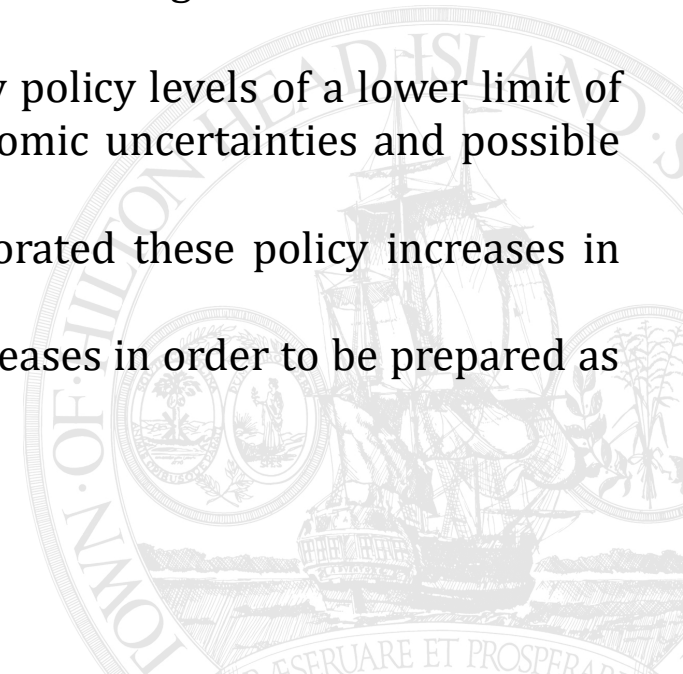
Strategic Fiscal Year: 2022

Staff Project Manager: John Troyer, Finance Director

Initiative Description: 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.

Completed Initiatives:

- ✓ The Finance Department surveyed peer organizations and best practices to consider proposed updates to its existing policies.
- ✓ Based on its analysis, staff proposed an increase to both the lower and upper guidelines in the Budget Policies for General Fund Balance levels as a percentage of the upcoming Fiscal Year 2023 budget.
- ✓ These limits changed from a lower limit of 35% of Budget to an upper limit of 40% to new policy levels of a lower limit of 45% to an upper limit of 55% of Budget to provide additional policy protection for economic uncertainties and possible disasters.
- ✓ Town Council adopted the Budget Ordinance for FY 2023 on June 7, 2022 which incorporated these policy increases in reserve levels.
- ✓ Inflation and heightened uncertainty were pointed to as necessary justifications for the increases in order to be prepared as much as possible for these type emergency contingencies.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt Real Estate Transfer Fee Extension and Expansion

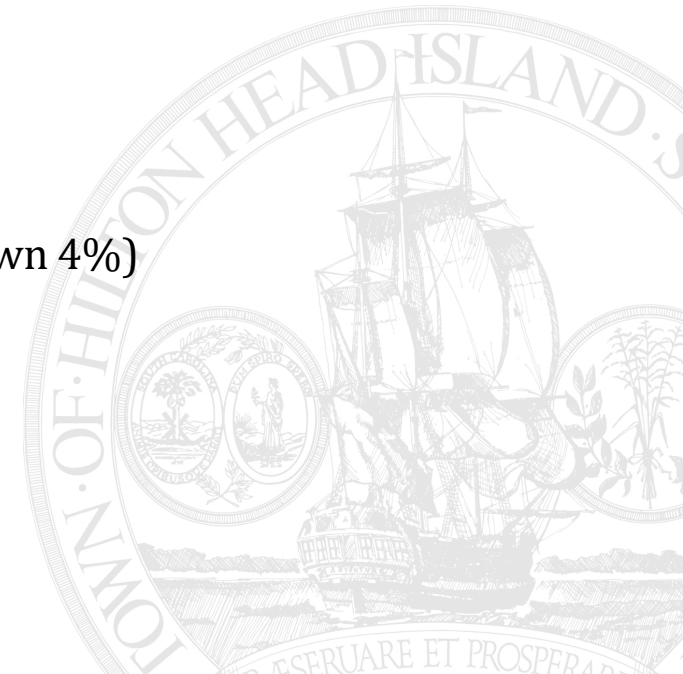
Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: 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.

Completed Initiatives:

- ✓ On May 17, 2022, Town Council adopted Ordinance Number 2022-09 which authorized an extension of the Town's Real Estate Transfer Fee. This Ordinance authorized the continued collection of a one-quarter of one percent (0.25%) fee on all real estate transactions occurring on Hilton Head Island. The new fee will expire in 2044 unless otherwise acted upon.
- ✓ The fee generates approximately \$4.2 million dollars annually.
- ✓ On the sale of a \$500,000 home, the fee represents approximately \$1,250.00.
- ✓ The Town has collected over \$87,000,000 in Real Estate Transfer fees since 1990.
- ✓ The fees have been used to acquire 1,304 acres of land on the Island.
- ✓ In 2021, the Town Collected \$7,003,926 in Real Estate Transfer Fees
- ✓ Through July of this year, the Town has collected \$3,923,769 in Real Estate Transfer Fees (down 4%)



Town of Hilton Head Island

Pursuit of Excellence

Policy

Strategic Initiative Name: Enhance Beach Shuttle Service

Strategic Fiscal Year: 2022

Staff Project Manager: Aaron Black, Facilities Manager

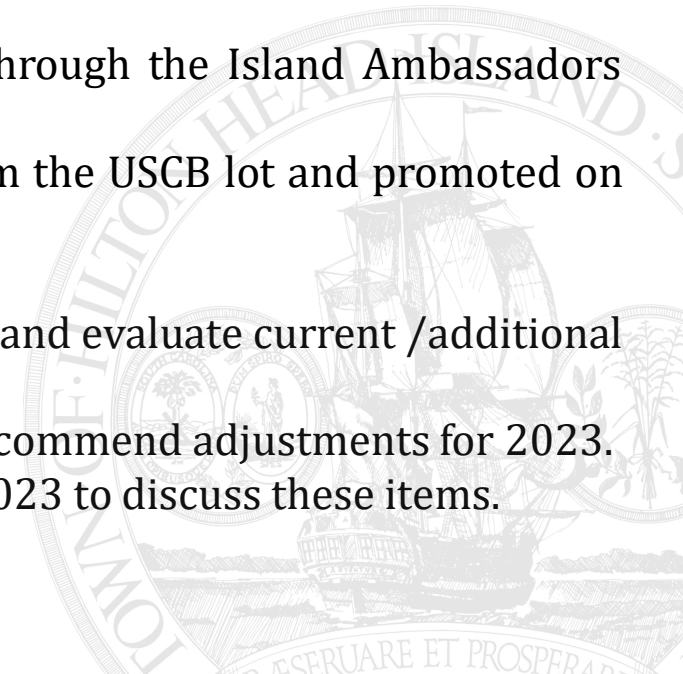
Initiative Description: Provide a safe, clean, well-publicized and enjoyable free beach shuttle service that will transport citizens between parking areas and public amenities. Evaluate enhancements to both beach shuttle and area trolley service so as to increase resident experience associated with these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

Completed Initiatives:

- ✓ Town Staff and Palmetto Breeze met on February 7, 2022, to evaluate both trolley and beach shuttle 2021 operations.
- ✓ Some trolley route changes were made in the Port Royal area to limit thru traffic and disturbances and an additional stop at the Sandbox was added.
- ✓ Promoting the “Island Experience” was also a focus and Palmetto Breeze drivers went through the Island Ambassadors program and content on the trolley was updated to promote Island culture and events.
- ✓ The beach shuttle summer weekend schedule was also increased to add Friday service from the USCB lot and promoted on the Town’s website and through social media.

Ongoing Initiatives:

- Town Staff is working with Palmetto Breeze to identify current/ future stops on the corridor and evaluate current /additional infrastructure repairs/needs for the trolley routes to better serve the Island.
- An evaluation of both services will be performed at the end of the Summer to identify and recommend adjustments for 2023.
- A presentation to the Public Planning Committee will be scheduled in the 1st to 2nd quarter 2023 to discuss these items.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Establish Island Brand Development Strategy

Strategic Fiscal Year: 2023

Staff Project Manager: Angie Stone, Assistant Town Manager

Initiative Description: 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.

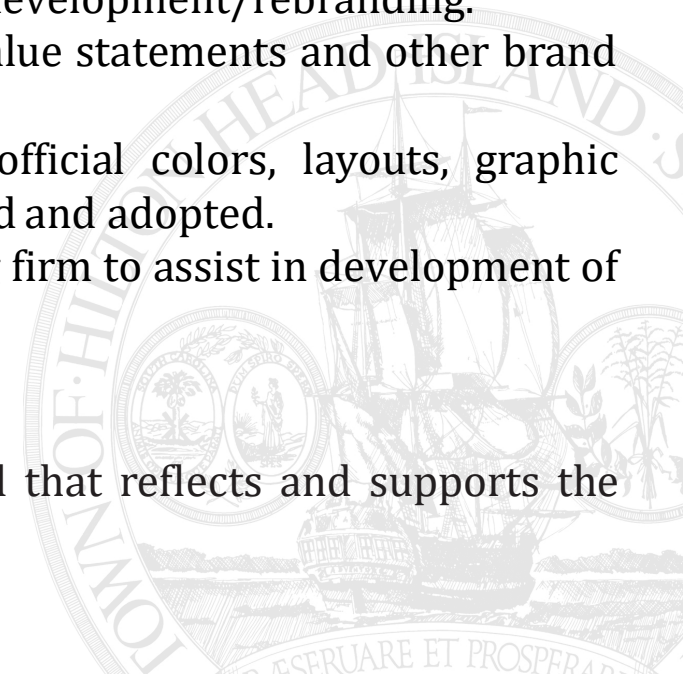
Project Milestones:

Phase 1: 2nd Quarter 2023 – 4th Quarter 2024

- In coordination with the Town's Destination Marketing Organization (DMO) and the Office of Cultural Affairs, lead a comprehensive team to begin the groundwork for an organizational journey through brand development/rebranding.
- Conduct a communications audit of all existing graphic assets (logos, fonts, colors, etc.), value statements and other brand components.
- Develop a 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.
- 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.

Phase 2: 2nd Quarter 2025

- 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.



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt & Implement a Human Resources Strategic Plan

Strategic Fiscal Year: 2023

Staff Project Manager: Lisa Stauffer, Human Resources Director

Initiative Description: Develop a Human Resources strategic plan that provides the methods to address current and future workforce needs.

Project Milestones:

Phase 1: 3rd Quarter 2022

- ✦ Evaluate Human Resources' current strategic position
 - Meet with senior staff to identify specific human capital needs in the areas of current and future skill needs.
 - Identify gaps between future needs and present capabilities, opportunities to enhance the employee experience, and integrate diversity and inclusion strategies into recruitment and retention initiatives.

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

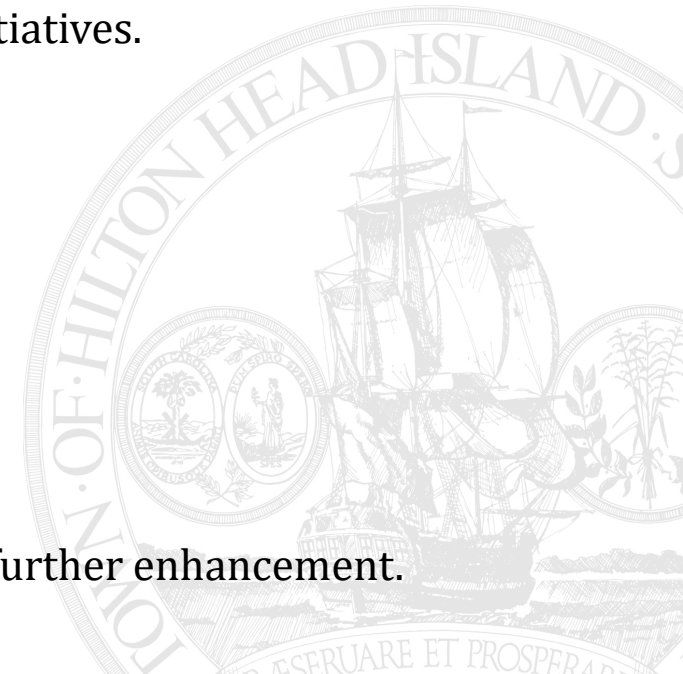
- ✦ Build the Strategic Plan for Town Council Committee and Town Council Adoption
 - Formulate gap strategies and prioritize those strategies.
 - Develop actionable goals to achieve the strategies.

Phase 3: 1st Quarter 2023

- ✦ Manage the Adopted Plan
- ✦ Collaborate with internal and external constituents to execute actionable goals
- ✦ Set progress review dates.

Phase 4: Ongoing

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



Town of Hilton Head Island

Pursuit of Excellence Policy

Strategic Initiative Name: Adopt & Implement a Technology & Innovation Strategic Plan

Strategic Fiscal Year: 2023

Staff Project Manager: Thomas Sunday, Director of Technology & Innovation

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

Project Milestones:

Phase 1: 4th Quarter 2022 – 1st Quarter 2023

✦ Evaluate Information Technology's current strategic position:

- Identify department issues that need to be addressed inclusive of strengths, weaknesses, opportunities and threats.
- Assess current and future demands.
- Define the IT vision, mission, core services, values, and beliefs.
- Develop long-term objectives to include a 3-year plan that defines success and how it will be achieved.

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

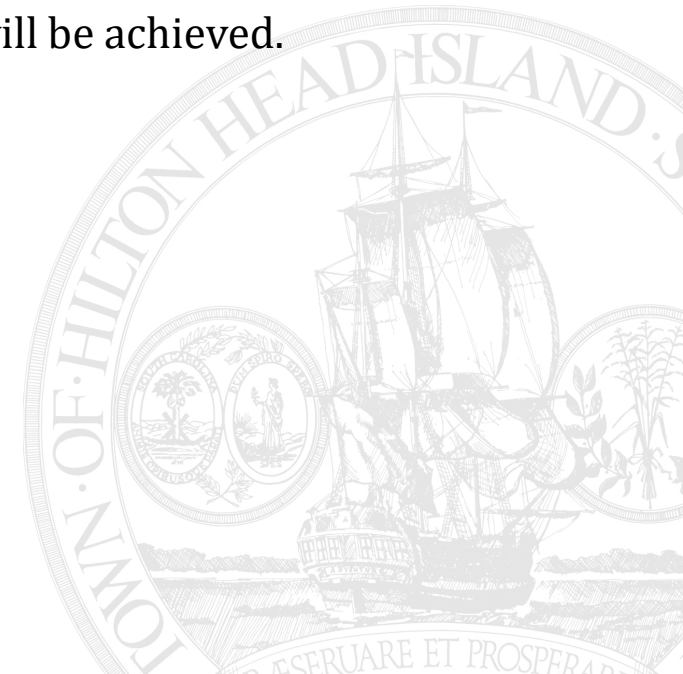
✦ Build the Strategic Plan for Town Council Committee review and Town Council adoption

- Utilize SWOT to guide priorities.
- Identify short SMART goals.
- Establish key performance indicators.

Phase 3: 1st Quarter 2024 – 4th Quarter 2024

✦ Manage the Adopted Plan

- Publicize IT strategies internally.
- Set progress review dates.
- Update the strategic plan annually.



Town of Hilton Head Island

Pursuit of Excellence

Operational

Strategic Initiative Name: Respond to the COVID-19 Pandemic

Strategic Fiscal Year: 2020/2021

Staff Project Manager: Tom Dunn, Emergency Manager

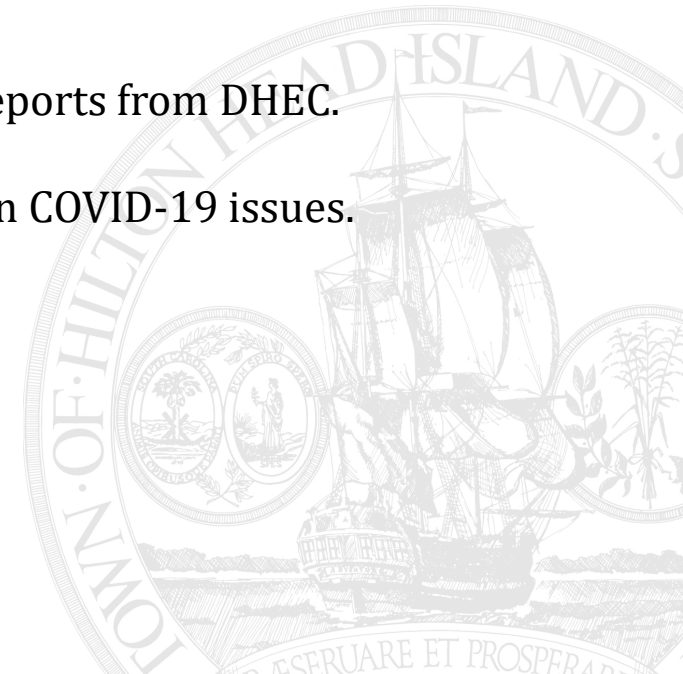
Initiative Description: Ensure the Town continues to recognize and monitor changes in data related to the COVID-19 pandemic so that policy decisions can be made that support the safety of the community and employees.

Completed Initiatives:

- ✓ Supported community testing with DHEC and BrightStar Care.
- ✓ Supported community vaccination clinics with Hilton Head Hospital and DHEC.
- ✓ Ensured a safe working environment for Town Staff and the public accessing Town Facilities.
- ✓ Transitioned to more normal operations in 2022.

Ongoing Initiatives:

- Continue monitoring the Community Levels for virus transmission and Hospitalization Reports from DHEC.
- Providing updates to Council and Town leadership, as necessary.
- Maintain local State of Emergency still in order to quickly respond to urgent or unforeseen COVID-19 issues.



Strategic Initiative Name: Improve Permitting and Plan Review Process

Strategic Fiscal Year: 2022

Staff Project Manager: Christopher Yates, Development Services Manager

Initiative Description: Identify areas of improvement within the Town's permitting and plan review processes 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.

Completed Initiatives:

- ✓ An online permit tracking map and a customer satisfaction survey have been implemented as have numerous other improvements to permitting tracking and processing procedures .
- ✓ A Customer Service Manager position was created to better management the life cycle of development applications and permits and provides for a continuous evaluation of the process.
- ✓ The establishment of the Design Review Team, mandatory pre-application meetings, a two-step plan review process, the requirement that Planning Commission review certain subdivisions and development/redevelopment projects and the lengthening of plan review times expectation have led to a higher detailed level of review which results in more thoughtful development on the Island.

Ongoing Initiatives:

- Staff will implement a same day review and issuance opportunity in September of 2022 for single-family/condominium renovations with plans.
- Additionally, staff will be requiring all permit applications to include digital plans in anticipation of a fully digital plan review platform in the last quarter of 2022.

Strategic Initiative Name: Conduct and Respond to Employee Satisfaction Survey

Strategic Fiscal Year: 2021

Staff Project Manager: Lisa Stauffer, Human Resources Director

Initiative Description: Conduct an Employee Survey to 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.

Completed Initiatives:

- ✓ An anonymous survey was created and distributed to all staff to gather feedback and data for purposes of evaluating employee satisfaction levels.
- ✓ In the Fall of 2021, the survey responses were assimilated and presented formally to all employees.
- ✓ Focus groups were conducted to solicit information in the areas of improving communication, clarifying the Mission Statement, increasing staff collaboration, enhancing employee development, and improve recruitment and retention.
- ✓ Focus group feedback was presented to Town Manager and several initiatives were implemented in response.
- ✓ Monthly All-Staff Meetings are conducted to improve communication from Town leadership and all Departments continue to hold regular meetings to improve staff level communication.
- ✓ The Town adopted a Corporate Social Responsibility Policy to encourage collaboration between employees and the community we serve.
- ✓ As part of the FY23 budget, compensation enhancements will be implemented to address Fire Rescue recruitment and retention issues. The minimum starting salaries for Firefighter/EMTs and 911 Public Safety Telecommunicator Trainees will increase to the 25th percentile of the position's salary range. Existing personnel and 911 Public Safety Personnel were moved to the 50th percentile of their salary ranges which represents position market value.

Town of Hilton Head Island

Pursuit of Excellence

Operational

Strategic Initiative Name: Improve Administrative Support Process for Boards, Commissions & Committees

Strategic Fiscal Year: 2021

Staff Project Manager: Krista Wiedmeyer, Town Clerk

Initiative Description: 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 Boards and Commissions.

Completed Initiatives:

- ✓ New administrative processes have been developed for the onboarding of all Town Council appointed Boards and Commissions and for new members elected to the Office of the Mayor and Town Council.
- ✓ Both processes outline an in-depth overview from start to finish, including a full complement of supporting materials.
- ✓ Feedback was solicited from the Community Services and Public Safety Committee as well as staff and stakeholders in the development of these onboarding processes.

Ongoing Initiatives:

- Staff will present the final draft of both processes to the Community Services and Public Safety Committee at its meeting on September 26, 2022.
- The Committee will forward the processes to Town Council for consideration at its meeting on October 18, 2022, to allow for implementation following the November 8, 2022 General Election.

Town of Hilton Head Island

Pursuit of Excellence

Operational

Strategic Initiative Name: Research Trends & Implement Best in Class
Municipal Service Delivery

Strategic Fiscal Year: 2021

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

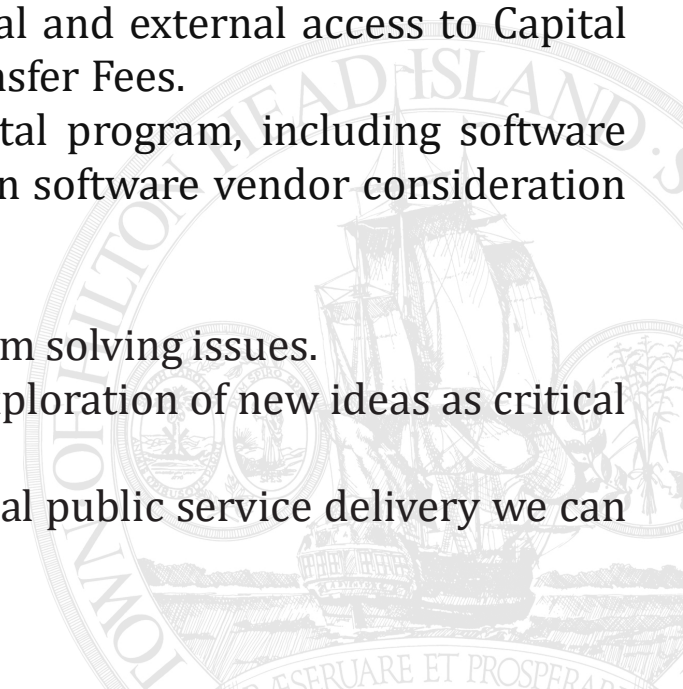
Initiative Description: The Town will become known as an entity that delivers a superior level of public services as compared to its peers and will be on the leading edge of new advancements the areas of smart/connected cities, digit service delivery, and an emphasis on overall customer experience.

Completed Initiatives:

- ✓ Launched new Town website to enhance public access and provide greater transparency and staff accountability.
- ✓ Created Strategic Plan dashboard to enhance access and transparency to key Town projects and initiatives.
- ✓ Integrated GIS storyboard and dashboard applications for various efforts including internal and external access to Capital Improvements Program, stormwater projects, land acquisition program and Real Estate Transfer Fees.
- ✓ Town staff visited Breckenridge Colorado to research and evaluate their short-term rental program, including software platform, record keeping, enforcement, and program management. This data will be used in software vendor consideration and in support of the Town's recently adopted Tier 1 short-term rental provisions.

Ongoing Initiatives:

- Continue to reinforce the importance of fostering a creative/cutting edge approach to problem solving issues.
- Communicate 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.



Operational

Strategic Initiative Name: Fire Rescue - Acquire re-accreditation Status from the Center for Public Service Excellence

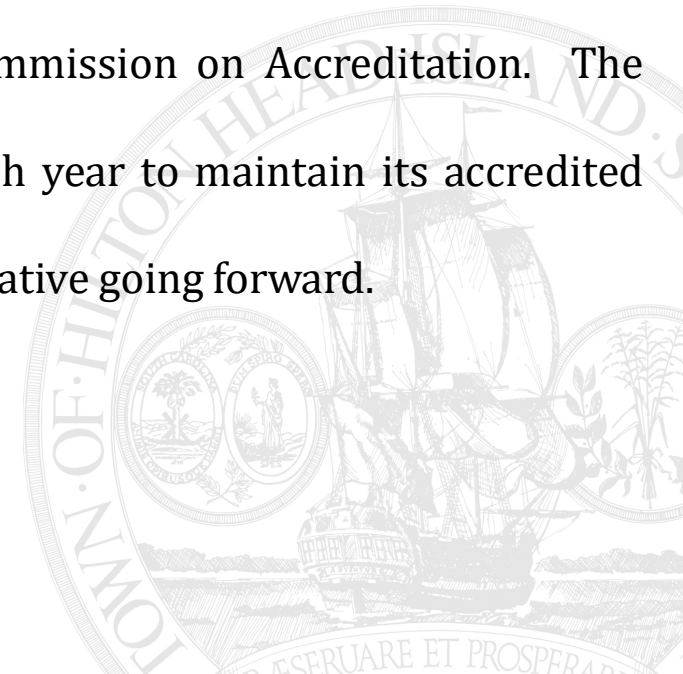
Strategic Fiscal Year: 2021

Staff Project Manager: Brad Tadlock, Fire Chief

Initiative Description: Acquire Re-accreditation Status from the Commission on Fire Accreditation International (CFAI). Accredited agencies are often described as being community-focused, data-driven, outcome-focused, strategic-minded, well organized, properly equipped, and properly staffed and trained. Accreditation is an international recognition of achievement. It shows to your community that your agency continually self-assesses, looks for opportunities for improvement, and is transparent and accountable through third party verification and validation. CFAI is a division of the Center for Public Service Excellence.

Completed Initiatives:

- ✓ Reaccreditation Status was awarded to Fire Rescue on March 23, 2022 by the CFAI Commission on Accreditation. The reaccreditation status award is for a 5-year time period.
- ✓ The department will continue to submit an Annual Compliance Report in February of each year to maintain its accredited status and good standing with the CFAI.
- ✓ The FR Accreditation Manager will guide the process and be the point of contact for this initiative going forward.



Strategic Initiative Name: Implement Fire Rescue Strategic Plan

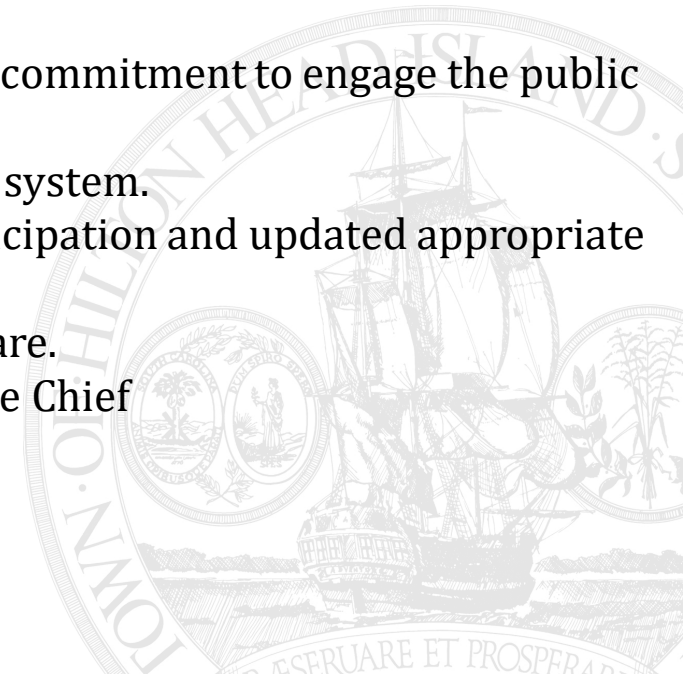
Strategic Fiscal Year: 2021

Staff Project Manager: Brad Tadlock, Fire Chief

Initiative Description: Fire Rescue adopted a 5-Year Strategic Plan in March of 2019 that identified six (6) distinct performance goals.

Completed Initiatives:

- ✓ Goal# 1 - The Community Risk Assessment was updated, and the results were utilized to identify a staffing increase for Sta. # 4 with approved FTE's.
- ✓ Goal# 2 - A working group was created and assigned to evaluate the professional development of line personnel. The 911 Communications Center promotional polices were also updated.
- ✓ Goal# 3 - Established a standing committee to evaluate community outreach for an on-going commitment to engage the public in meaningful methods.
- ✓ Goal# 4 - Upgraded 911 phone system and evaluated the replacement of the Station Alerting system.
- ✓ Goal# 5 - Undertook COVID 19 preparation and response. Increased paramedic student participation and updated appropriate EMS protocols.
- ✓ Goal# 6 - Replaced all mobile tablets and initiated new mapping and response routing software.
- ✓ The 5-Year - Department Strategic Plan will be updated in calendar year 2023 by the new Fire Chief



Town of Hilton Head Island

Pursuit of Excellence Operational

Strategic Initiative Name: Implement Cultural Affairs Strategic Plan

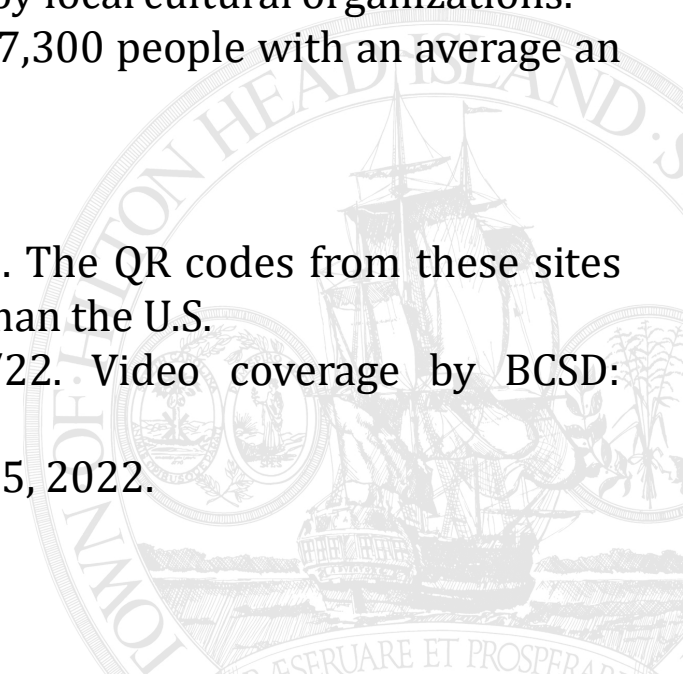
Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Cultural Affairs

Initiative Description: 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.

Completed Initiatives:

- ✓ On December 7, 2021, Town Council approved the Office of Cultural Affairs Strategic Plan.
- ✓ A Mural Artist in Residence program was established at Hilton Head Island High School resulting in a mural inspired by Gullah culture and the artistic style of Amiri Farris.
- ✓ A Professional Development Resource List was added to the CultureHHI.org website for use by local cultural organizations.
- ✓ Bimonthly e-newsletters have been improved and are distributed to a list of approximately 7,300 people with an average an open rate of 41% (national average open rate for arts & culture messaging is 26%).
- ✓ Facebook followers have grown 9% to 6296.
- ✓ Instagram followers have grown 35% to 1628.
- ✓ In February, eight (8) interactive experience signs were installed at five separate locations. The QR codes from these sites have been scanned 4,171 times from visitors from 41 states and DC and 10 countries other than the U.S.
- ✓ A mural in Hilton Head Island Elementary media center was completed on 3/21/22. Video coverage by BCSD: <https://m.youtube.com/watch?v=tk316DzDivw&feature=youtu.be>
- ✓ Three new public art sculptures were installed along the new Shelter Cove pathway on April 5, 2022.



Town of Hilton Head Island

Pursuit of Excellence Operational

Strategic Initiative Name: Enhance Communication Plan
with Strong Social Media Emphasis

Strategic Fiscal Year: 2021

Staff Project Manager: Carolyn Grant, Communications Director

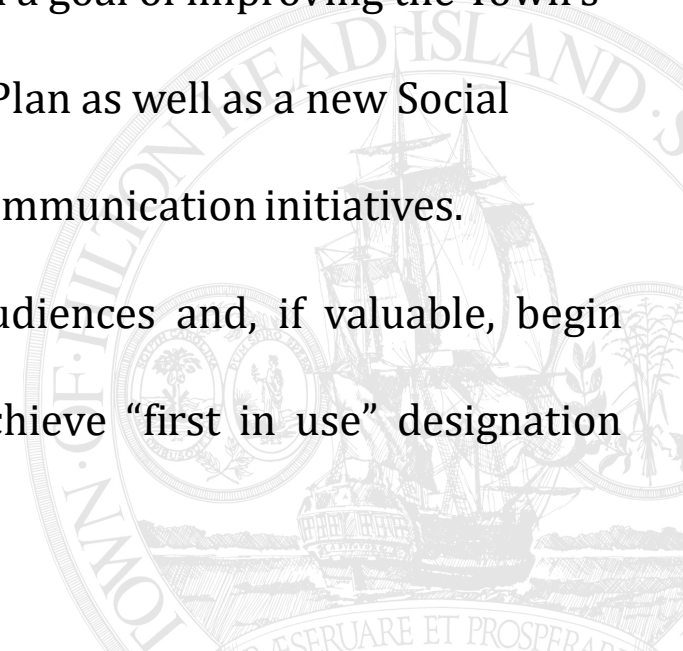
Initiative Description: The enhancement of a Town communications plan with help to define the messages, priorities, strategies, and tools the Town will use when communicating with the community. The plan will ensure the Town's story is told effectively and will provide engagement between the Town and 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.

Completed Initiatives:

- ✓ Staff identified and evaluated several media tracking companies and selected Meltwater with a goal of improving the Town's overall media intelligence through tracking, notification, and analysis functions.
- ✓ A new social media section was developed for inclusion within the Town's Communications Plan as well as a new Social Media Strategic Plan.
- ✓ A 2022 Social Media Calendar was created to track various events, key dates, and improve communication initiatives.

Ongoing Initiatives:

- Continue to explore new platforms that may be available to better reach our target audiences and, if valuable, begin employing them for communication of the Town's policies, services, and programs.
- Monitor for new forms of communication and social media that may be created and achieve "first in use" designation amongst peer groups.



Town of Hilton Head Island

Pursuit of Excellence

Operational

Strategic Initiative Name: Create a Culture of High Organizational Performance

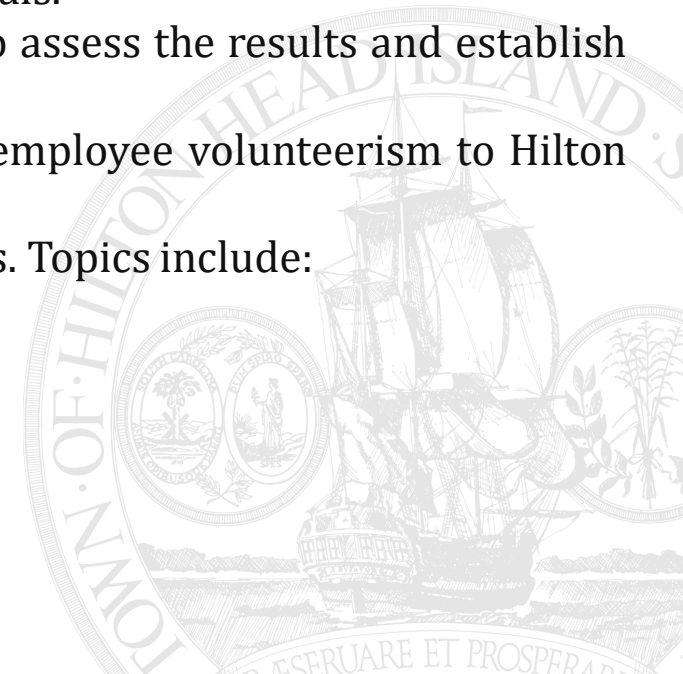
Strategic Fiscal Year: 2022

Staff Project Manager: Marc Orlando, Town Manager

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

Completed Initiatives:

- ✓ Instituted several organizational adjustments to better align staff roles and responsibilities.
- ✓ Created an annual Scott Liggett - Employee of the Year award to recognize employees who demonstrate a clear commitment to the Town's core values and exceed organizational expectations.
- ✓ Enhanced the Town's employee performance review program to align with Strategic Plan Goals.
- ✓ Completed a Town staff employee engagement survey and established staff focus groups to assess the results and establish action items for implementation.
- ✓ Established a corporate social responsibility program that provides for ten (10) hours of employee volunteerism to Hilton Head Island non-profits throughout the calendar year.
- ✓ To provide open communication and feedback, established monthly all-staff virtual meetings. Topics include:
 - Leadership
 - Strategic Plan Initiatives
 - Employee Announcements
 - Departmental Accomplishments



Town of Hilton Head Island

Pursuit of Excellence

Operational

Strategic Initiative Name: Create a Culture of High Organizational Performance

Strategic Fiscal Year: 2022

Staff Project Manager: Marc Orlando, Town Manager

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

Ongoing Initiatives:

- Continue to advance leadership development opportunities for all Town staff members.
- Enhance Town staff onboarding through training and awareness programs (Island Ambassador, Sea Turtle Patrol, Gullah History and Cultural Education Program).
- Establish an employee reward and recognition program.



Strategic Initiative Name: Implement SeeClickFix Mobile & Website Application

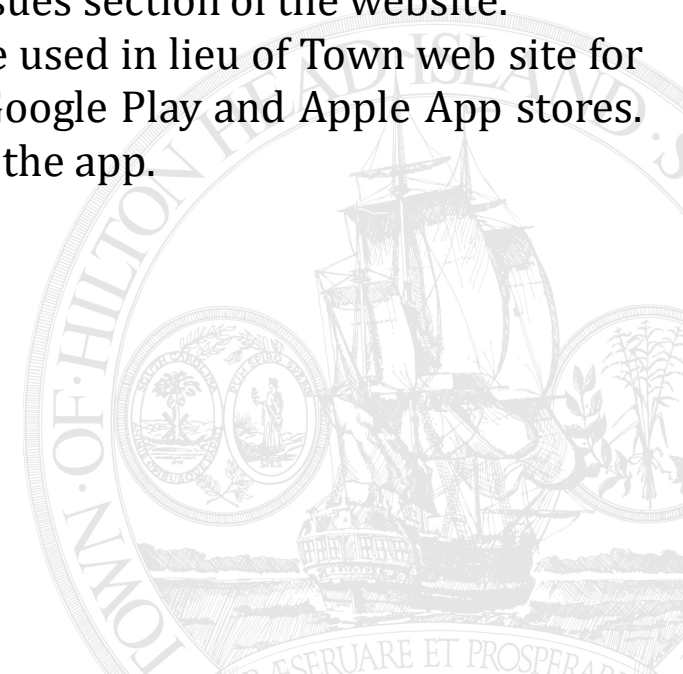
Strategic Fiscal Year: 2021

Staff Project Manager: Thomas Sunday, Director of Technology & Innovation

Initiative Description: 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.

Completed Initiatives:

- ✓ Implementation of the See-Click-Fix application was completed in conjunction with the launch on the Town's updated website on July 2, 2021. See-Click-Fix is currently embedded as a web page in the Report Issues section of the website.
- ✓ On January 28, 2022, Staff completed development of the mobile app, MyHHI, which can be used in lieu of Town web site for reporting of citizen issues. The mobile app is currently available to citizens via both the Google Play and Apple App stores. MyHHI continues to be well-utilized. To date, 1,154 issues have been reported and fixed via the app.



Strategic Initiatives

Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.



Town of Hilton Head Island

Environmental Sustainability Policy

Strategic Initiative Name: Implement Beach Renourishment Program & Update Beach Management Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

Initiative Description: Improve the coastal resiliency of the Island by reviewing and proposing appropriate modifications to the Town's beach nourishment program that align with the resiliency goals identified in the Town's comprehensive plan. Evolve elements of the 2025 beach nourishment project to take advantage of lessons learned and to incorporate new goals while continuing to achieve existing program goals of buffering erosion, maintaining the recreation quality of the beach, nourishing on a flexible schedule with multiple sand sources, and exercising environmental sensitivity. Foster improvement of the Town's plan by adding increased storm protections and climate change resiliency to the stated program goals.

Completed Initiatives:

- ✓ On February 15, 2022, Town Council approved an amendment to the Town Code to expand the defined beach limits, extending them from Fish Haul Creek to Park Creek (northwest side of Pine Island) and authorized an agreement with Hilton Head Plantation POA to provide interim financial support for the renourishment maintenance of the Pine Island beach.
- ✓ On August 16, 2022, the Planning Commission recommended adoption of the updated 5-year Beach Management Plan.
- ✓ Surveying and Design work has commenced on the next major renourishment project scheduled for 2025.

Ongoing Initiatives:

- The Beach Management Plan will be presented to the Community Services and Public Safety Committee in October and Town Council for approval.
- As preliminary design is completed, the permitting process will begin on the renourishment project and is anticipated to occur during the 1st Quarter of 2023.

Town of Hilton Head Island

Environmental Sustainability Policy

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

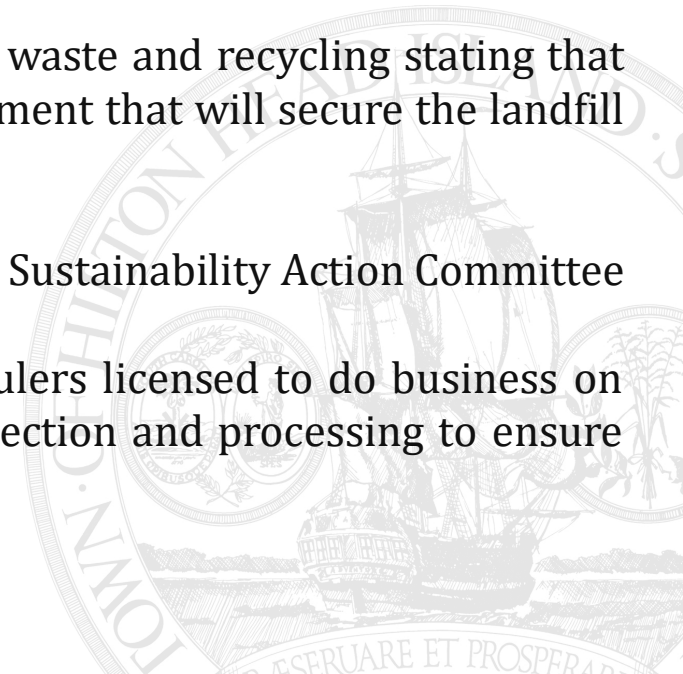
Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

Initiative Description: 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 objectives, 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.

Completed Initiatives:

- ✓ At the February 15, 2022, Town Council meeting, the Beaufort County Administrator provided a report on the State of the County Solid Waste and Recycling programs.
- ✓ On April 19, 2022, Town Council approved the Greater Island Council Resolution on solid waste and recycling stating that the Town and County should work together on the development of a new long-term agreement that will secure the landfill and recycling needs of Hilton Head Island and Beaufort County.
- ✓ On July 19, 2022, Town Council received a public briefing on the status of this initiative.
- ✓ In July of 2022, Town and County staff as well as the chairman of the Greater Island Council Sustainability Action Committee began holding monthly solid waste and recycling coordination meetings.
- ✓ Staff has solicited mid-year quantitative reporting from the solid waste and recycling haulers licensed to do business on Hilton Head Island and will review their policies and procedures regarding recycling collection and processing to ensure compliance with the Town Code.



Town of Hilton Head Island Environmental Sustainability

Policy

Strategic Initiative Name: Identify Strengths, Weaknesses, Opportunities & Threats
(SWOT) of Hilton Head Island Solid Waste & Recycling (*Continued*)

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

Ongoing Initiatives:

- Staff will continue working with Beaufort County and the Greater Island Council to develop detailed initiative objectives, gather solid waste and recycling data and statistics, draft a long-term agreement for operation of the Hilton Head Island convenience center, develop better public educational and outreach campaigns, determine how to allow for more recycling opportunities at the Hilton Head Island convenience center.
- The Greater Island Council has developed a new resolution on solid waste and recycling to bring to both Town and County Councils.
- Monitor Beaufort County efforts regarding the potential creation of an off-Island, South of the Broad Materials Processing Center (MRF) that would facilitate increased recycling rates from within the Town and the greater region.
- Gather ongoing statistical data on solid waste to landfill and recyclable materials rates.
- Develop a plan to implement promotional and educational campaign to foster recycling, composting, and litter control on Hilton Head Island.
- Pursue a long-term agreement with Beaufort County to operate solid waste and recycling services at the Summit Drive Convenience Center.
- Develop a public outreach campaign on composting and implementation plan for composting models on Town sites
- Create a Summit Drive-Gateway Circle project that incorporates a recycling for all setup, by segregating the recycling area from the decal only access for waste drop-off.

Town of Hilton Head Island

Environmental Sustainability

Policy

Strategic Initiative Name: Work With Public Service Districts (PSDs) on Long-Term Capital Projects

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

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

Completed Initiatives:

- ✓ Coordinated with the Public Service Districts to identify current and long-term capital and facility improvement needs that will be necessary to deliver water and wastewater services to the community.
- ✓ The Broad Creek Public Service District proposed an Aquifer Storage and Recovery well/plant in the Palmetto Dunes area.
- ✓ Various infrastructure projects have been discussed such as proposed an expansion of the Hilton Head Public Service District's Jenkins Island Reverse Osmosis plant, a new joint use Aquifer Storage and Recovery well with the Broad Creek Public Service District on the Ashmore Tract, support for a South Island Public Service District line expansion, and a potential Wexford plant expansion.

Ongoing Initiatives:

- Work with PSDs to develop a water and wastewater service Capital Improvements Program project map or dashboard tool. (1st 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. (2nd Quarter 2023)

Town of Hilton Head Island

Environmental Sustainability Operational

Strategic Initiative Name: Establish National Leadership Credibility
in Environmental Sustainability & Resource Protection

Strategic Fiscal Year: 2022

Staff Project Manager: Missy Luick, Community Planning Manager

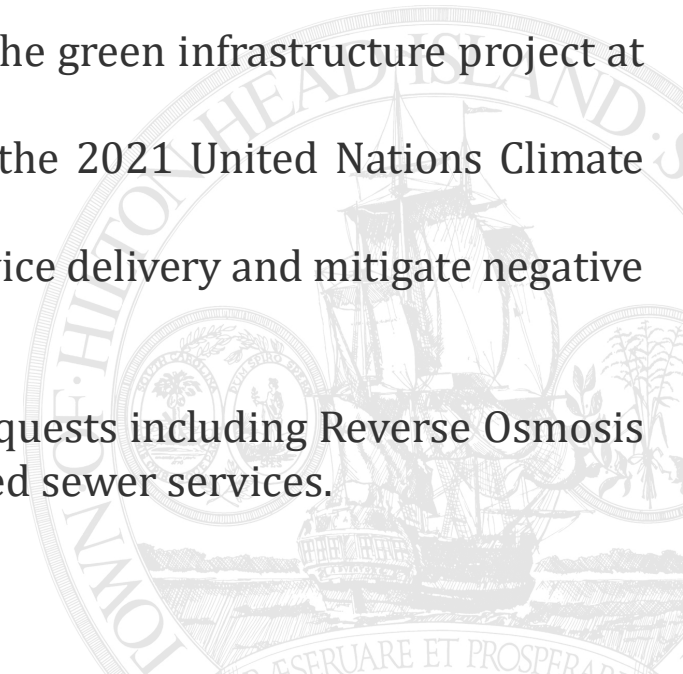
Initiative Description: Assess appropriate partnership opportunities with Public Service District Facilities and Capital Improvement Projects to ensure future delivery of potable water to Hilton Head Island residents.

Completed Initiatives:

- ✓ Completed research on “best-in-class” development standards to maintain or strengthen existing environmental protections and sustainable development standards inclusive of Town managed projects.
- ✓ Provided weekly Facebook and Twitter posts on Island biodiversity and its importance.
- ✓ Investigated joining the Southeast Sustainability Directors Network.
- ✓ Presented an educational workshop to the Women's Association of Hilton Head Island on the green infrastructure project at Jarvis Creek Park and a
- ✓ Crafted a project welcome letter on behalf of Mayor McCann to be displayed at COP26, the 2021 United Nations Climate Change Conference.
- ✓ Supported efforts for the Town adopted Lateral Sewer Connection Program to improve service delivery and mitigate negative environmental impacts from septic systems.

Ongoing Initiatives:

- Staff is continuing to coordinate with Public Service Districts on the provision of facility requests including Reverse Osmosis and Aquifer Storage and Recovery facilities to increase future delivery of water and improved sewer services.



Town of Hilton Head Island

Environmental Sustainability

Operational

Strategic Initiative Name: Acquire Audubon International “Sustainable Community” Recertification

Strategic Fiscal Year: 2021

Staff Project Manager: Missy Luick, Community Planning Manager

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

Completed Initiatives:

- ✓ The required materials were submitted to Audubon International on April 30, 2021.
- ✓ The Town received notification of recertification on July 14, 2021.
- ✓ The Town announced receipt of the award on the Town's website and social media platforms.

Ongoing Initiatives:

- Monitor and track indicators for future recertification.

COMPLETED



Strategic Initiatives

Revitalize Economy

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



Strategic Initiative Name: Municipal Association of South Carolina (MASC)
Model Business License Ordinance Adoption

Strategic Fiscal Year: 2021

Staff Project Manager: April Akins, Revenue Services Manager

Initiative Description: 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.

Completed Initiatives:

- ✓ On June 15, 2021, staff introduced a Model Business License Ordinance as drafted by the South Carolina Municipal Association and required by South Carolina law, to the Town's Finance and Administration Committee for review and recommendation to Town Council. This recommendation also included a rebalancing of the Town's business license rates.
- ✓ From July through December of 2021, staff conducted a series of public workshops, virtual meetings and educational programs to engage stakeholders and included outreach to potentially affected businesses.
- ✓ On August 17, 2021, The Finance and Administrative Committee voted to recommend that Town Council adopt the proposed Model Business License Ordinance.
- ✓ On September 21, 2021, Town Council unanimously adopted the Model Business License Ordinance, Ordinance Number 2021-20, with an implementation date of January 1, 2022.
- ✓ On January 1, 2022, the regulations under the Model Business License Ordinance were successfully implemented as part of the annual business license renewal process.

Ongoing Initiatives:

- The Town continues to work with the business community to share the aspects of the Model Business License Ordinance and help businesses comply with the requirements.

Town of Hilton Head Island

Revitalize Economy

Policy

Strategic Initiative Name: Develop Town-Owned Property Management, Asset Management & Utilization Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

Initiative Description: Comprehensively review and assess the approximately 1,400-acre inventory of Town-owned properties 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.

Completed Initiatives:

- ✓ Coordinated staff review of all Town-owned properties, including review of funding sources and restrictions on use. Staff requested formal opinions from both the Town Attorney and the Town's Bond Counsel on legally permissible uses of property acquired by the Town via its different funding mechanisms.
- ✓ Developed Town-owned property dashboard using GIS technology to more efficiently access and understand property information.
- ✓ Town staff coordinated additional legal review and presented a workshop to discuss the land acquisition program including funding sources and restrictions, and the potential utilization of Town-owned properties.

Ongoing Initiatives:

- Town-owned property dashboard is being revised to reflect legal findings in preparation of an additional workshop on Land Acquisition and Town-owned property utilization in the coming months.
- 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.

Town of Hilton Head Island

Revitalize Economy

Operational

Strategic Initiative Name: Implement Destination Marketing Organization (DMO) Marketing Plan & Measure Performance

Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Office of Cultural Affairs

Initiative Description: Monitor the performance of the Town's authorized Destination Marketing Organization and ensure that contractually obligated performance measurements are achieved. Identify any necessary changes and ensure that appropriate community focus is utilized in the development of the annual marketing plan.

Completed Initiatives:

- ✓ The Marketing Council convened on February 2, 2022, to assist in setting goals and action items for the upcoming annual Destination Marketing Organization plan. Changes for 2022/2023 plan include identification of strategies and tactics and the development of the community Cornerstone plan.
- ✓ The draft of the marketing plan was presented to the Town's Accommodations Tax Advisory Committee on April 7, 2022, and was unanimously recommended for approval.
- ✓ The Finance & Administrative Committee met on April 19, 2022, and unanimously recommended support of the plan to the Town Council.
- ✓ The Town Council unanimously adopted the 2022/2023 Destination Marketing Organization plan on May 3, 2022.
- ✓ The HHI/Bluffton Chamber of Commerce presented Destination Marketing Organization Industry Metrics to the Finance and Administration Committee on April 19, 2022, and was unanimously recommended for acceptance by the Committee.



Town of Hilton Head Island

Revitalize Economy

Operational

Strategic Initiative Name: Establish Economic Development Strategy

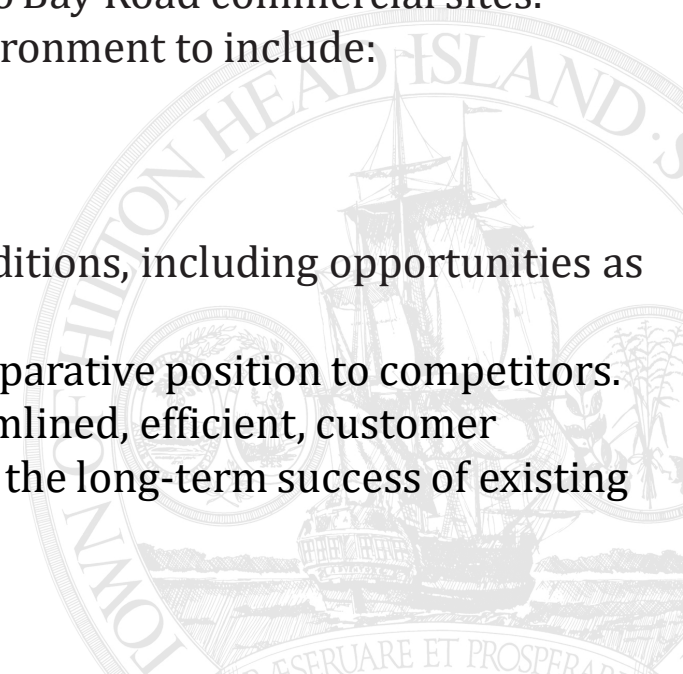
Strategic Fiscal Year: 2023

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

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

Ongoing Initiatives:

- Working with the Beaufort County Economic Development Corporation (BCEDC) to provide the Town with an Assessment of the Island's framework for Business Retention and Expansion (BRE).
- Conducting research to quantify commercial properties and occupancy levels, using Costar and similar tools.
- Continuing with efforts towards redevelopment for the Modern Classic Motors and Palmetto Bay Road commercial sites.
- Will be partnering with the BCEDC to conduct a SWOT analysis of the Town's 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
 - Evaluate existing programs and regulatory environment to gauge effectiveness and comparative position to competitors.
- 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.



Town of Hilton Head Island

Revitalize Economy

Operational

Strategic Initiative Name: Establish Economic Development Strategy *(continued)*

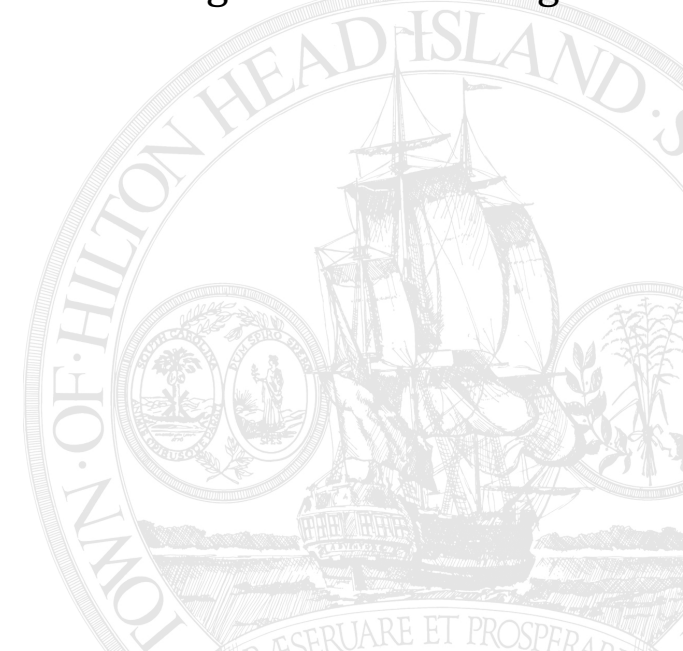
Strategic Fiscal Year: 2022

Staff Project Manager: Ben Brown, Senior Policy Advisor to the Town Manager

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

Ongoing Initiatives:

- Identify Economic Development opportunities to include within the confines of a Growth Framework Map.
- Coordinate with the Future Land Use Map and Growth Framework Map to enhance options for capital and priority investment strategies for areas that need 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.



Town of Hilton Head Island

Revitalize Economy

Operational

Strategic Initiative Name: Establish a Historic & Cultural District
Community Development Corporation

Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Town Council has expressed a desire to create a local community development corporation that would be operated exclusively as a South Carolina public benefit nonprofit corporation that seeks the support, advancement, and sustainability of historic and culturally sensitive communities located on Hilton Head Island as identified in Appendix B-5 of the Town's Land Management Ordinance. The Corporation will be formed with a goal of creating strategic programs related to, but not necessarily limited to, economic development initiatives, affordable housing, streetscaping which includes the improvement of public roadways through design, landscaping, and lighting among other improvement, neighborhood planning, targeted investment and financial resource provider, resident education, and other support services opportunities that are directly related to accomplishing the mission of the Corporation.

Completed Initiatives:

- ✓ A Resolution authorizing the Town Manager to begin the process of creating a nonprofit community development corporation was unanimously approved by Town Council on February 15, 2022.
- ✓ Following the approval of Town Council, staff worked with its Bond Counsel to develop an initial set of Articles of Incorporation and Bylaws for Town Council review and consideration.
- ✓ The Town assisted Senator Tom Davis in requesting \$5 million dollars of dedicated funding within the State's budget to serve as seed money for the Community Development Corporation.
- ✓ On August 23, 2022, Town Council was presented with draft Articles of Incorporation along with all comments received from Town Council member to date.

Town of Hilton Head Island

Revitalize Economy

Operational

Strategic Initiative Name: Establish a Historic & Cultural District
Community Development Corporation (*continued*)

Strategic Fiscal Year: 2022

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: Town Council has expressed a desire to create a local community development corporation that would be operated exclusively as a South Carolina public benefit nonprofit corporation that seeks the support, advancement, and sustainability of historic and culturally sensitive communities located on Hilton Head Island as identified in Appendix B-5 of the Town's Land Management Ordinance. The Corporation will be formed with a goal of creating strategic programs related to, but not necessarily limited to, economic development initiatives, affordable housing, streetscaping which includes the improvement of public roadways through design, landscaping, and lighting among other improvement, neighborhood planning, targeted investment and financial resource provider, resident education, and other support services opportunities that are directly related to accomplishing the mission of the Corporation.

Ongoing Initiatives:

- Town staff anticipates soliciting comments and feedback through August and will bring forward a final set of draft documents for public review and discussion at the September 20, 2022, Town Council meeting.
- If approved for filing, next steps in the process of creating this organization will include the following:
 - Appointing members to the Corporation's Board of Directors.
 - Training the members of the Corporation's Board
 - Hiring of an Executive Director and possible other support staff.
 - Creation of a Strategic Plan outlining the goals and objective of the corporation.
 - Creation of an annual budget that aligns with the Strategic Plan.
 - Implementation of performance metrics that will demonstrate accomplishments and goal completion.

Strategic Initiatives

Inclusive Community

Foster a multi-dimensional, equitable, and diverse community.



Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Implement Gullah Geechee Task Force Work Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Missy Luick, Community Planning Manager

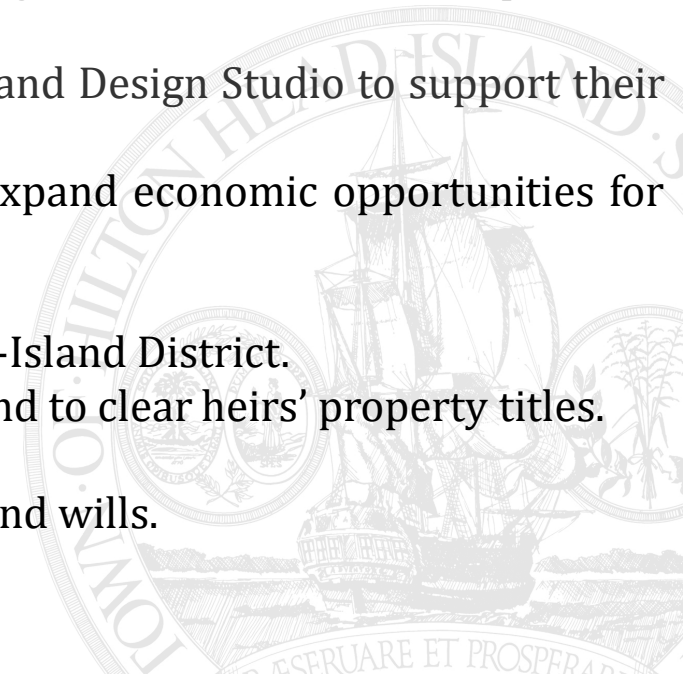
Initiative Description: Implement the Framework for the 16 Top Priority Projects from the Gullah Geechee Preservation Report Recommendations as approved by Town Council in 2019.

Completed Initiatives:

- ✓ Town Council adopted the Family Compound and Family Subdivision LMO Amendments in July 2021.
- ✓ The Town and the Heritage Library launched the Heirs' Property Family Research Project, a genealogy clinic, in August 2021.

Ongoing Initiatives:

- The Gullah History and Cultural Education Program for Town Employees and Officials will go to Town Council on September 20, 2022 for authorization to implement the program.
- Staff continues to assist property owners through the Historic Neighborhoods Permitting and Design Studio to support their property development inquiries.
- 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 Historic Gullah Neighborhoods – focusing first on the Mid-Island District.
- Facilitate efforts with NIBCAA and Community Foundation of the Lowcountry to create a fund to clear heirs' property titles.
- 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.



Town of Hilton Head Island

Inclusive Community

Policy

Strategic Initiative Name: Establish Public Institutional Partnership with USCB to Support Arts & Cultural Organizations

Strategic Fiscal Year: 2021

Staff Project Manager: Joshua Gruber, Deputy Town Manager

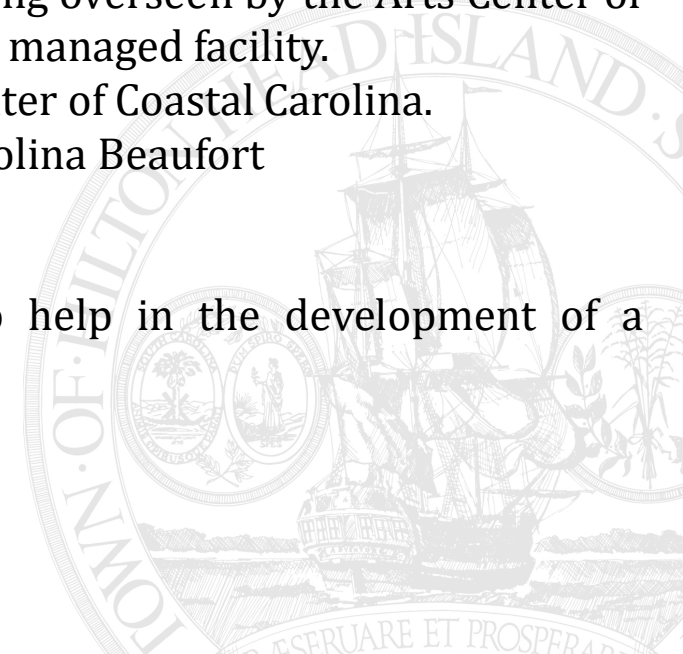
Initiative Description: Explore the creation of a public-private partnership with the University of South Carolina Beaufort (USCB), and the Arts Center of Coastal Carolina (ACCC) in order to secure the long-term viability and economically efficient usage of public arts facilities.

Completed Initiatives:

- ✓ Created a draft Memorandum of Understanding that delineates the responsibilities of all parties in exploring the formal creation of a public-private partnership, identifies how a degree granting program can be incorporated within the operations of the Arts Center of Coastal Carolina facility, and how the delivery of public art programming overseen by the Arts Center of Coastal Carolina will be provided within a University of South Carolina Beaufort owned and managed facility.
- ✓ The draft Memorandum of Understanding has been reviewed and approved by the Arts Center of Coastal Carolina.
- ✓ The draft Memorandum of Understanding has been provided to the University of South Carolina Beaufort

Ongoing Initiatives:

- Obtain a fully executed Memorandum of Understanding with all program stakeholders.
- Undertake facility assessment of current Arts Center of Coastal Carolina facilities to help in the development of a comprehensive redevelopment plan and corresponding project budget.



Town of Hilton Head Island

Inclusive Community

Policy

Strategic Initiative Name: Adopt Annual HUD/CDBG Entitlement Program

Strategic Fiscal Year: 2021

Staff Project Manager: Marcy Benson, Senior Grants Administrator

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

Completed Initiatives:

- ✓ The Town's Annual Action Plan was submitted to the United States Department of Housing and Urban Development and the Town's Community Development Block Grant agreement was executed in August 2021. 2020
- ✓ Town staff conducted a public meeting for 2022 Annual Action Plan on February 24, 2022. No comments submitted during meeting. The Open Town Hall 2022 Annual Action Plan survey period closed March 2, 2022, and 3 responses were received and documented.
- ✓ The Annual Action Plan request for project approval was unanimously approved at the March 28, 2022, Community Services and Public Safety Committee meeting.
- ✓ Public comment period for 2022 Annual Action Plan closed April 13, 2022, and no comments were received.
- ✓ A Resolution approving the Annual Action Plan was unanimously adopted at the June 21, 2022, Town Council Meeting.
- ✓ On July 19, 2022, the Finance & Administrative Committee recommended to Town Council approval of the 2020 - 2024 Consolidated Five Year Plan substantial amendment to accept \$102,899 in reallocated 2020 CDBG-CV funds.
- ✓ The Amendment Resolution was approved on August 16, 2022, by Town Council.
- ✓ On August 15, 2022, the CAPER public meeting was held and no members of the public attended.
- ✓ On August 17, 2022, the CDBG grant agreement was received and executed and returned to HUD on August 18, 2022.
- ✓ On August 19, 2022, the amended 2020 - 2024 Consolidated Five Year Plan was submitted to HUD for review.

Town of Hilton Head Island

Inclusive Community Policy

Strategic Initiative Name: Develop Landmark Protection Program

Strategic Fiscal Year: 2023

Staff Project Manager: Missy Luick, Community Planning Manager

Initiative Description: 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.

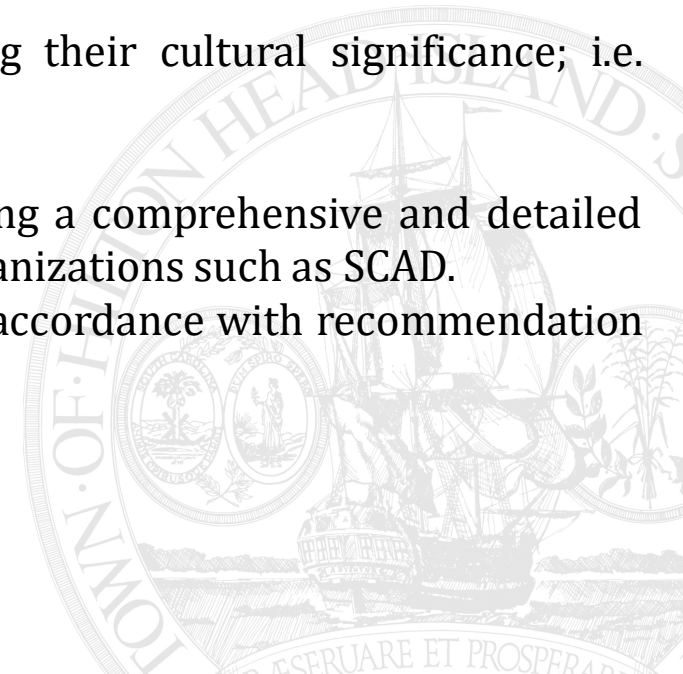
Project Milestones:

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

- The Town will 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: 3rd Quarter 2023 – 4th Quarter 2024

- The Town will 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.
- The Town will 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.



Town of Hilton Head Island

Inclusive Community

Policy

Strategic Initiative Name: Conduct Community Engagement Survey

Strategic Fiscal Year: 2023

Staff Project Manager: Angie Stone, Assistant Town Manager

Initiative Description: 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.

Project Milestones:

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

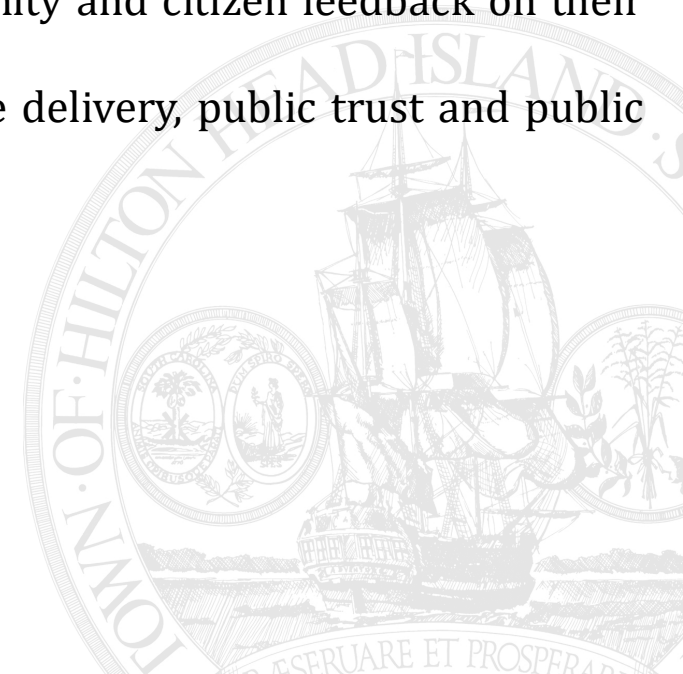
- Discuss with Town Council and key stakeholders how to gauge the morale of the community and citizen feedback on their interactions with public facilities and Town-owned infrastructure.
- Define survey objectives for each assessment category (quality of community life, service delivery, public trust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

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

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

Phase 3: 4th Quarter 2023 – 1st Quarter 2024

- 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.



Town of Hilton Head Island

Inclusive Community

Operational

Strategic Initiative Name: Assist With Implementing Mitchelville Master Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Missy Luick, Community Planning Manager

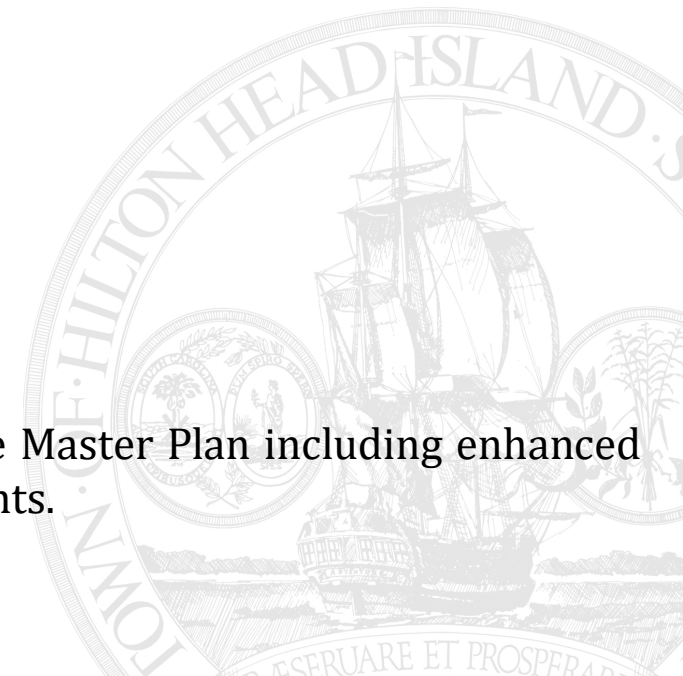
Initiative Description: Provide proactive support and guidance to the Historic Mitchelville Freedom Park organization in their pursuit of successfully implementing their Town approved Master Plan.

Completed Initiatives:

- ✓ In April of 2022, Town Council approved a lease for the Town/County jointly owned properties on Beach City Road that were included in the approved Mitchelville Master Plan.
- ✓ The Town has supported of the Mitchelville site in the following areas:
 - Graded the gravel lot quarterly
 - Put down mulch for the Juneteenth event
 - Painted interior/ exterior bathroom
 - Added wooden trash bins
 - Epoxied the bathroom floors
 - Brush removal
 - Go through the park daily for maintenance/ safety concerns

Ongoing Initiatives:

- Coordinate with Capital Improvement Program Division on implementation of Mitchelville Master Plan including enhanced signage, parking, site development, design assistance, amenities, and other site improvements.



Town of Hilton Head Island

Inclusive Community

Operational

Strategic Initiative Name: Incorporate Public Art & Culture Projects into New & Existing Parks

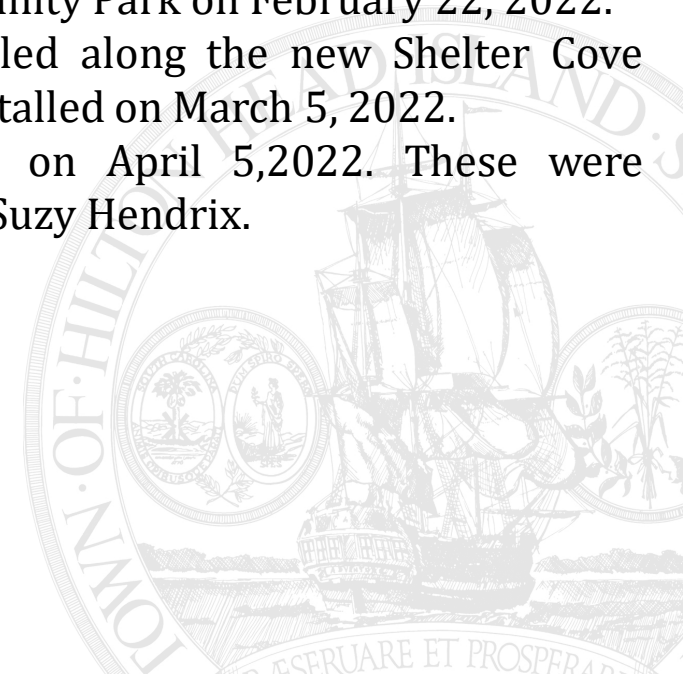
Strategic Fiscal Year: 2021

Staff Project Manager: Jenn McEwen, Director of Cultural Affairs

Initiative Description: 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).

Completed Initiatives:

- ✓ Two new sculptures have been added to the permanent public art collection. "Leaves Blowing in the Wind", an iron sculpture by South Carolina artist Bob Doster was installed along the bike pathway along Cordillo Parkway on February 17, 2022, and "Taking Off" by Florida artists Gus & Lina Ocamposilva was installed at Shelter Cove Community Park on February 22, 2022.
- ✓ One new sculpture was added to our permanent public art collection and was installed along the new Shelter Cove connectivity pathway, "Yellow Jessamine" by Florida artist John Gamache. The piece was installed on March 5, 2022.
- ✓ The final three sculptures along the Shelter Cove pathway project were installed on April 5, 2022. These were "Transcendence" and "Freedom of Flight" by Corinna Sephora and "Camellias and Rain" by Suzy Hendrix.



Strategic Initiatives

Connected Community

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



Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Assist With St. James Baptist Church Relocation

Strategic Fiscal Year: 2021

Staff Project Manager: Joshua Gruber, Deputy Town Manager

Initiative Description: 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.

Completed Initiatives:

- ✓ In October of 2021, The Town has participated in a series of discussions with Beaufort County and representatives of St. James Baptist Church to monitor the progress of the Church's application to the Federal Aviation Administration to authorize the proposed relocation.
- ✓ On October 08, 2021, the Town and County held a joint conference call with staff members from Congressman Clyburn's office to discuss the project status and to discuss potential assistance from the Congressman's office in supporting this relocation effort.
- ✓ On February 9, 2022, the Federal Aviation Administration provided correspondence to the Church indicating that they would not be able to support their proposed relocation plan as the request exceeded the Federal Aviation Administration's determination of reasonableness.
- ✓ The Town met with Church representatives in June of 2022 to discuss the Mid-Island Tract Master Plan and its inclusion of the Church into the overall park/property design.
- ✓ Representatives from Church, Town, and the County met on July 25, 2022. All parties agreed that a project manager should be retained to advise the Church on their application to the FAA.

Ongoing Initiatives:

- The Town is working to identify a project management firm with prior aviation related experience that can be presented to the working group for discussion and possible retention.

Town of Hilton Head Island

Connected Community Policy

Strategic Initiative Name: Adopt E-Bike/E-Scooter Usage Regulations

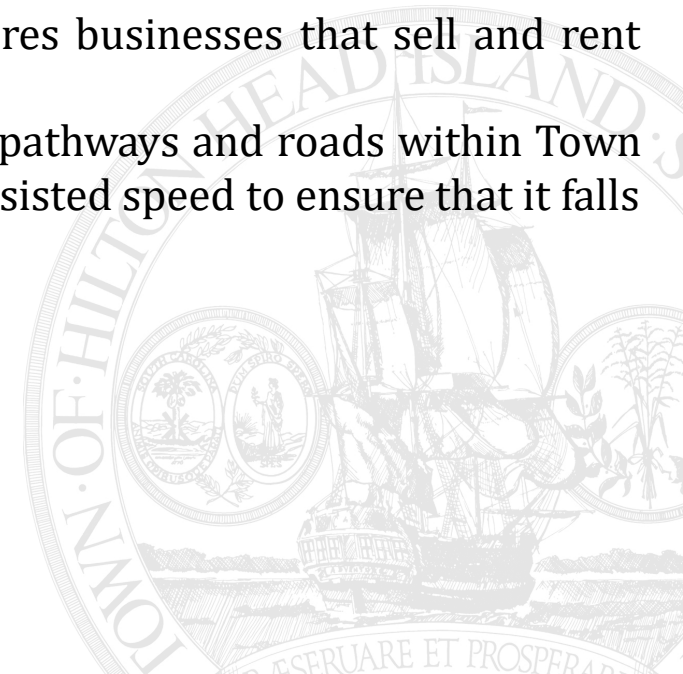
Strategic Fiscal Year: 2021

Staff Project Manager: Missy Luick, Community Planning Manager

Initiative Description: 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.

Completed Initiatives:

- ✓ Staff conducted over a year of research, community meetings and stakeholder engagement sessions to obtain input on draft e-bike policy recommendations.
- ✓ The e-bike Ordinance was adopted by Town Council on August 16, 2022, and does the following:
 - The ordinance permits the use of lower-speed, class 1 and class 2 electric bicycles.
 - To encourage safe operation of all e-bikes and regular bicycles, the ordinance requires businesses that sell and rent bicycles to provide consumers with a Town-issued safety and etiquette pamphlet.
 - Pursuant to South Carolina law, any e-bike that is being operated on publicly owned pathways and roads within Town limits must have a permanent label indicating the bike's horsepower and maximum assisted speed to ensure that it falls within the class 1 and class 2 limitations.
- ✓ The following items remain prohibited on Town pathways:
 - Class 3 e-bikes.
 - E-scooters.
 - Other e-equipment.
 - Golf carts.



Town of Hilton Head Island

Connected Community

Policy

Strategic Initiative Name: Adopt Mid-Island Redevelopment Strategy & Park Master Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

Initiative Description: 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.

Completed Initiatives:

- ✓ The project team conducted a May 24, 2022, workshop with Town Council on the Mid-Island Initiative Area Interim Redevelopment Strategy and Character Vision as well as the Vision for the Mid-Island Tract.

On-Going Initiatives:

- A follow up workshop with Town Council is scheduled for September 14, 2022, to review final redevelopment strategies for the Mid-Island Initiative Area and cost estimates/phasing recommendations for a park at the Mid-Island Tract.
- The Redevelopment Plan is scheduled to be considered for adoption by Town Council on November 1, 2022, along with the Park Master Plan.
- If approved, staff will 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.
- Align the approved Redevelopment Plan with LMO, CIP, and appropriate funding sources.
- Work with property owners, stakeholders, Beaufort County, etc. to communicate and engage throughout the entire effort.

Town of Hilton Head Island

Connected Community

Policy

Strategic Initiative Name: Develop Hilton Head Island Growth Framework & Illustrative Master Plan

Strategic Fiscal Year: 2022

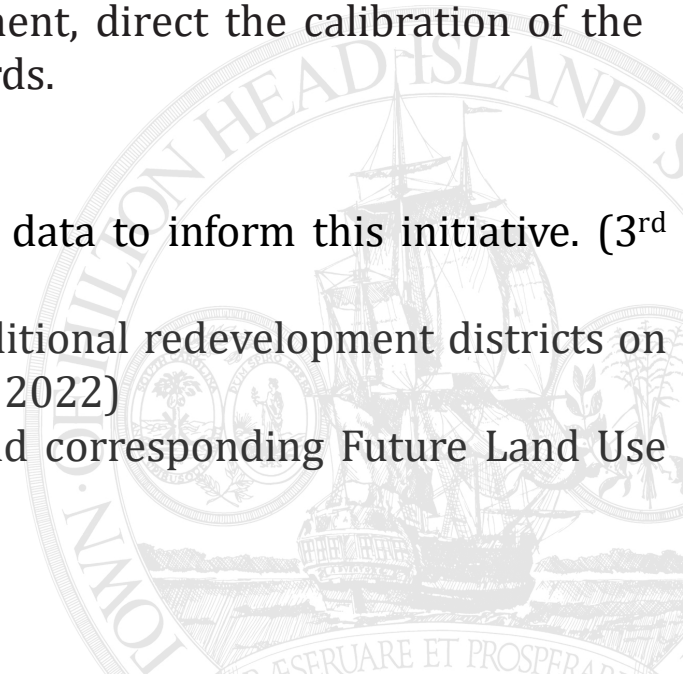
Staff Project Manager: Missy Luick, Community Planning Manager

Initiative Description: 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.

Ongoing Initiatives:

- The conditions and trends assessment is underway which will which provide necessary data to inform this initiative. (3rd Quarter 2022 - 2nd Quarter 2023)
- The Mid Island Redevelopment District principles will help establish a foundation for additional redevelopment districts on the Island which will ultimately create a growth framework. (1st Quarter 2022 – 4th Quarter 2022)
- Various district maps and recommendations will establish a Growth Framework Map and corresponding Future Land Use Map. (2nd Quarter 2022 – 3rd Quarter 2023)



Town of Hilton Head Island

Connected Community

Policy

Strategic Initiative Name: Develop Hilton Head Island Growth Framework & Illustrative Master Plan *(continued)*

Strategic Fiscal Year: 2022

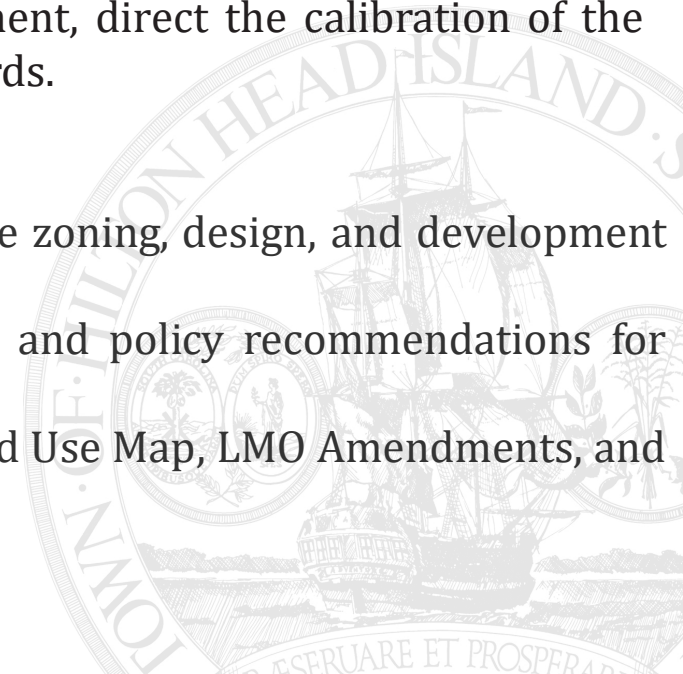
Staff Project Manager: Missy Luick, Community Planning Manager

Initiative Description: 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.

Ongoing Initiatives:

- The framework will be utilized to align the Land Management Ordinance with appropriate zoning, design, and development standards.
- This will serve to guide development of the Illustrative Master Plan and specific code and policy recommendations for implementation. (3rd Quarter 2023 – 4th Quarter 2023)
- Staff will work with Town Council to establish the Growth Framework Map and Future Land Use Map, LMO Amendments, and Hilton Head Island Illustrative Master Plan scheduled in CY2023.



Town of Hilton Head Island

Connected Community

Policy

Strategic Initiative Name: Conduct SWOT Analysis of Land Management Ordinance (LMO)

Strategic Fiscal Year: 2023

Staff Project Manager: Missy Luick, Community Planning Manager

Initiative Description: 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.

Ongoing Initiatives:

- Three tiers of potential LMO amendments have been identified for consideration.
 - Tier 1A will be heard by the Planning Commission's LMO Committee on September 1, 2022.
- In addition to the above amendments, staff will perform a comprehensive SWOT analysis of the Town's LMO regulations employing a diverse range of both internal and external stakeholders who 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
 - Improving the quality of stormwater runoff
 - Evaluation of new subdivision regulations
 - Design and performance standards
- Staff will align the project schedule with the Growth Framework Map, Future Land Use Map, and the Illustrative Master Plan to proposed amendments through the legislative adoption process, including LMO Committee, Planning Commission, Public Planning Committee, and Town Council.

Town of Hilton Head Island

Connected Community

Operational

Strategic Initiative Name: Update Town Website

Strategic Fiscal Year: 2021

Staff Project Manager: Rene Phillips, Web Developer

Initiative Description: 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.

Completed Initiatives:

- ✓ The Town's new website was launched successfully on July 2, 2021.
- ✓ High traffic and public safety related segments of the website were translated into Spanish to better ensure accuracy of the information (as compared to Google Translate). These pages can be reached from the website or by going directly to <https://hiltonheadislandsc.gov/es>.
- ✓ All forms have been translated directly to Spanish and posted on the internet to ensure access for all customers.
- ✓ The Town received the 2021 National Association of Government Web Professionals Pinnacle Award in the Small Population Category
- ✓ The Town received the 2021 National Association of Government Web Professionals Pinnacle Award in the Custom Website Category



Town of Hilton Head Island

Connected Community

Operational

Strategic Initiative Name: Conduct SWOT Analysis of High-Speed Fiber Connectivity/Cellular Usage Capabilities

Strategic Fiscal Year: 2023

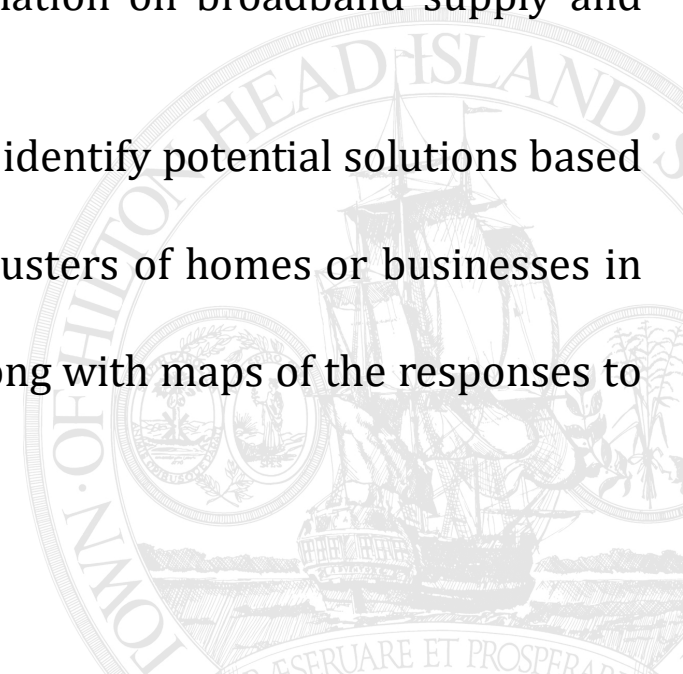
Staff Project Manager: Thomas Sunday, Director of Technology and Innovation

Initiative Description: 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.

Project Milestones:

Phase 1: 2nd Quarter 2023

- Conduct a broadband survey to understand population segment service needs and how they are being met with services from internet providers.
 - Design and conduct a survey that can provide community segment specific information on broadband supply and demand.
 - Research alternative solutions for different community segment demands.
 - Prepare a matrix presentation showing the different community segment's needs and identify potential solutions based on various technology options.
 - 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.
 - Present and discuss the survey results with prospective internet service providers along with maps of the responses to encourage service improvements on the island.



Town of Hilton Head Island

Connected Community

Operational

Strategic Initiative Name: Conduct SWOT Analysis of High-Speed Fiber Connectivity/Cellular Usage Capabilities (*continued*)

Strategic Fiscal Year: 2023

Staff Project Manager: Thomas Sunday, Director of Technology and Innovation

Initiative Description: 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.

Project Milestones:

Phase 2: 4th 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.
 - Routinely survey call and data services for the four main carriers on the island.
 - Advise carriers of locations where improvements to the wireless network are needed.
 - Suggest alternative solutions for quality, reliability, and coverage.
 - Support the site selection and permitting process.
 - Manage and report on progress toward service improvements.



Town of Hilton Head Island

Connected Community

Operational

Strategic Initiative Name: Establish Sustainable Environmental Practices
Social Media Campaign

Strategic Fiscal Year: 2023

Staff Project Manager: Carolyn Grant, Communications Director

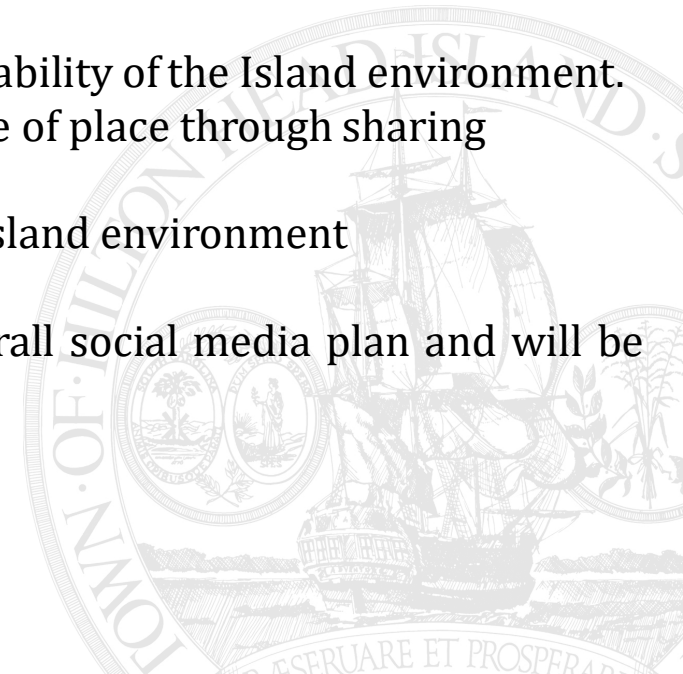
Initiative Description: The Town places special interest in protecting the environment and supporting environmentally sustainable practices are a clear mandate of the adopted Our Plan. In order to communicate with the greater Hilton Head Island community, the Town will engage in a purposeful social media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

Completed Initiatives:

- ✓ A Facebook campaign was launched in early FY2022 to promote sustainable environmental practices with an intent to grow the audience and drive action through education, inspiration and awareness.
- ✓ 28 posts were related on Island Flora and Fauna and 14 posts related to protection/sustainability of the Island environment.
- ✓ An Instagram campaign was launched in mid-FY2022 with the intent of enhancing our pride of place through sharing beautiful photographs and inspirational messaging.
- ✓ 21 posts related to Island Flora and Fauna and 22 posts related to highlighting the natural Island environment

Ongoing Initiatives:

- Social media for sustainable environmental practices has been incorporated into the overall social media plan and will be implemented according to the plan going forth.



Strategic Initiatives

Regional Focus

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



Town of Hilton Head Island

Regional Focus

Policy

Strategic Initiative Name: Assess Revisions of Beaufort County Impact Fee

Strategic Fiscal Year: 2022

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

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

Completed Initiatives:

- ✓ Beaufort County Impact Fees were discussed at the July 19, 2022 Finance and Administrative Committee (F&A) meeting.
- ✓ The F&A Committee recommended to the Town Council that it authorize the Town Manager to enter into an Intergovernmental Agreement (IGA) with Beaufort County for the continued collection of Library and Transportation Impact Fees.
- ✓ This authorization would be provided with the understanding that the County will levy and assess the applicable impact fees and that the Town would agree that it would not issue any applicable development permits that may be required unless it has first been provided with a receipt demonstrating appropriate payment to Beaufort County of these fees.
- ✓ Additionally, the F&A Committee recommended to Town Council that in lieu of continuing discussions with Beaufort County pertaining to the collection of parks and recreation impact fees, that the Town focus its efforts on the transfer of certain parcels from Beaufort County to the Town that, if successfully accomplished, would eliminate the need for an IGA with Beaufort County for the collection of parks and recreation impact fees

Ongoing Initiatives:

- Upon agreement of the proposed land exchange with Beaufort county the IGAs will be brought forward to the September 20, 2022 Town Council meeting for full Town Council consideration.

Town of Hilton Head Island

Regional Focus

Policy

Strategic Initiative Name: Assess Creation of Regional Housing Trust Fund

Strategic Fiscal Year: 2021

Staff Project Manager: Missy Luick, Community Planning Manager

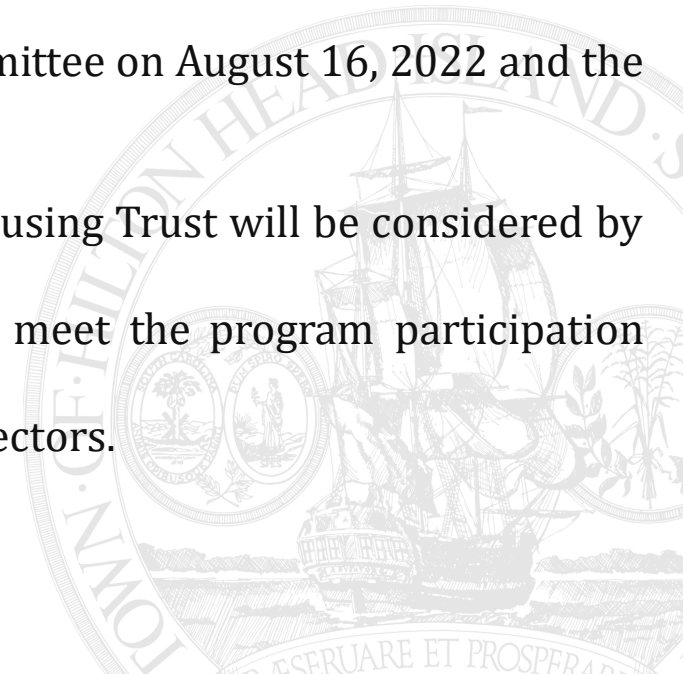
Initiative Description: Examine the creation of a regional housing authority in conjunction with other regional governmental entities such as Beaufort County, the Town of Bluffton and the City of Hardeeville to oversee and administer a regional affordable housing program.

Completed Initiatives:

- ✓ Beaufort County drafted an intergovernmental agreement to create a Regional Housing Trust Fund and it was reviewed at the Southern Lowcountry Regional Board in both June and July of 2022.
- ✓ All potentially participating local jurisdictions reviewed the draft and provided feedback.
- ✓ Beaufort County and Community Works presented to the Finance and Administrative Committee on August 16, 2022 and the Committee voted to recommend that the Town participate in the Trust to the Town Council

Ongoing Initiatives:

- Consideration of the Town's participation in the Beaufort and Jasper Counties Regional Housing Trust will be considered by the Town Council on September 20, 2022.
- If approved, both initial funding and potential future funding should be considered to meet the program participation requirements
- The Town Council will need to appoint a representative to serve on the Trust's Board of Directors.



Town of Hilton Head Island

Regional Focus

Policy

Strategic Initiative Name: Update Lowcountry Area Transportation Study (LATS)
Long-Range Transportation Plan

Strategic Fiscal Year: 2022

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

Initiative Description: 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.

Completed Initiatives:

- ✓ Town representatives participated in a January 2022 kickoff meeting and initial survey for input into the long-range transportation plan update.
- ✓ A list of projects consistent with LATS project criteria was developed to submit for consideration by Town Council liaison and the LATS Policy Board.
- ✓ A preliminary project list was developed by the coordinating staffs and submitted to the Technical Committee. Review of the project list was completed on February 4, 2022.
- ✓ A draft of the LRTP was distributed in April of 2022 to the LATS Technical Committee who reviewed and provided feedback. A revised draft was discussed and reviewed with the Policy Committee in May of 2022.
- ✓ The LATS Policy Committee reviewed the draft 2045 Long Range Transportation Plan and adopted the plan as presented in May 2022.

Town of Hilton Head Island

Regional Focus

Policy

Strategic Initiative Name: Establish Reoccurring Regional Joint Meetings Between Hilton Head Island & Beaufort County Council

Strategic Fiscal Year: 2022

Staff Project Manager: Krista Wiedmeyer, Town Clerk

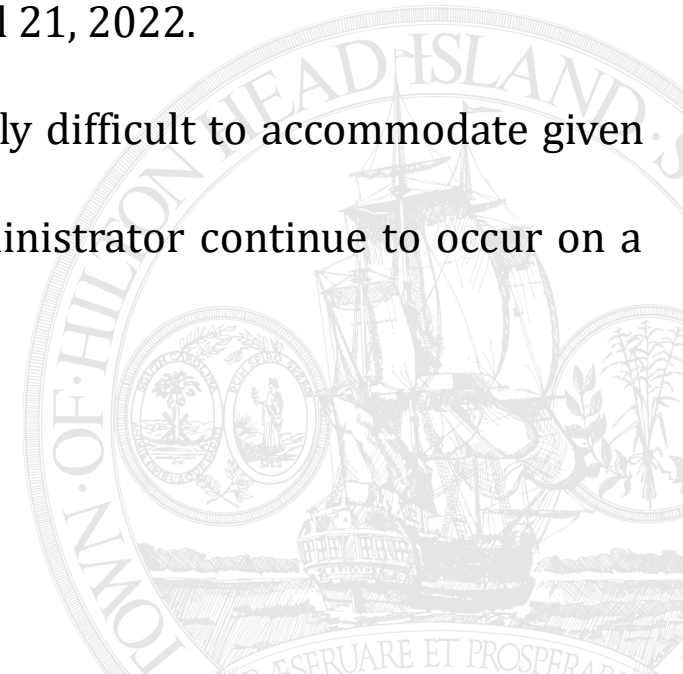
Initiative Description: Collaborate with nearby jurisdictions on regional efforts to increase communication and participation between Hilton Head Island and regional municipal, county, and state governments in order to increase open lines of dialogue regarding items of regional significance and to support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

Completed Initiatives:

- ✓ Individual meetings have been scheduled to take place throughout the month of February and into March. To date, no meetings have been scheduled with the entire meeting bodies of each council.
- ✓ A joint meeting of both the Town Council and the Beaufort County Council occurred on April 21, 2022.

Ongoing Initiatives:

- Dates, times, and locations for future meetings continue to be discussed but are logistically difficult to accommodate given both political bodies existing schedules.
- Meetings between the Mayor, Town Manager, County Council Chairman, and County Administrator continue to occur on a semi-regular basis.



Town of Hilton Head Island

Regional Focus

Policy

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

Strategic Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

Initiative Description: 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.

Completed Initiatives:

- ✓ Modes of non-motorized travel between Hilton Head Island and the mainland were incorporated into the SCDOT's US 278 William Hilton Parkway Gateway Corridor Project, including the provision of an exclusive lane to serve non-motorized travel on the proposed new bridge(s) serving Hilton Head Island.
- ✓ The Town's Metropolitan Planning Organization (MPO), LATS, adopted an update to their Long-Range Transportation Plan (LRTP) that included opportunities to improve multi-modal connectivity between Hilton Head Island and areas within the MPO boundary, including the incorporation of facilities to serve non-motorized travel between Hilton Head Island and southern Beaufort County into a regional network .
- ✓ Staff has conducted several meetings with LRTA/Palmetto Breeze to discuss current ridership trends and evaluate potential enhancements that foster greater ridership participation as well as evaluating emerging modes of transportation to include the use of electric buses.

Ongoing Initiatives:

- Town staff will continue to meet with SCDOT Intermodal officials to discuss their 2040 Multi-Modal Plan and applying it to the Hilton Head Island-southern Beaufort County area.
- Staff will conduct an economic analysis to identify required funding and potential resources to plan for implementation of higher-impact, larger-cost projects that support these efforts.

Strategic Initiatives

'Right-Sized' Infrastructure

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



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Implement Workforce & Affordable Housing Strategy

Strategic Fiscal Year: 2019

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

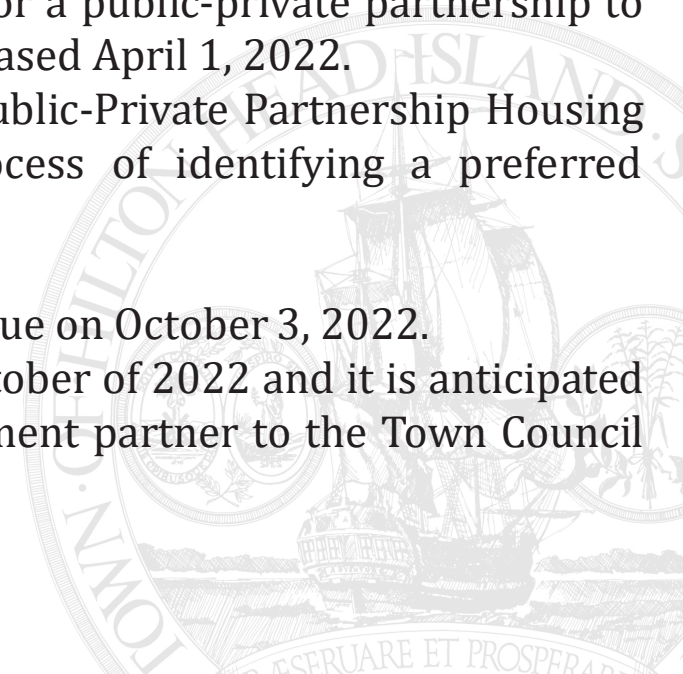
Initiative Description: Work with Hilton Head Island Town Council to develop appropriate policies that will support the growth and expansion of workforce and affordable housing opportunities on the Island. Beginning in Fiscal Year 2019, Town Council made this initiative a priority and adopted the Workforce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

Completed Initiatives:

- ✓ Staff implemented a marketing strategy to increase awareness of affordable housing incentives in the 3rd and 4th Quarters of 2021.
- ✓ Town Council directed the Town Manager to prepare a Request for Qualifications (RFQ) for a public-private partnership to develop workforce housing on the Town-owned North End Post Office Tract which was released April 1, 2022.
- ✓ On June 21, 2022, Town Council appointed five individuals to serve on the Northpoint Public-Private Partnership Housing Advisory Committee. The committee will advise the Town Manager during the process of identifying a preferred development and program management partner.

Ongoing Initiatives:

- The RFP from the potential preferred development and program management partners is due on October 3, 2022.
- The Advisory Committee will conduct interviews with the seven (7) finalists in later in October of 2022 and it is anticipated that the Town Manager will present a recommended development and program management partner to the Town Council soon thereafter.
- A targeted goal is to have the project under contract by late 2022 or early 2023.



Town of Hilton Head Island

'Right-Sized' Infrastructure

Policy

Strategic Initiative Name: Implement Workforce & Affordable Housing Strategy *(continued)*

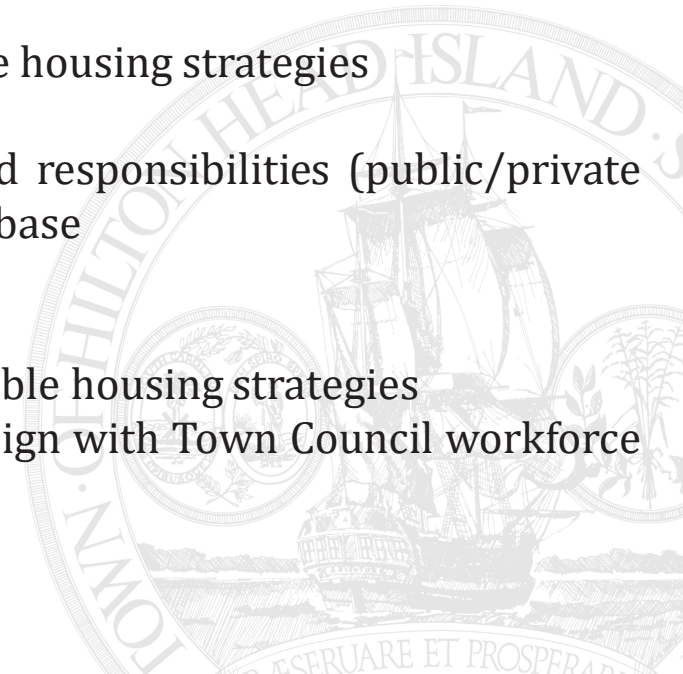
Strategic Fiscal Year: 2019

Staff Project Manager: Ben Brown, Senior Advisor to the Town Manager

Initiative Description: 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.

Ongoing Initiatives:

- Further assess and establish a workforce and affordable housing “toolbox” including, but not limited to, the following:
 - Asses short-term rental unit conversions with the development of a corresponding public policy
 - Assess conducting a public referendum on dedicating millage to workforce and affordable housing (land, infrastructure, incentives, etc.)
 - Identify additional sources of funds to advance Town Council workforce and affordable housing strategies
 - Assess a regional park and ride transportation system
 - Establish a property transition contingency plan to community roles, resources and responsibilities (public/private funding including, but not limited to, HUD, CDBG, and ARPA, as well as a resource database
 - Alignment with Beaufort County homeless coordinator resources
 - Evaluate both a regional and/or local housing authority
 - Reassess Town land acquisition policy to advance Town Council workforce and affordable housing strategies
 - Enhancements to the Town’s LMO and development permit and review program to align with Town Council workforce and affordable housing strategies
 - Develop Town of Hilton Head Island small home series
 - Consider use of public incentives to advance private investment



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Develop William Hilton Parkway Gateway Corridor Plan

Strategic Fiscal Year: 2021

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

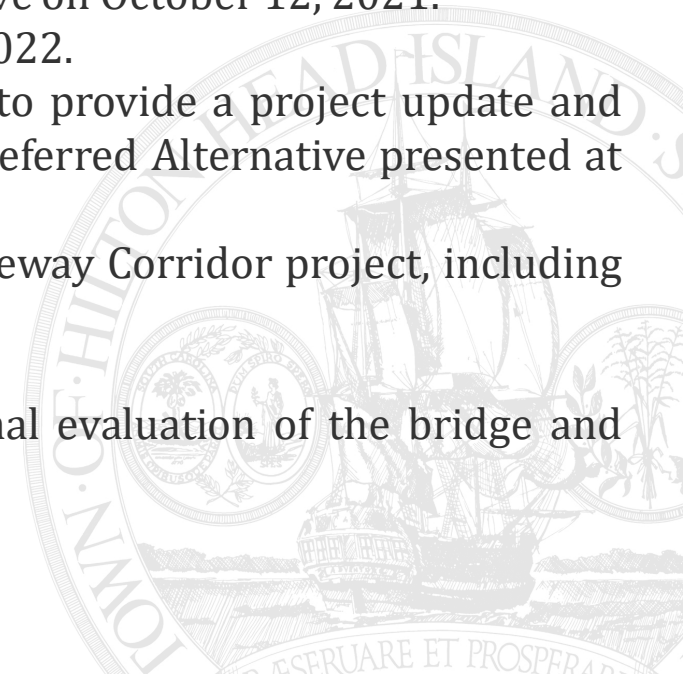
Initiative Description: Execute the goals and objectives outlined in the adopted “Guiding Principles for the US278 Gateway Corridor Project” as a comprehensive corridor improvement plan stretching from the mainland to the Cross Island Parkway and any/all ancillary or affected areas included therein.

Completed Initiatives:

- ✓ The Town engaged consultants to develop transportation and corridor related recommendations for the gateway corridor project and coordinated several public engagements and meetings with stakeholders.
- ✓ Town Council approved a set of recommendations representing its local preferred alternative on October 12, 2021.
- ✓ An official response to the Town approved recommendations was received in February of 2022.
- ✓ A public meeting was held by SCDOT on March 3, 2022 at the Island Recreation Center to provide a project update and demonstrate how public feedback had been incorporated to modify the Recommended Preferred Alternative presented at the public hearing held in July 2021.
- ✓ Town Council adopted an MOU on August 16, 2022, that defined a critical path for the Gateway Corridor project, including obtaining an end-to-end analysis and simulation.

Ongoing Initiatives:

- The Town will continue to work with Beaufort County and SCDOT to complete additional evaluation of the bridge and corridor, as well as impacts and mitigation options for the project.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Assess Main Street Right-of-Way Acquisition

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

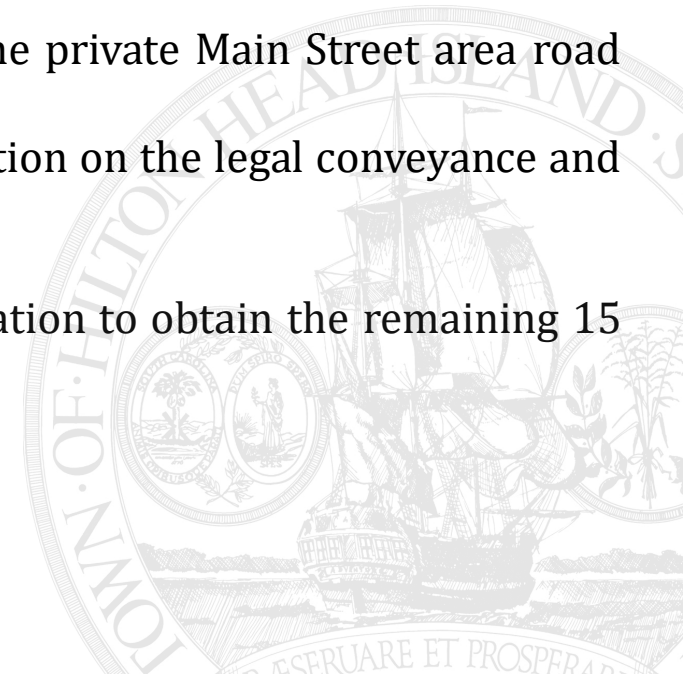
Initiative Description: Main Street is a minor arterial and serves as a commercial frontage road to William Hilton Parkway. This and the three side streets connecting William Hilton Parkway offer the traveling public an alternative should there be a wreck, heavy traffic, etc. The poor condition of Main 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.

Completed Initiatives:

- ✓ Town Council approved a Resolution on December 7, 2021, to accept the dedication of the private Main Street area road rights of way.
- ✓ The Town Attorney is working with the Main Street Commercial Property Owners Association on the legal conveyance and recording of those approved road rights of way and adjacent easements.

Ongoing Initiatives:

- The Town Attorney is working with the Main Street Commercial Property Owners Association to obtain the remaining 15 executed deeds that have not yet been delivered.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Adopt Community Addressing Ordinance

Strategic Fiscal Year: 2023

Staff Project Manager: Joheida Fister, Deputy Fire Chief

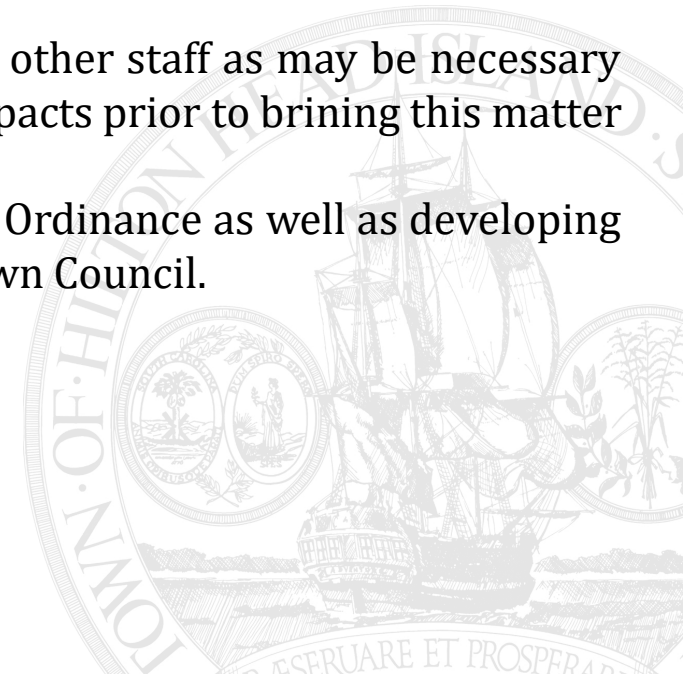
Initiative Description: In the best interest of public safety for the citizens of the Town of Hilton Head Island, the addressing system, designations, corrections, and updates will be utilized whenever possible the best available methods and follow the National Emergency Number Association (NENA) and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

Completed Initiatives:

- ✓ Staff has established internal procedures and workflow that identify best practices in community addressing while following national standards.

Ongoing Initiatives:

- Continuing efforts will include the Town's General Counsel, Community Development, and other staff as may be necessary to engage with potentially affected stakeholders to evaluate and understand community impacts prior to bringing this matter forward for consideration.
- When appropriate, staff will finalize the revised addressing procedures and corresponding Ordinance as well as developing a timeline for presentation to the Community Services and Public Safety Committee and Town Council.



Town of Hilton Head Island

'Right-Sized' Infrastructure Policy

Strategic Initiative Name: Adopt Traffic Calming Policy

Strategic Fiscal Year: 2023

Staff Project Manager: Jeff Buckalew, Town Engineer

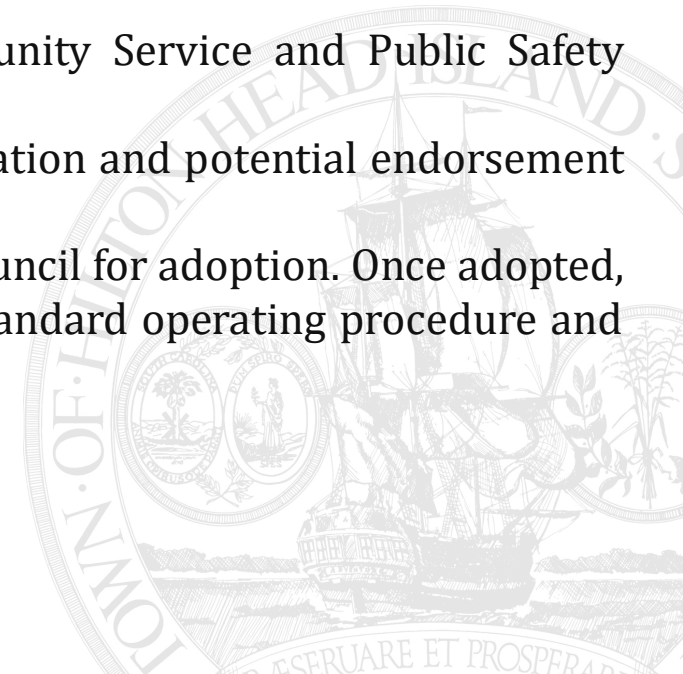
Initiative Description: Adopt a policy for the Town to provide a fair and reasonable application of traffic calming measures on qualifying public roadways so as to increase public safety and minimize impacts for emergency response services.

Completed Initiatives:

✓ Staff has researched policies from similar municipalities and local governments.

Ongoing Initiatives:

- Draft a policy that balances the potentially conflicting priorities of public safety and transportation as well as providing for community input as part of the evaluation process.
- Obtain Town Manager approval of the draft policy and request assignment to Community Service and Public Safety Committee.
- Present the draft policy to Community Services and Public Safety Committee for consideration and potential endorsement to Town Council in the 2nd Quarter of 2023.
- Present the Community Services and Public Safety Committee 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 in the 2nd Quarter of 2023.



Town of Hilton Head Island

'Right-Sized' Infrastructure Project

Strategic Initiative Name: Assist With Cross Island Parkway Toll Booth Removal and Reconfiguration

Strategic Fiscal Year: 2022

Staff Project Manager: Jeff Buckalew, Town Engineer

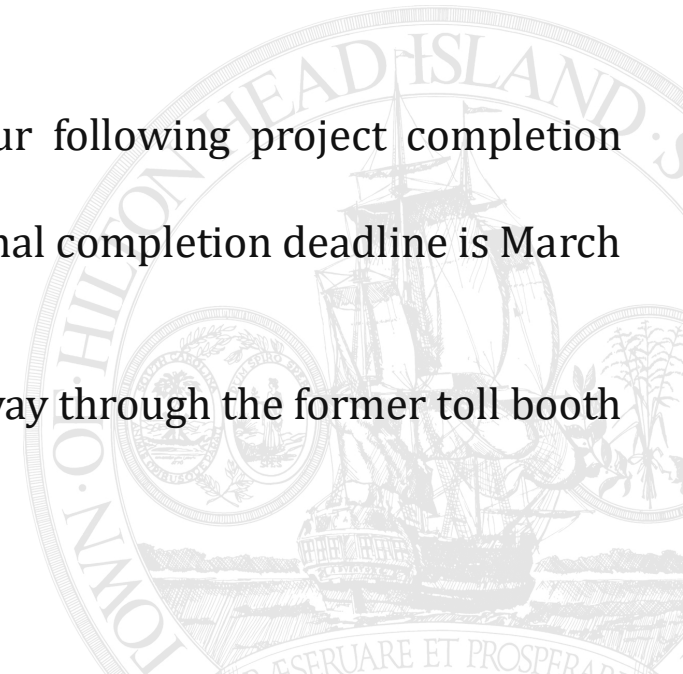
Initiative Description: Remove the existing Cross Island Toll Booth infrastructure, reconfigure the roadway and pathway networks through this area, and assess the donation of surplus property to best serve the Town's interests.

Completed Initiatives:

- ✓ Coordinated with SCDOT on project design regarding landscaping, pavement removal, toll booth removal, signage, pathway alignments and connections, and the acquisition of the administrative building.
- ✓ Coordinated with SCDOT during demolition/reconstruction and assisting with dissemination of public information and addressing public inquiries.

Ongoing Initiatives:

- The Transfer of the Administration building is to be negotiated and scheduled to occur following project completion (estimated for 2nd Quarter 2023).
- Contract substantial project completion deadline for APAC is November 30, 2022 and the final completion deadline is March 30, 2023.
- SCDOT has a project website for more info. <http://www.crossislandparkway.org/>
- The Palmetto Bay Road Corridor study has been extended to include the Cross Island Parkway through the former toll booth area, to address consistency, aesthetics and safety.



Town of Hilton Head Island

'Right-Sized' Infrastructure

Project

Strategic Initiative Name: Implement Capital Improvement Program (CIP)

Strategic Fiscal Year: 2022

Staff Project Manager: Jennifer Ray, Capital Program Manager

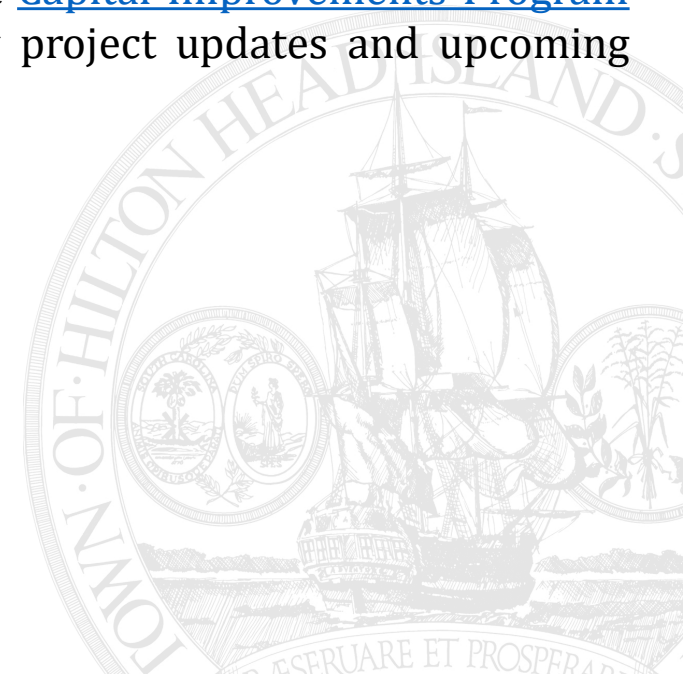
Initiative Description: The Capital Improvement Program (CIP) is the Town's five-year program for planning capital improvement needs identified in the Comprehensive Plan, and other adopted Town Plans. The CIP links this Plan to the Comprehensive Plan with fiscal capacity. Capital needs are synchronized 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.

Completed Initiatives:

- ✓ A CIP Hub has been created to communicate the status of each approved capital project [Capital Improvements Program \(hiltonheadislandsc.gov\)](https://www.hiltonheadislandsc.gov/capital-improvements-program). The CIP Team also publishes a quarterly newsletter with key project updates and upcoming meetings [Our Town Capital Projects Newsletter FY2023, Volume 1 \(govdelivery.com\)](https://www.govdelivery.com).

Ongoing Initiatives:

- FY23 projects were approved and are on-going in the following categories:
 - Beach Management
 - Pathway Management
 - Roadway Management
 - Park Management
 - Facilities & Equipment Management
 - Fleet
 - Land Acquisition
 - Housing



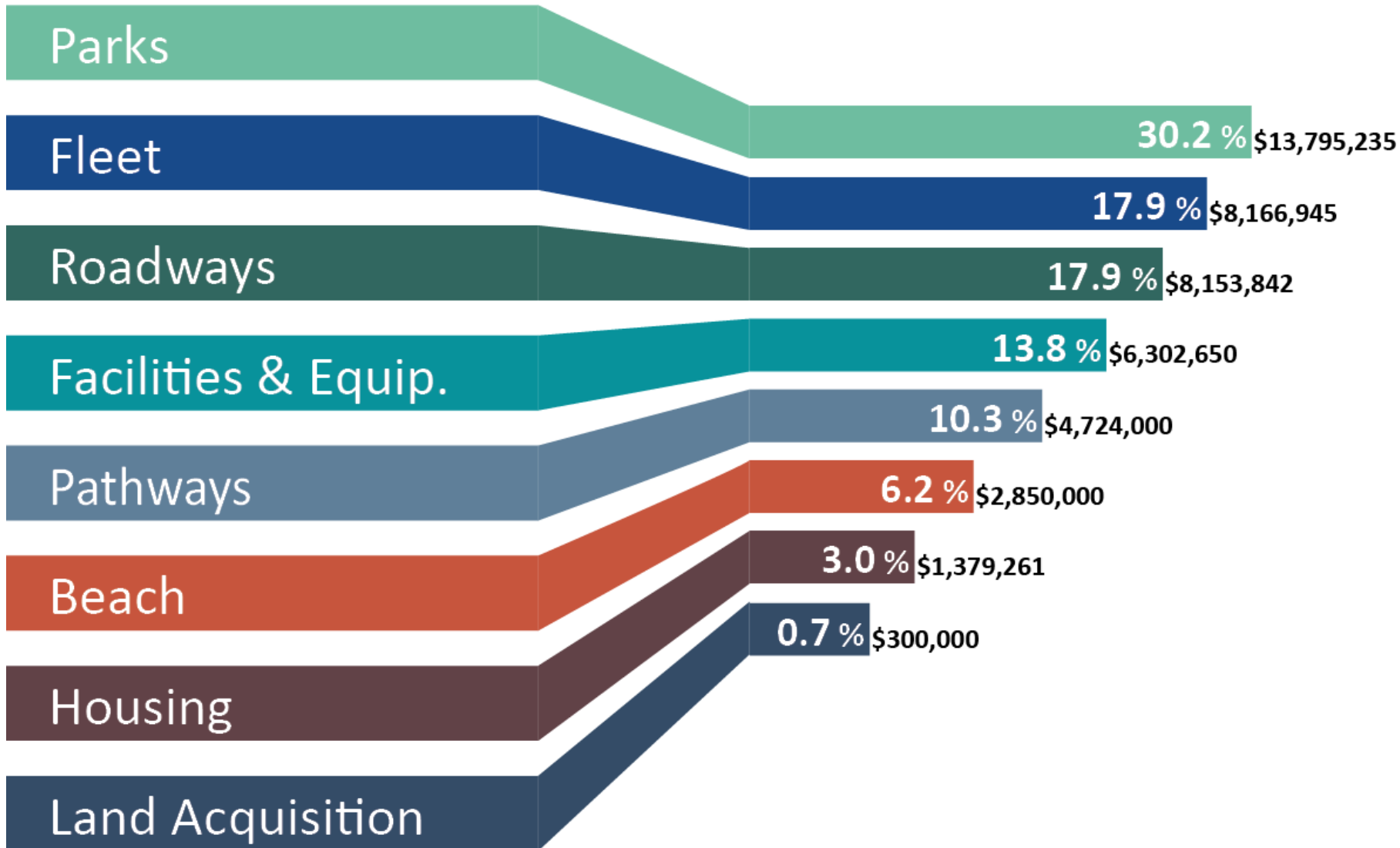
TOWN OF HILTON HEAD ISLAND

FY23 CAPITAL IMPROVEMENT PROGRAM



Town of Hilton Head Island

FY23 CAPITAL IMPROVEMENT PROGRAM



Town of Hilton Head Island

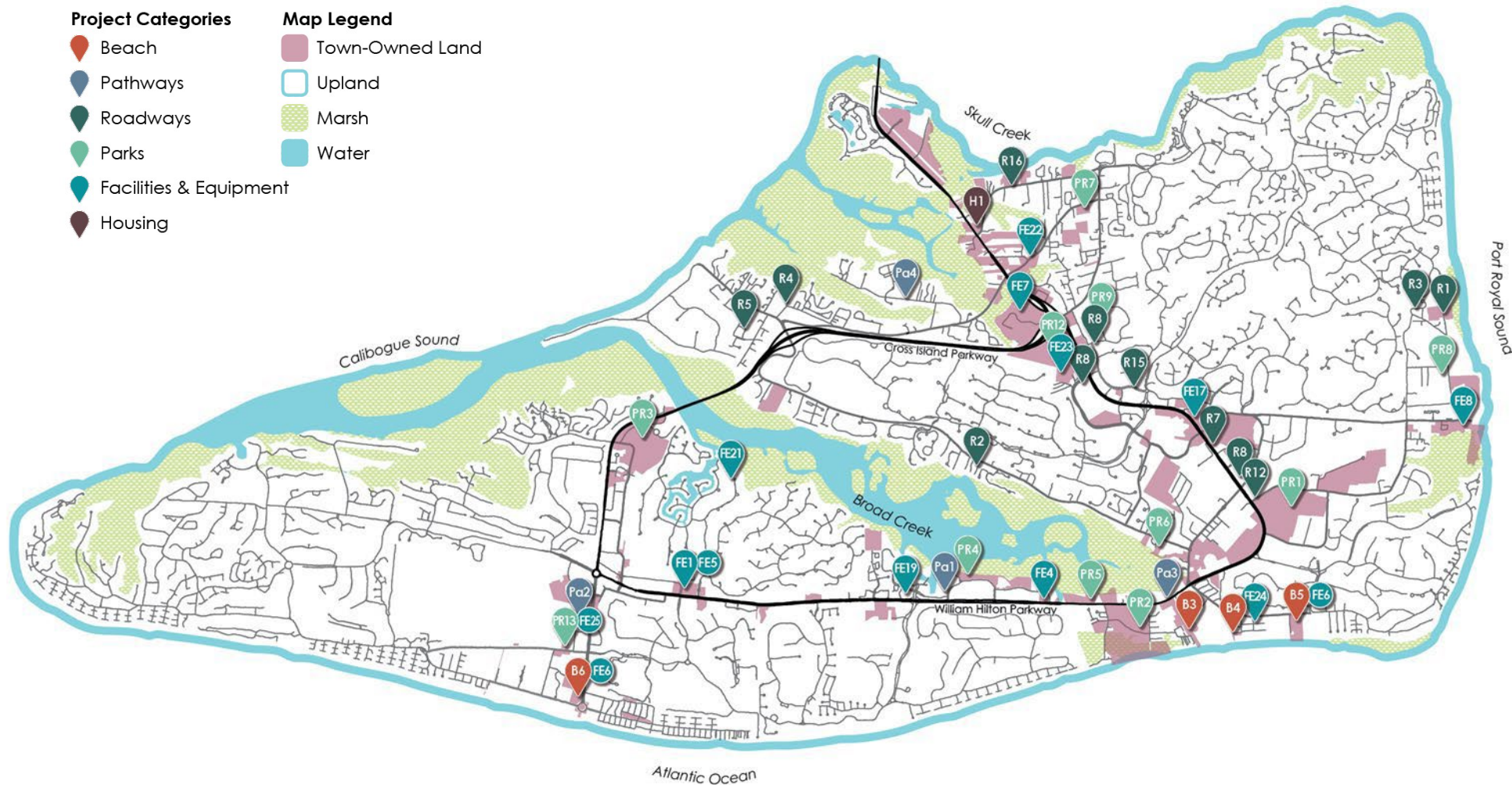
FY23 CAPITAL IMPROVEMENT PROGRAM

Project Categories

- Beach
- Pathways
- Roadways
- Parks
- Facilities & Equipment
- Housing

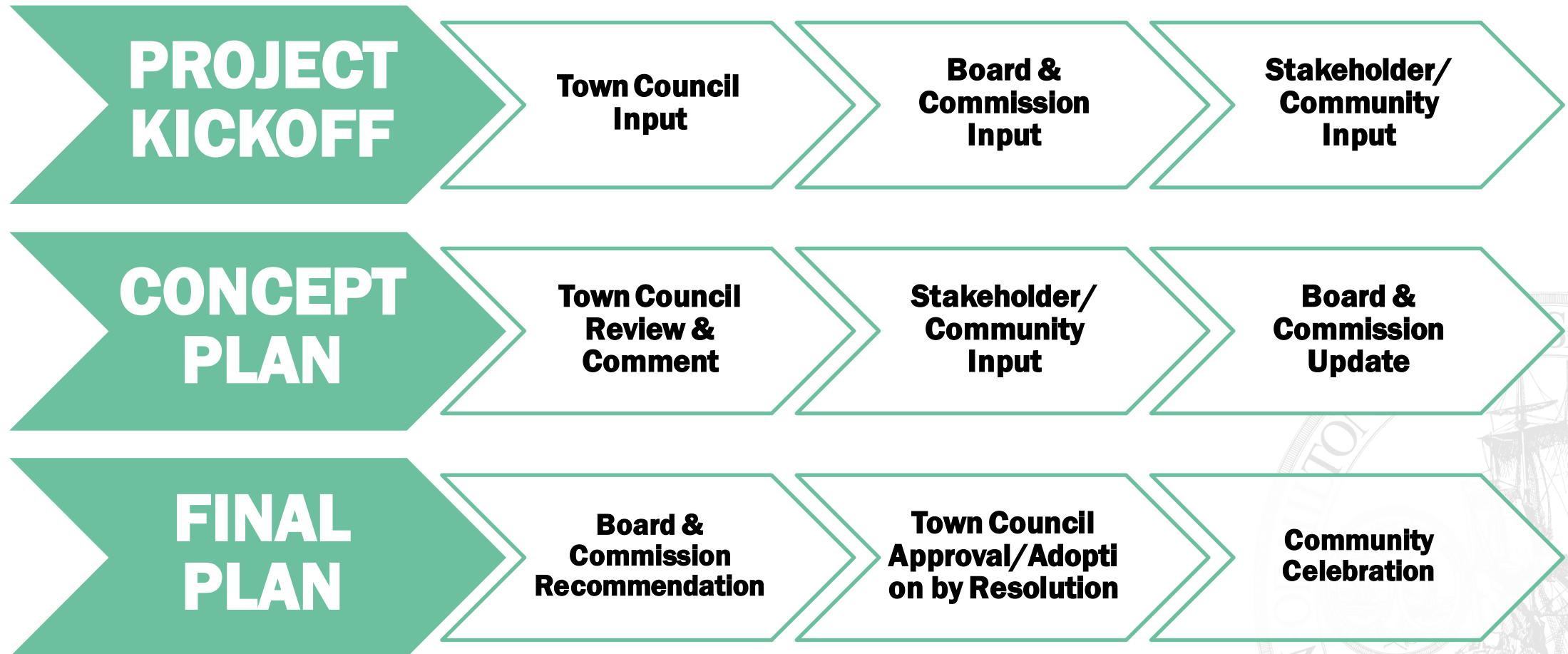
Map Legend

- Town-Owned Land
- Upland
- Marsh
- Water



Town of Hilton Head Island

FY23 CAPITAL IMPROVEMENT PROGRAM



Town of Hilton Head Island

BEACH MANAGEMENT **\$2,850,000**

- Beach Management & Monitoring: On-going
- Beach Renourishment: Renourishment Project scheduled for FY25
- Beach Park Improvements
 - Driessen Beach Park Boardwalk Replacement: Assessment
 - Folly Field Beach Park Boardwalk Replacement: Not Started
 - Islanders Beach Park Improvements: Q1 2023
 - Coligny Beach Park/Parking Area: Q4 2022
 - Beach Park Maintenance & Improvements: On-going
- Harbour Town Dredge



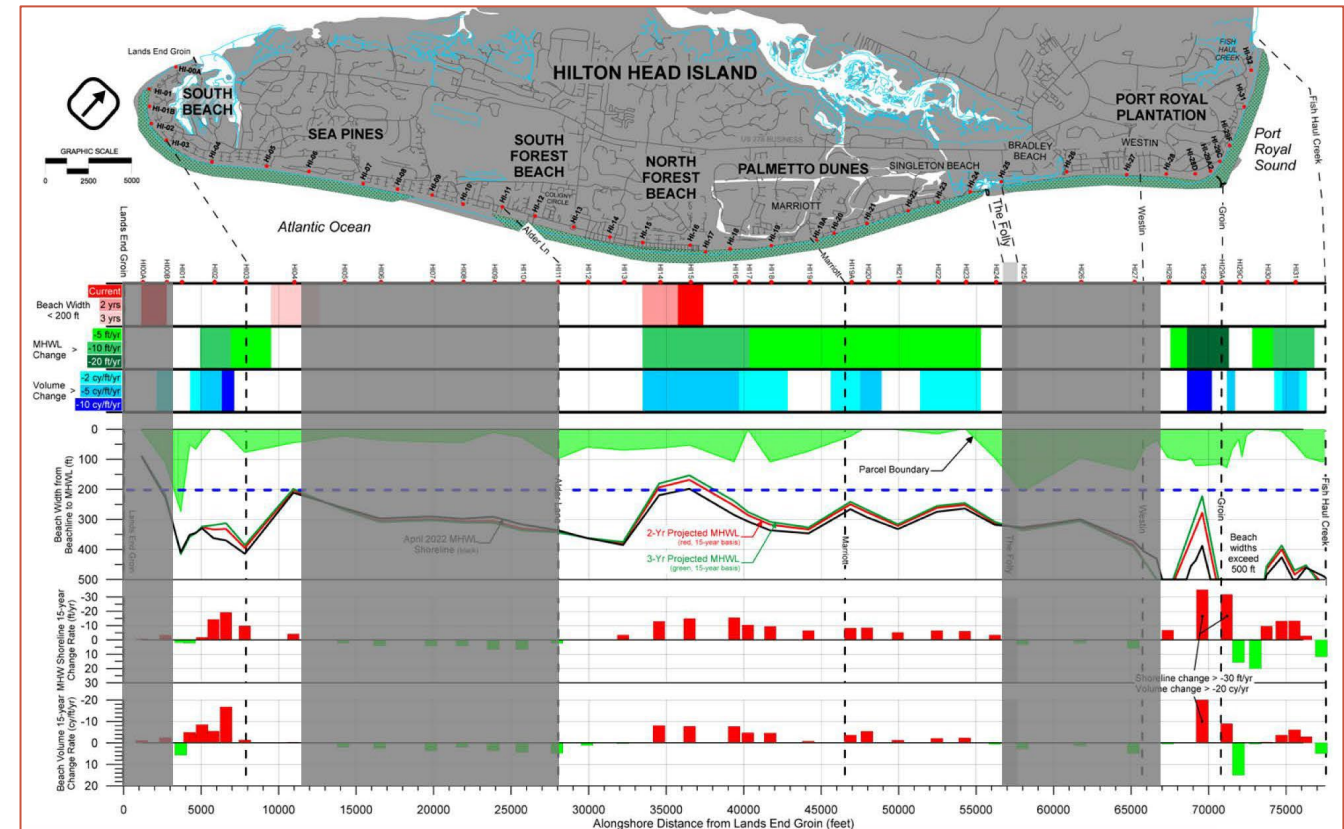
Town of Hilton Head Island

BEACH MANAGEMENT BEACH RENOURISHMENT

- Beach Management and Monitoring
 - Current Scope: On-going
- Beach Renourishment
 - Current Scope: Design
 - Next Step: Permitting; Island Wide Renourishment FY25



Beach Signage



Existing Conditions and Probable 2025 Project Areas

Town of Hilton Head Island

BEACH MANAGEMENT BEACH PARK IMPROVEMENTS

- Driessen Beach Park Boardwalk Replacement
 - Current Scope: Assessment
 - Next Step: Design Q3 2022
- Folly Field Beach Park Boardwalk Replacement
 - Current Scope: Not Started
 - Next Step: Assessment Q3 2022



Driessen Beach Park Boardwalk



Islanders Beach Park Pavilion



Town of Hilton Head Island

BEACH MANAGEMENT BEACH PARK IMPROVEMENTS

Islanders Beach Park Improvements

- Current Scope: Concept Plan; TC Workshop Q1 2023
- Next Step: Phase 1 Design Q3 2022



- LEGEND**
- ① PLAYGROUND ENTRY
 - ② EDGE OF SYNTHETIC TURF
 - ③ PICNIC PATIO & FIREPIT
 - ④ EXISTING PAVILION
 - ⑤ TREE CANOPIES, MULTI UNDERNEATH
 - ⑥ BRICK WALKWAY
 - ⑦ BIKE RACKS
 - ⑧ CURVED BENCHES
 - ⑨ EXISTING BOARDWALK
 - ⑩ TO RESTROOMS

Town of Hilton Head Island

BEACH MANAGEMENT **BEACH PARK IMPROVEMENTS**

- Coligny Beach Park/Parking Area
 - Current Scope: Not Started
 - Next Step: Design Q4 2022
- Beach Park Maintenance & Improvements: On-Going



Coligny Beach Park Parking Area New Accent Lighting



Coligny Beach Park Parking Area New Landscaping



Town of Hilton Head Island

PATHWAY MANAGEMENT \$4,724,000

- Pathway Maintenance & Improvements: On-Going
- New Pathway Segments
 - Shelter Cove Lane: Permitting
 - Woodhaven Lane/Road: Permitting
 - William Hilton Parkway EB: On-Hold
 - Jonesville Road: Not Started
- Shelter Cove Connectivity: Substantial Completion

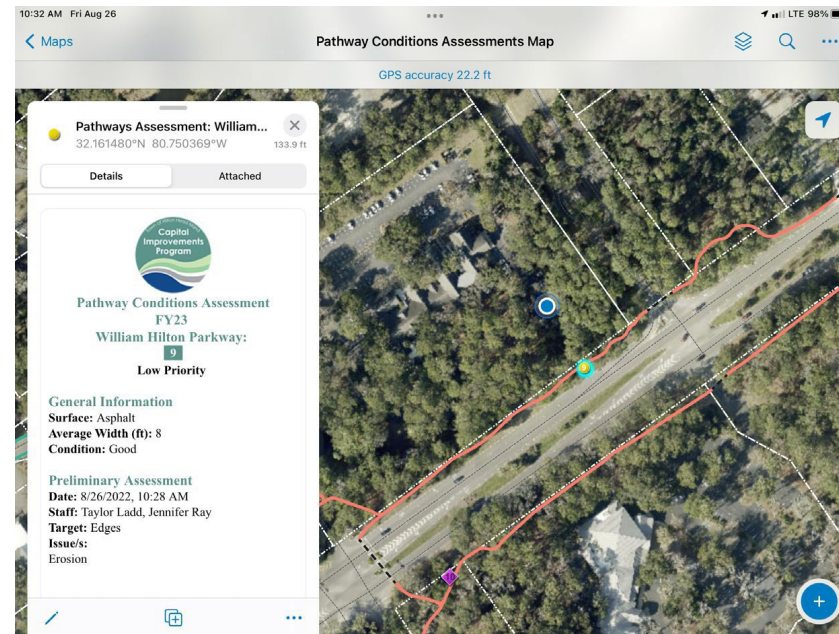
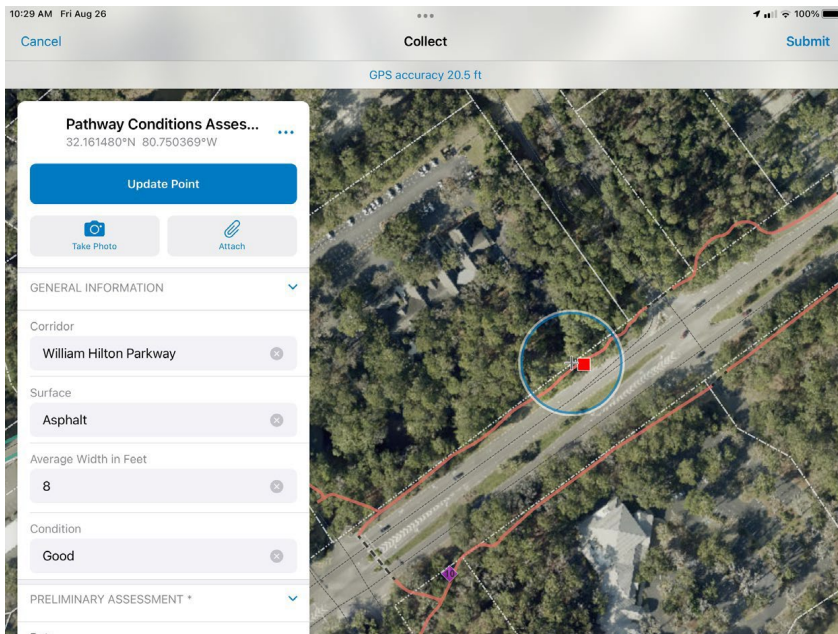


Town of Hilton Head Island

PATHWAY MANAGEMENT EXISTING PATHWAYS

Pathway Maintenance & Improvements: On-Going

- Includes Repair and Assessment



Wood Bridge Repair – Gardner Drive

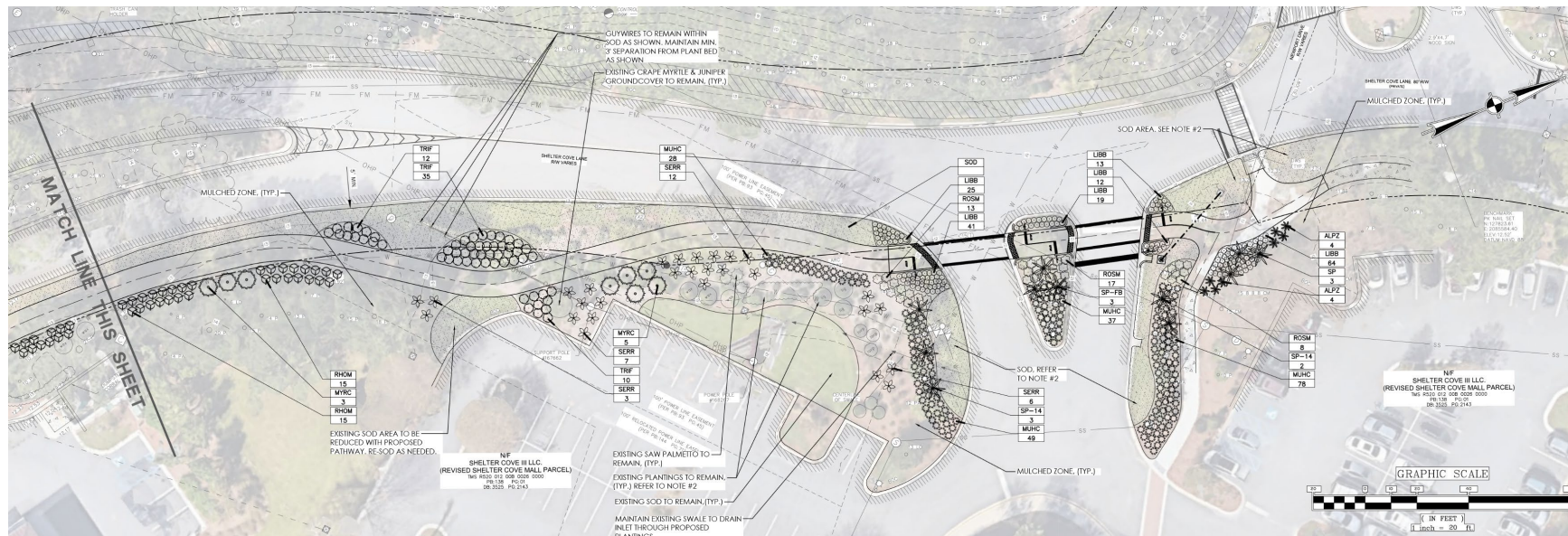


Asphalt Replacement - North Forest Beach

Town of Hilton Head Island

PATHWAY MANAGEMENT NEW PATHWAY SEGMENTS

- Shelter Cove Lane
 - Current Scope: Permitting
 - Next Step: Construction Q4 2022*
- Woodhaven Lane/Road Current
 - Scope: Permitting
 - Next Step: Construction Q4 2022*
- William Hilton Parkway EB
 - Current Scope: On-hold
 - Next Step: Engineering
- Jonesville Road:
 - Current Scope: Not Started
 - Next Step: Assessment Q1 2023



Shelter Cove Lane Pathway Design



Woodhaven Lane/Road

Town of Hilton Head Island

PATHWAY MANAGEMENT SHELTER COVE CONNECTIVITY



Pedestrian Bridge



Interpretive Signage



At-Grade Boardwalk



Trailhead Parking



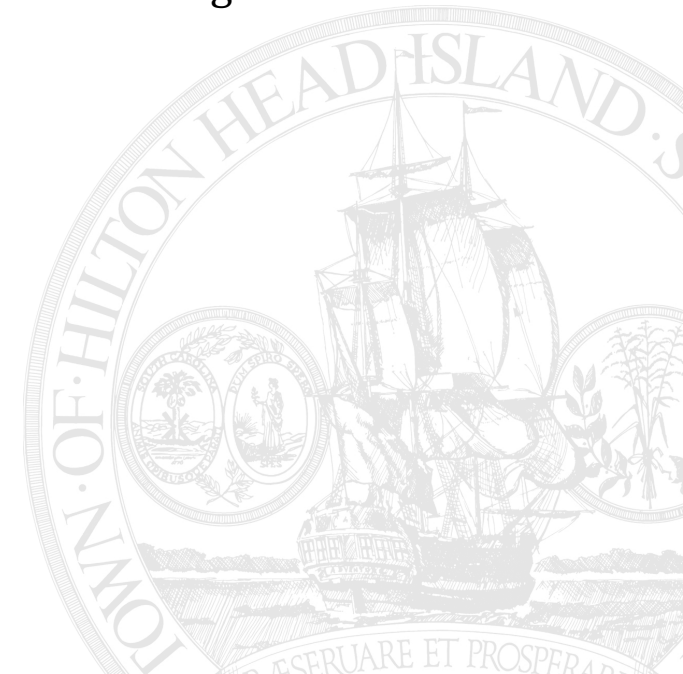
Public Art "Room"



Town of Hilton Head Island

ROADWAY MANAGEMENT \$8,153,842

- Dirt Road Acquisition & Paving Program: On-Going
 - Mitchelville Road
 - Pine Field Road
 - Horse Sugar Lane & Alice Perry Drive
 - Freddie's Way
 - Alfred Lane
- William Hilton Parkway Enhancements
 - Crosswalk Uniformity: On-Hold
 - Crosswalk Lighting: On-Hold
 - Turn Lane Extensions/Curb and Gutter: On-Hold
 - Pedestrian & Vehicular Enhancements: Deciding
 - William Hilton Parkway Gateway Corridor: Procurement
 - Adaptive Traffic Signal Management: Procurement
 - Dillon Road at WHP – Right Turn Lane: Not Started
- Pope Avenue, Palmetto Bay Road, and Arrow Road Streetscape Enhancements
 - Streetscape Enhancements: Deciding
 - Adaptive Traffic Signal Management: Procurement
- Main Street Enhancements: Design
- Squire Pope Road Crosswalks: Not Started Roadway
- Maintenance & Improvements: On-Going

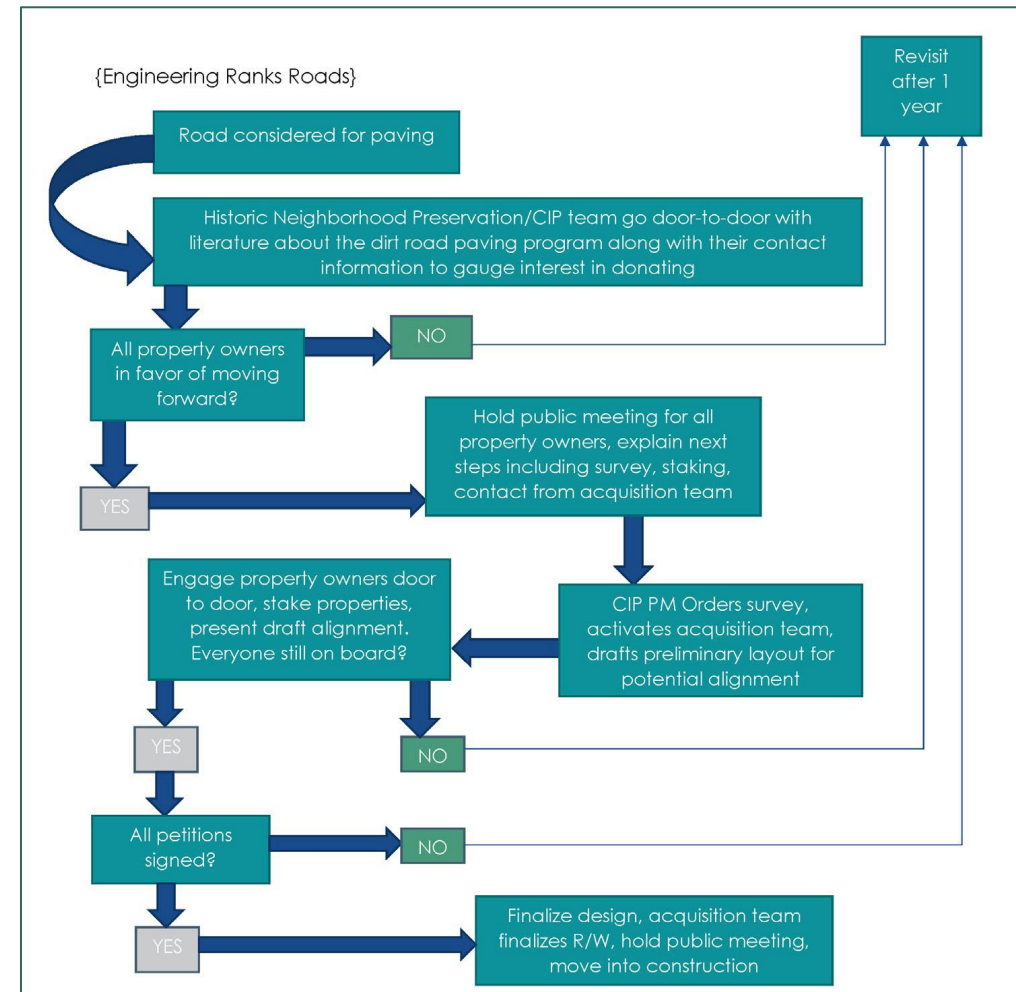


Town of Hilton Head Island

ROADWAY MANAGEMENT DIRT ROAD PAVING PROGRAM

- Mitchelville Road
 - Current Scope: Engineering & Acquisition
 - Next Step: Permitting; Construction Q1 2023 (Planned)
- Pine Field Road
 - Current Scope: Geotechnical Investigation & Engineering
 - Next Step: Neighborhood Meeting & Acquisition; Construction Q2 2023*
- Horse Sugar Lane & Alice Perry Drive
 - Current Scope: Neighborhood Meeting Q3 2022 Next
 - Step: Survey Q4 2022; Construction Q4 2023*
- Freddie's Way
 - Current Scope: Survey & Geotechnical Investigation
 - Next Step: Neighborhood Meeting & Engineering; Construction Q3 2023*
- Alfred Lane
 - Current Scope: Neighborhood Meeting Q3 2022 Next
 - Step: Survey Q1 2023; Construction Q1 2024*

* Estimated



Dirt Road Paving Process

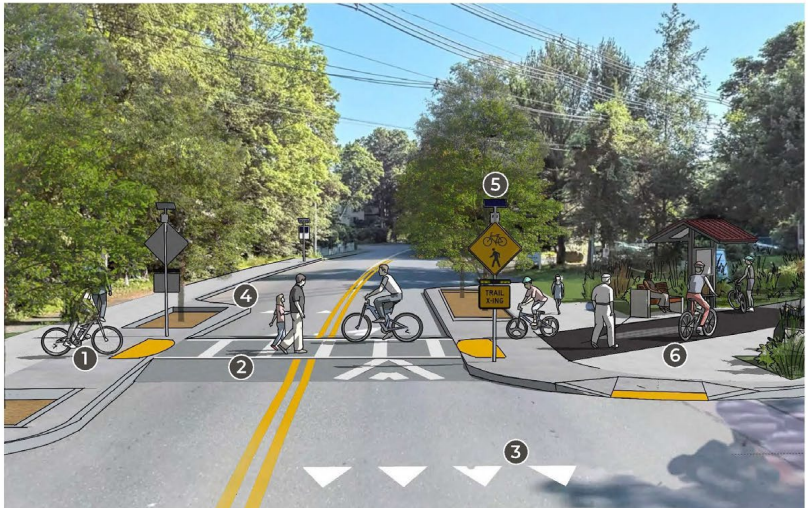
Town of Hilton Head Island

ROADWAY MANAGEMENT CORRIDORS PLANNING

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

Design Considerations
PATHWAYS

BEST PRACTICE EXAMPLES



- ① Recessed Crossing
- ② Raised Crosswalk
- ③ Motorist Yield Markings
- ④ Curb Extensions
- ⑤ Signage
- ⑥ Mixing Zone


DRAFT

Big Move: Rebalance Pope Ave

What We Heard + Observed

- Multiple conflict points between vehicle + bike, vehicle + pedestrians, and bike + pedestrians
- Legibility, consistency, and cohesiveness of the pathways is an issue
- Long-term aesthetics of widening pathway and eliminating vegetation
- Acquisition of right-of-way easements is a challenge
- Wayfinding for all users is needed

Phase 1:	Phase 2:
<p>Repurpose vehicle travel lane & test operations</p> <ul style="list-style-type: none"> • Between Forest Beach Drive and Cordillo Parkway • One northbound travel lane repurposed to a dedicated, two-way bike facility • Consolidate curb-cuts • Use simple paint to identify bicycle crossings • Identify placemaking elements to incorporate along the corridor <p>What it does:</p> <ul style="list-style-type: none"> • Provides dedicated space for all modes • Places priority on the most vulnerable users • Reduces conflict points and improves safety • Tests vehicle operations 	<p>Rebalance Pope Avenue</p> <ul style="list-style-type: none"> • One northbound travel lane and one southbound travel lane repurposed to a dedicated, directional bike facility with landscaped buffer • Consolidate curb-cuts • Implementation of roundabouts to slow speeds and balance flow <p>What it does:</p> <ul style="list-style-type: none"> • Increases safety for all modes • Slows vehicular traffic • Creates consistency along the corridor and William Hilton Parkway • Keeps folks moving



Ph. 2

- Directional bike facility with landscaped buffer
- Curb-cut closure
- Roundabout

Town of Hilton Head Island

ROADWAY MANAGEMENT ATSM

- Adaptive Traffic Signal Management, includes William Hilton Parkway, Pope Avenue, Palmetto Bay Road, & Arrow Road
 - Current Scope: RFP issued September 1, 2022
 - Next Step: Proposal Evaluation



Traffic Signal Monitoring



Adaptive Traffic Signals



Town of Hilton Head Island

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

- Parks and Recreation
 - Mid-Island Tract Park: Adoption November 2022
 - Chaplin Community Park Renovation: Conceptual Design, TC Workshop Q1 2023
 - Crossings Park Renovation: Conceptual Design, Q1 2023
 - Shelter Cove Community Park Expansion: Conceptual Design, TC Workshop Q1 2023
 - Chaplin Linear Park with Treehouse: Not Started
 - Patterson Family Property Park: Conceptual Design, TC Workshop Q1 2023
 - Taylor Family Property Park: Environmental Review
 - Barker Field: Surveying Q3 2022
- Island Recreation Association – Capital Projects: On-Going
- Public Art Program: Not Started
- General Park Enhancements: On-Going
 - Jarvis Creek Park Enhancements: Conceptual Design
 - Cordillo Tennis Courts Restroom Building: Construction, September – November 2022



Town of Hilton Head Island

PARK MANAGEMENT MID-ISLAND TRACT PARK

Mid-Island Tract Park

- Current Scope: Town Council Workshop September 14, 2022
- Next Step: Master Plan Adoption by Town Council November 1, 2022



Town of Hilton Head Island

PARK MANAGEMENT CHAPLIN COMMUNITY PARK

- ▶ Chaplin Community Park Renovation
 - ▶ Current Scope: Town Council Workshop Q1 2023
 - ▶ Next Step: Master Plan Adoption by Town Council Q1 2023



Chaplin Park Soccer Field



Town of Hilton Head Island

PARK MANAGEMENT RACQUET FACILITY

- Racquet Facility
 - Current Scope: Capacity Study
 - Next Step: Surveying; Town Council Workshop Q1 2023



Island Recreation Association Pickleball Court



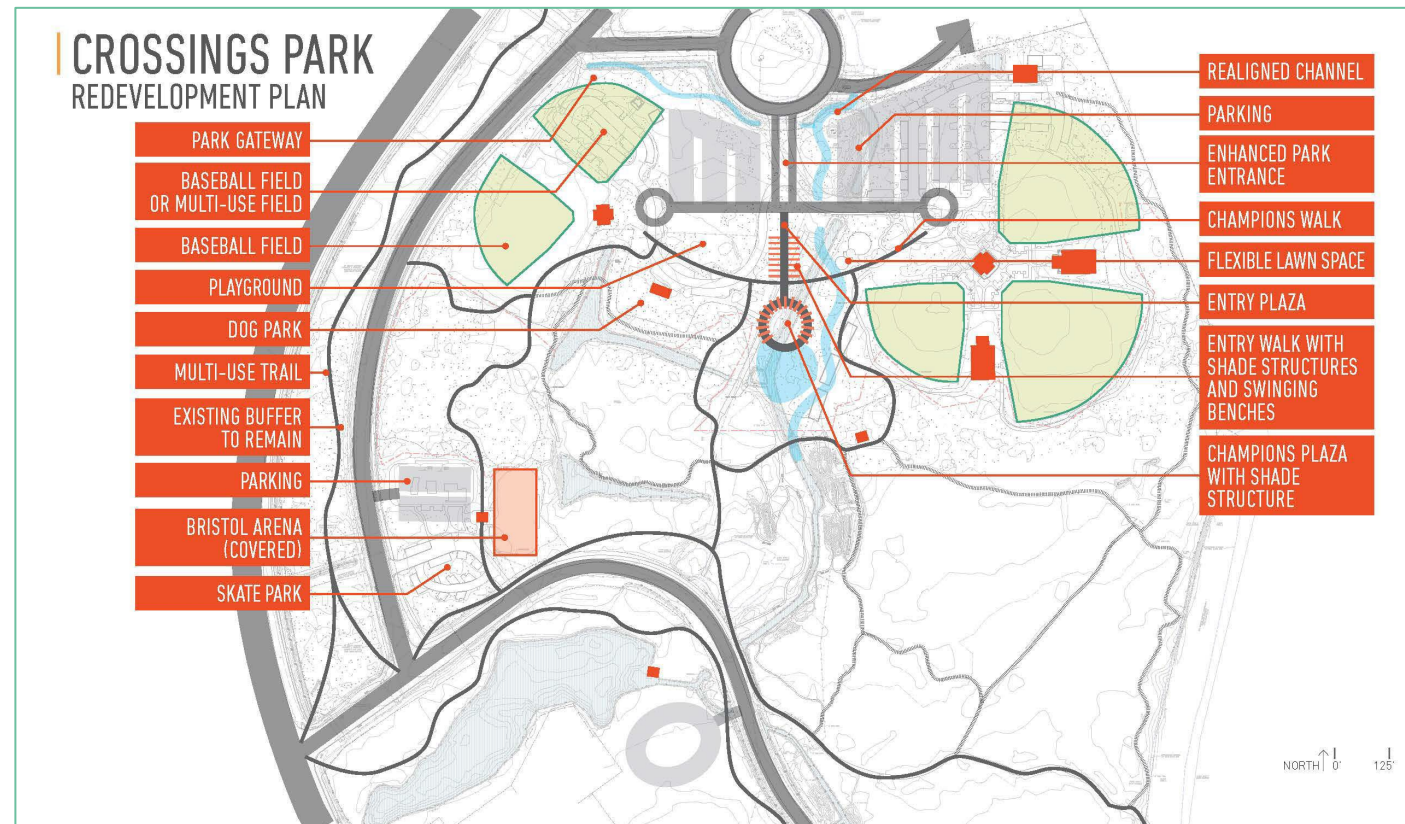
Town of Hilton Head Island

PARK MANAGEMENT CROSSINGS PARK

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



Crossings Park Ballfield



Town of Hilton Head Island

PARK MANAGEMENT SHELTER COVE PARK EXPANSION

- Shelter Cove Park Expansion
 - Current Scope: Town Council Workshop Q1 2023
 - Next Step: Master Plan Adoption by Town Council Q1 2023



Town of Hilton Head Island

PARK MANAGEMENT PATTERSON FAMILY PROPERTY PARK

- Patterson Family Property Park
 - Current Scope: Archaeology and Concept Design
 - Next Step: Town Council Workshop Q1 2023



Town of Hilton Head Island

PARK MANAGEMENT GENERAL PARK ENHANCEMENTS

- Jarvis Creek Park Enhancements
 - Current Scope: Design
- Cordillo Tennis Courts Restroom Building
 - Current Scope: Construction; Estimated Completion November 2022



Cordillo Tennis Courts Restroom Building



Cordillo Tennis Courts



Jarvis Creek Park Playground Replacement

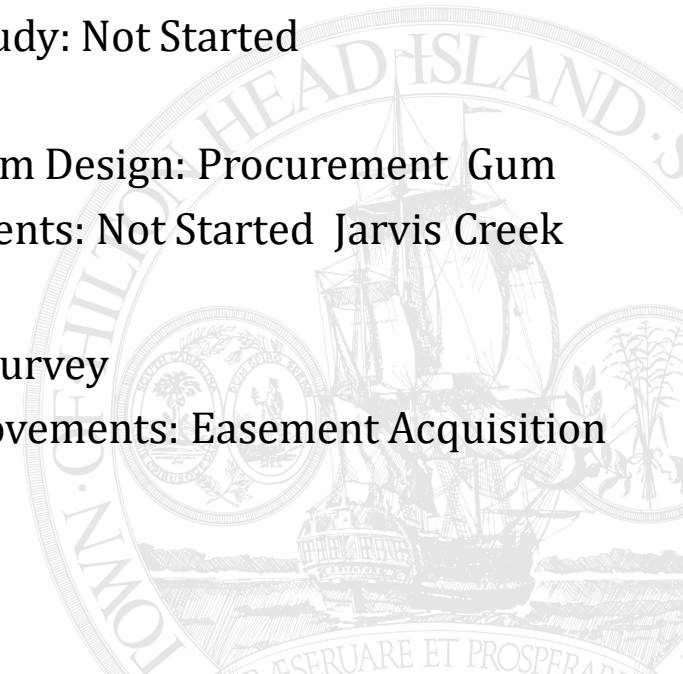


Jarvis Creek Park Landscape Improvements

Town of Hilton Head Island

FACILITIES & EQUIPMENT MANAGEMENT \$6,302,650

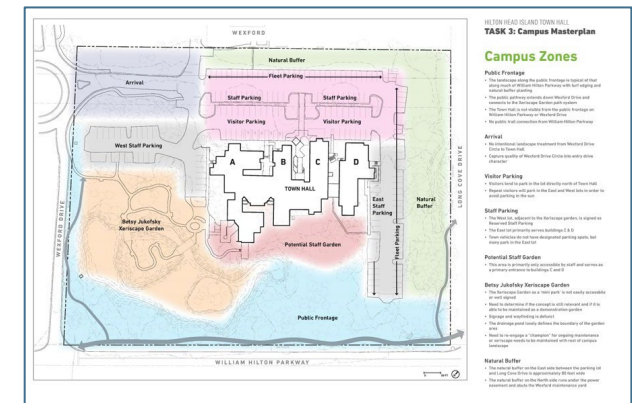
- Town Hall Security & Facility Enhancements: On-Going
 - Town Facilities Assessment: Not Started
 - Sprinkler Head Replacement: Not Started
- Shelter Cove/BCSO Office: On-Going
- Electric Vehicle Charging Stations at Town Facilities: Planning
- Parking Master Plan Implementation: Negotiation Coastal
- Discovery Museum – Capital Projects: On-Going
- Historic Mitchelville Freedom Park – Capital Projects: Not Started
- IT Equipment and Software: On-Going
 - Town Hall Equipment and Software
 - Public Safety Systems Equipment and Software
- Security Cameras: Not Started
 - Shelter Cove Community Park
- Shelter Cove Connectivity & Chaplin Linear Park Trailhead
- Fire Stations
- Ambulance
- Fire/Medical Systems, Equipment Replacement: On-Going
- Automobile Place/Modern Classic Motors Site Enhancements: Procurement
- Fire Hydrant Expansion: Not Started
- Arts Campus Feasibility Study: Not Started
- Stormwater Projects
 - Wexford Debris System Design: Procurement Gum
 - Tree Road Improvements: Not Started Jarvis Creek
 - Outfall: Not Started
 - 25 Moonshell Road: Survey
 - Cordillo Courts Improvements: Easement Acquisition



Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMNT. TOWN HALL

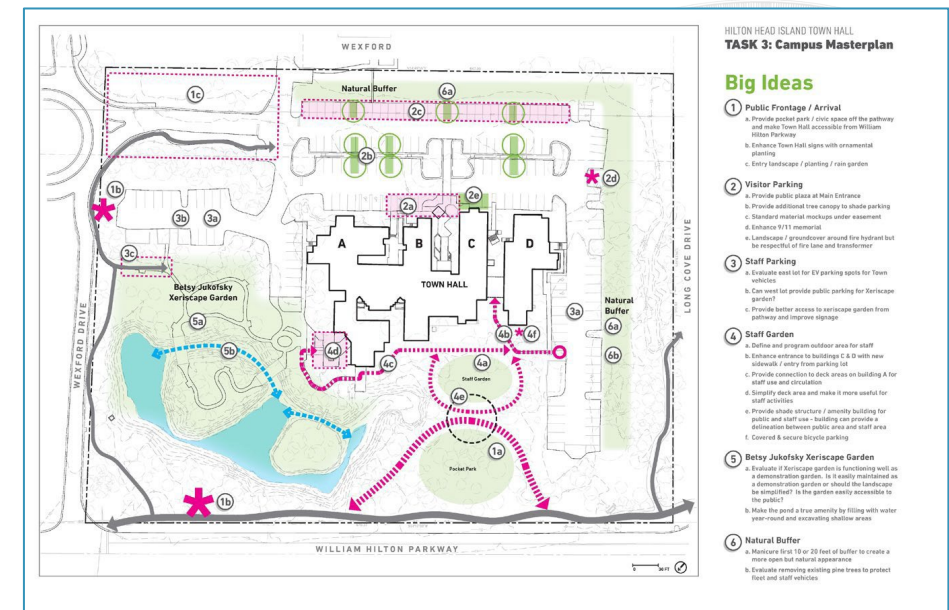
- Town Hall Security & Facility Enhancements
 - Current Scope: On-Going
- Town Facilities Assessment
 - Current Scope: Not Started
 - Next Step: Assessment Q4 2022
- Sprinkler Head Replacement
 - Current Scope: Not Started



Town Hall Landscape Improvements



Town Hall Canopy



Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMNT. SHELTER COVE/BCSO

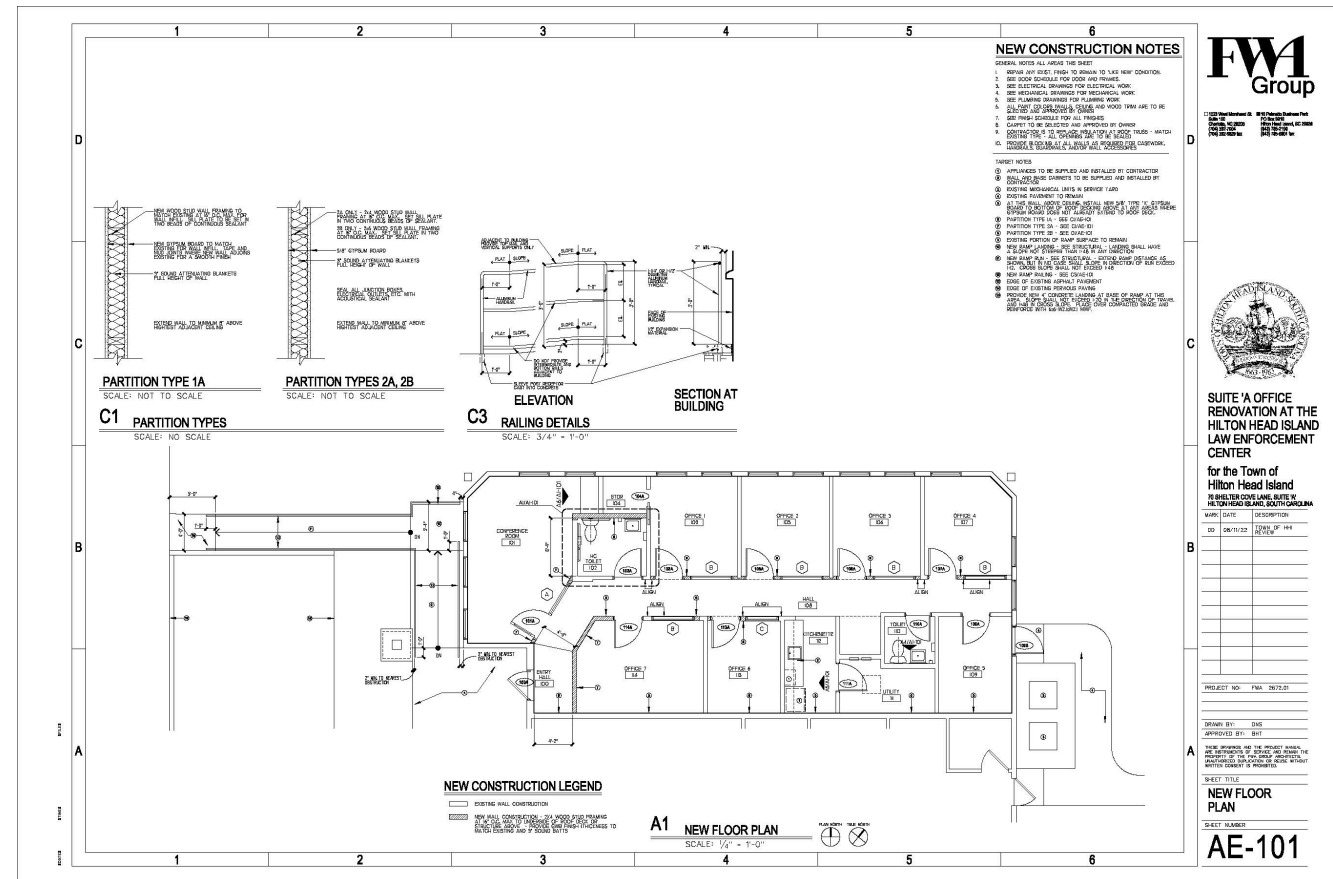
Shelter Cove/BCSO Office

Current Scope:

- Re-Roof Building: On-Going
- Suite A Renovations-Stormwater Division: Design
- Suite H–Public Safety & Code Enforcement: Installation



Building Re-Roof



Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMNT. COASTAL DISCOVERY

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



Event Space Expansion



Mary Ann Peebles Pavilion

Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMNT. **STORMWATER**

- Wexford Debris System Design
 - Current Scope: Procurement
 - Next Step: Design
 - Construction: Q4 2023*
- Gum Tree Road Improvements
 - Current Scope: Not Started
 - Next Step: Survey
 - Construction: Q2 2023*
- Jarvis Creek Outfall
 - Current Scope: Not Started
 - Next Step: Survey
 - Construction: Q3 2023*

- 25 Moonshell Road
 - Current Scope: Survey
 - Next Step: Wetland Determination
 - Construction: Q3 2023*
- Cordillo Courts Improvements
 - Current Scope: Easement Acquisition
 - Next Step: Permitting
 - Construction: Q1 2023*

* Estimated



Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMT. **STORMWATER**

- Wexford Debris System Design
 - Current Scope: Procurement
 - Next Step: Design
 - Construction: Q4 2023*

*Estimated



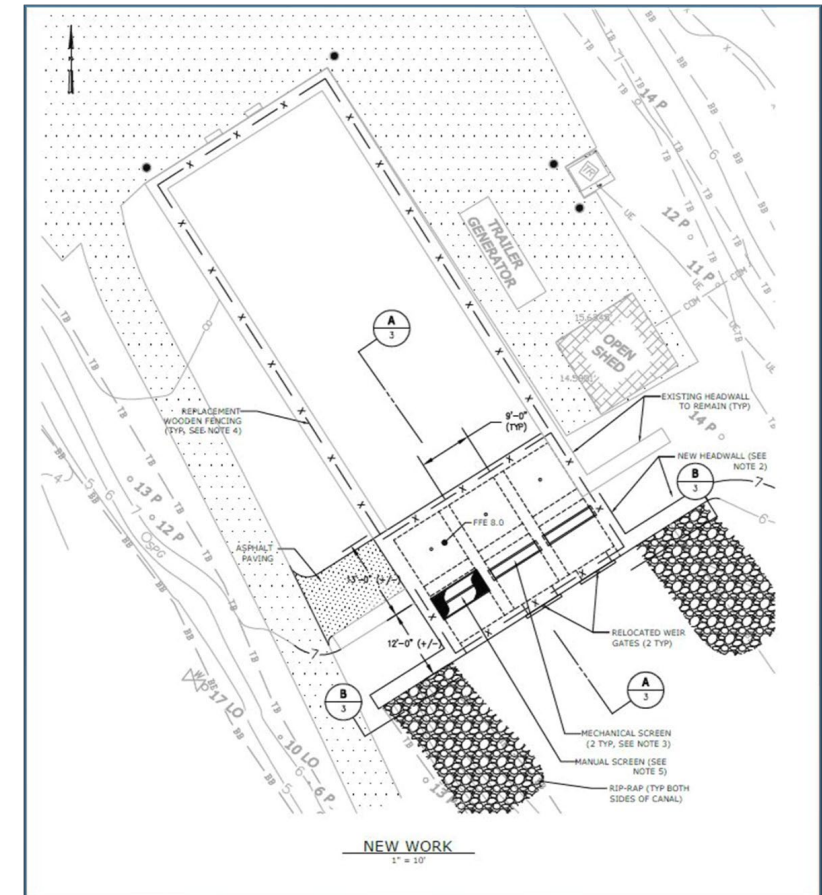
Hurricane Irma Vegetation
Blocking Intake Chamber



Wexford Pump Station



Self-Cleaning Screens



Town of Hilton Head Island

FACILITIES & EQUIPMENT MGMT. **STORMWATER**

- Gum Tree Road Improvements
 - Current Scope: Not Started
 - Next Step: Survey
 - Construction: Q2 2023*

*Estimated



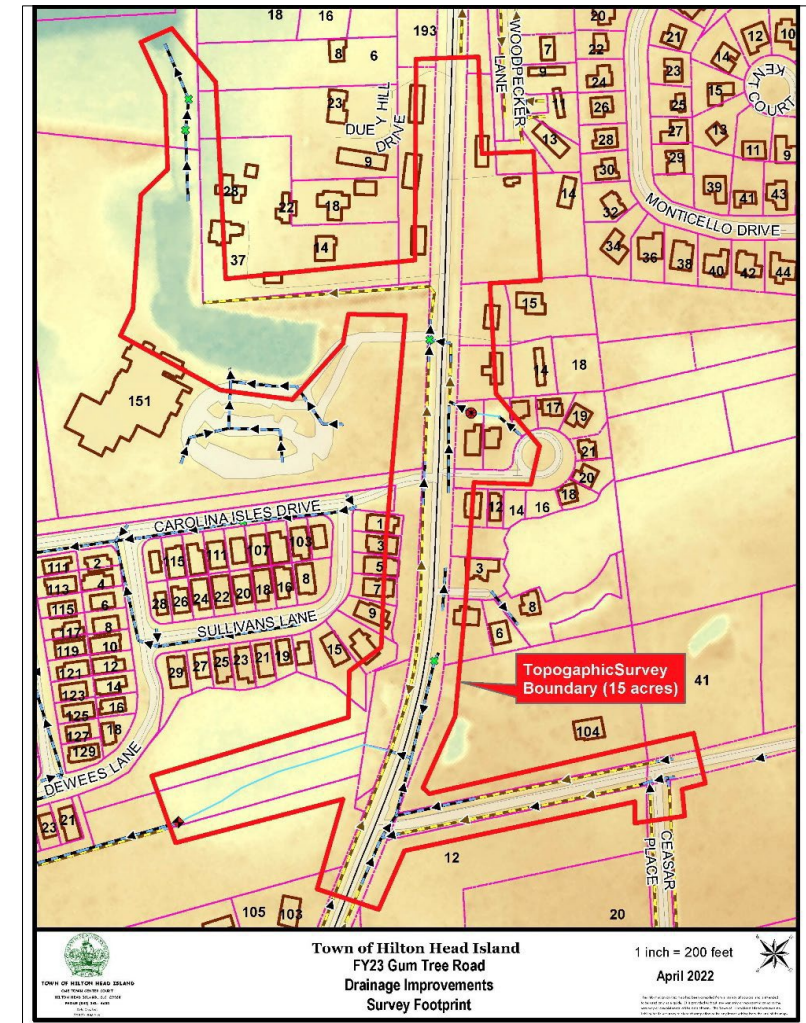
Drainage Issue on Katie Miller Rd.



Drainage Issue on Georgianna Dr.



Drainage Issue on Hanahan Lane



Town of Hilton Head Island

FLEET \$8,166,945

- Town Vehicle Replacement
 - Staff Vehicle Replacement: Procurement
 - New Staff Vehicles: Procurement
- FR Apparatus & Vehicle Replacement
 - Engine/Pumper Replacement/Quint Company Replacement (2): Delayed Production
 - Staff Vehicle Replacement: On-Hold
 - Support Vehicle Replacement – Forklift: Procurement
 - Firefighting Foam for Trucks: Not Started



Electric Vehicles

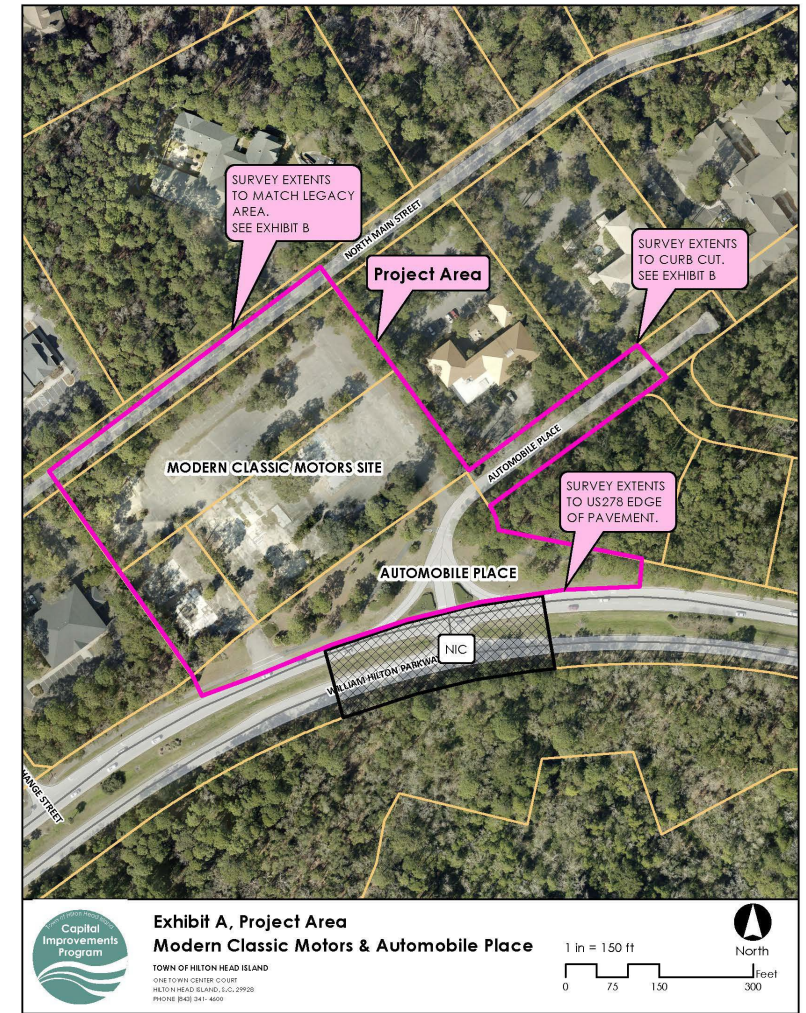
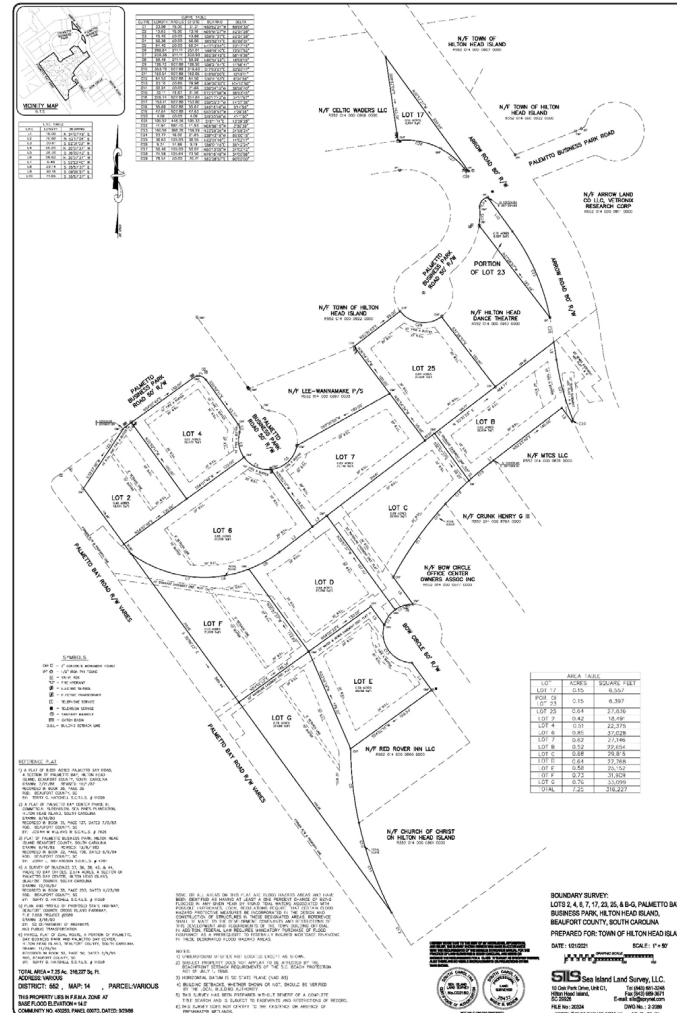


Fire Rescue Apparatus in Production

Town of Hilton Head Island

LAND ACQUISITION \$300,000

- Land Acquisition
 - Current Scope: On-Going



Town of Hilton Head Island

HOUSING \$1,379,261

- Northpointe Housing Partnership
 - Current Scope: Procurement, Additional Surveying, & Capacity Study
 - Next Step: Proposal Receipt & Evaluation
- Other Housing: Not Started



North Pointe Tract: Before Clean-up



North Pointe Tract: After Clean-up



Town of Hilton Head Island

FY23 CAPITAL IMPROVEMENT PROGRAM

- CIP Hub [Capital Improvements Program \(hiltonheadislandsc.gov\)](https://hiltonheadislandsc.gov)
- Dashboard [Capital Projects Dashboard \(arcgis.com\)](https://arcgis.com)
- Air Table [Airtable - Kanban](#)



Strategic Initiatives

Parks & Recreation

Implement the Parks + Recreation Master Plan.



Town of Hilton Head Island

Parks & Recreation

Operational

Strategic Initiative Name: Establish Parks & Recreation Marketing Plan

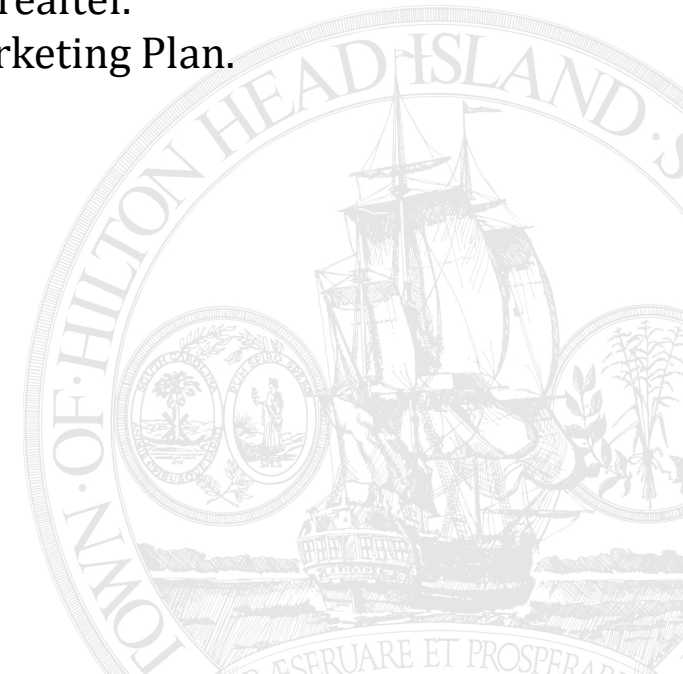
Strategic Fiscal Year: 2021

Staff Project Manager: Carolyn Grant, Communications Director

Initiative Description: 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.

Ongoing Initiatives:

- The Town's Capital Improvement Program launched a community survey focusing on Parks and Recreation questions to gather public feedback.
- The survey closes September 8, 2022 and evaluation of the responses will begin shortly thereafter.
- Information from this survey will be used in the development of a Parks and Recreation Marketing Plan.



Town of Hilton Head Island

Parks & Recreation

Operational

Strategic Initiative Name: Assist With Ford Shell Ring Development

Strategic Fiscal Year: 2021

Staff Project Manager: Missy Luick, Community Planning Manager

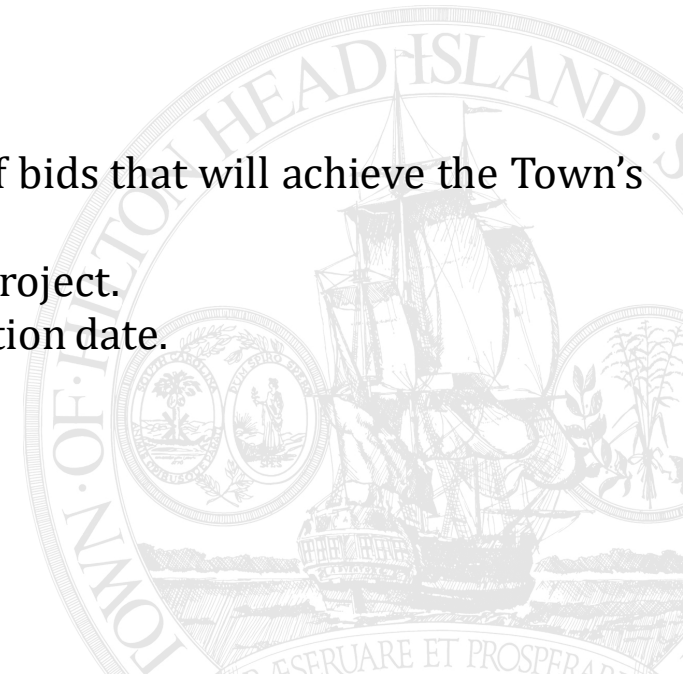
Initiative Description: Participate in County-led effort to develop a passive park at the jointly-owned property to highlight the unique cultural and historical resource.

Completed Initiatives:

- ✓ On February 28, 2022, the Board of Zoning Appeals approved a variance application for the site development plan.
- ✓ On March 15, 2022, Town Council approved entering into a Joint Ownership and Operating Agreement with Beaufort County for the Fords Shell Ring property.
- ✓ On April 5, 2022, Town Council approved an access easement Ordinance for the site.

Ongoing Initiatives:

- Town Staff will 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.
- Staff will monitor and assist the County as necessary during the construction phase of the project.
- Construction is anticipated to begin in January of 2023 with an estimated Fall 2023 completion date.



Town of Hilton Head Island

Parks & Recreation

Operational

Strategic Initiative Name: Establish Beaufort County & Hilton Head Island
Land Trust Northridge Conservation Tract Partnership

Strategic Fiscal Year: 2023

Staff Project Manager: Shawn Colin, Assistant Town Manager – Community Development

Initiative Description: 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.

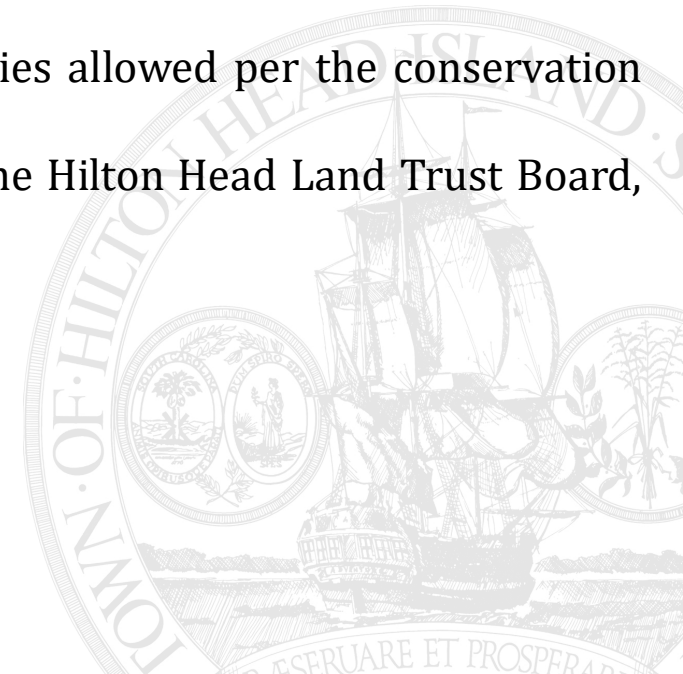
Project Milestones:

Phase 1: 2nd Quarter of 2023

- Review the proposed partnership with Town Council to gauge their interest in development of the Northridge Tract as a passive park.
- 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 2: 4th Quarter of 2023

- Submit a Public Project Review application for review by the Planning Commission.



TOWN OF HILTON HEAD ISLAND

TOWN COUNCIL DISCUSSION

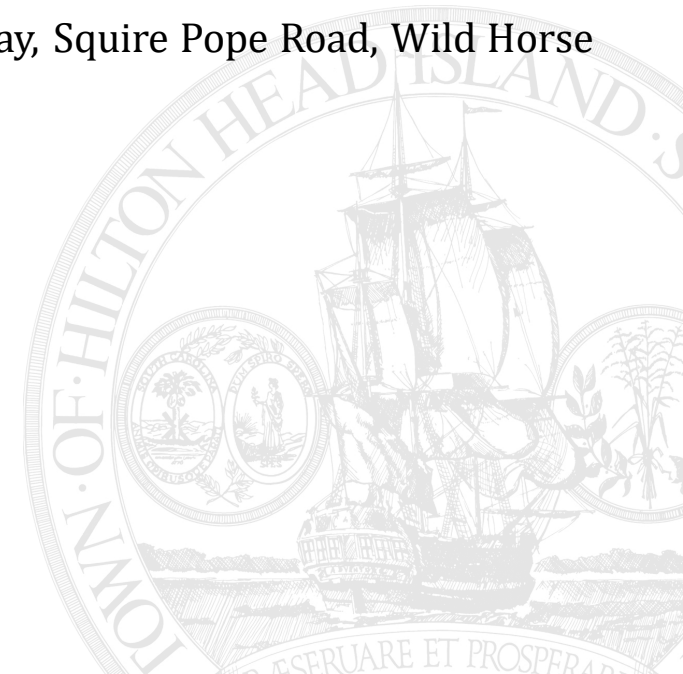


Town of Hilton Head Island

Town Council Discussion

Topics for Discussion:

- Define Key Performance Indicators
- Beaufort County “Good Neighbor” ARPA Funds
- Additional ARPA Home Repair Funds
- Beaufort County Green Space Sales Tax Referendum (acquisition, development rights, leases, etc.)
- Transfer of Development Rights Program
- Land Acquisition Policy
- Building Recertification Program
- Sandalwood Food Pantry
- Traffic Impacts to Primary and Secondary Roadways (William Hilton Parkway, Cross Island Parkway, Squire Pope Road, Wild Horse Road, Main Street, etc.)
- Beach Experience Ordinance (sailboats, smoking, etc.)
- Food Truck Ordinance
- Meeting Broadcasts – Town Council, Committees, Boards & Commissions
- Day to Day Operational Efficiencies and Community Responsiveness
- Prioritization of Strategic Initiatives





TOWN OF HILTON HEAD ISLAND

STRATEGIC ACTION PLAN NEXT STEPS



Town of Hilton Head Island

Review of the Strategic Action Plan Dashboard

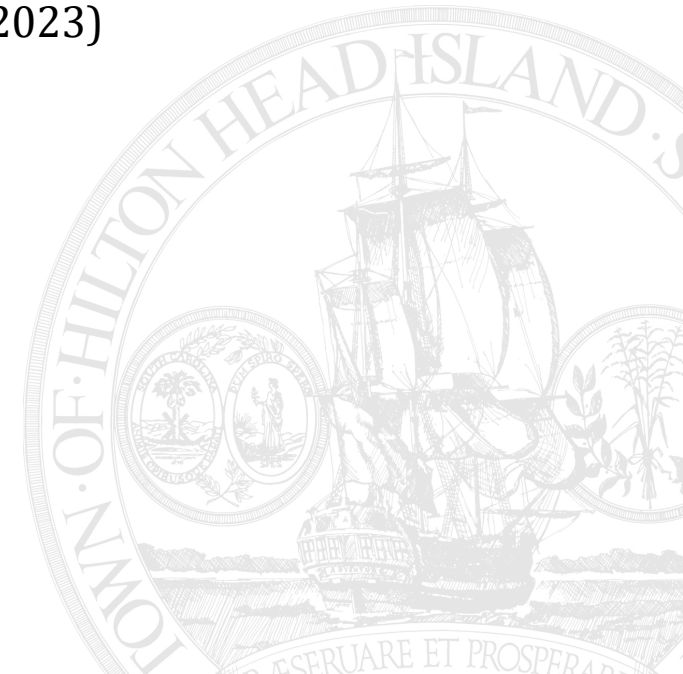
A. **AirTable Updates:** <https://www.hiltonheadislandsc.gov/strategicplan/>

B. Review of Upcoming Initiatives Calendar Year 2022 – September to December

1. WORKSHOP: Mid-Year Strategic Plan (September 8, 2022)
2. WORKSHOP: Mid-Island District Area & Mid-Island Tract (September 14, 2022)

C. Review of Upcoming Initiatives Calendar Year 2023 – January to December

1. WORKSHOP: HHI Conditions & Trends (1st Quarter 2023)
2. WORKSHOP: William Hilton Parkway/Pope Ave./Palmetto Bay Road Corridor Plan (1st Quarter 2023)
3. WORKSHOP: SWOT Island Resiliency & Stormwater Utility Use of Funds (1st Quarter 2023)
4. WORKSHOP: Land Acquisition Program / RETF Use of Funds (1st Quarter 2023)
5. WORKSHOP: William Hilton Parkway Gateway Corridor Project (1st Quarter 2023)
6. WORKSHOP(S): Chaplin, Crossings, Racquet Facility (1st Quarter 2023)
7. WORKSHOP(S): Shelter Cove, Islanders', Patterson, Taylor Family (1st Quarter 2023)
8. WORKSHOP: HHI Growth Framework & Illustrative Master Plan (2nd Quarter 2023)
9. WOKSHOP: Solid Waste & Recycling (2nd Quarter 2023)
10. WORKSHOP: Economic Development Strategic Plan (3rd Quarter 2023)
11. WORKSHOP: Island Brand Development Strategy (3rd Quarter 2023)



Town of Hilton Head Island

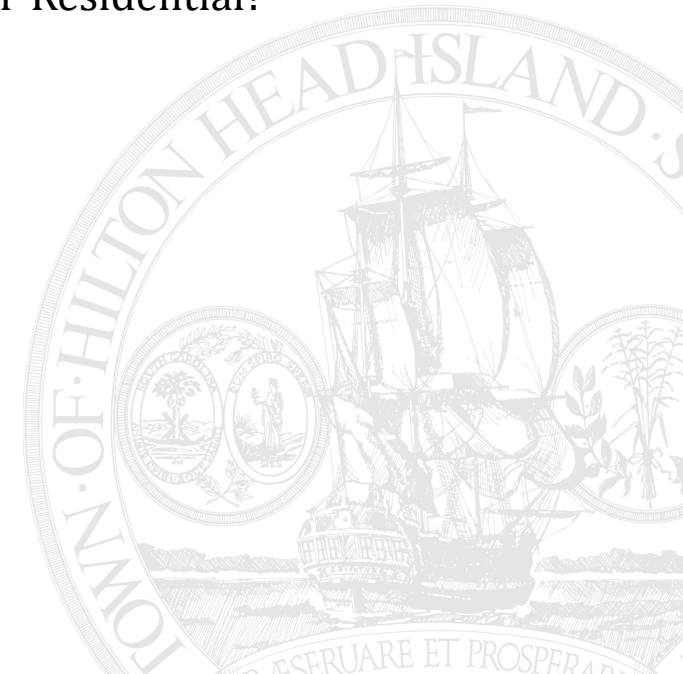
Strategic Action Plan Next Steps

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 strategic plan that express what you want to achieve and by when. They are the quantifiable, outcome-based statements you'll use 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.

ICMA Open Access Benchmarking: <https://icma.org/documents/icma-open-access-benchmarking-data-and-definitions>

- Development permits: Average calendar days from application to issuance: Commercial and/or Residential?
- Development permits: Average calendar days from request to inspection: Commercial and/or Residential?
- How much revenue is being generated via application fees, fines, other sources, etc.?
- 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?
- Designated Marketing Organization spending/effectiveness?
- Town owned land acquisition?
- Website statistics (Town Major Initiatives and Strategic Plan Pages)?
- Applications for new business licenses and closures of existing businesses?



Town of Hilton Head Island

Strategic Action Plan Next Steps

A. Calendar Year 2023 Town Council Strategic Plan Workshop

Questions:

- When/Where
- Facilitator?
- Town Council involvement in selection?

Goals:

- Review existing Town Mission and Vision Statements.
- Review ongoing/completed strategic initiatives.
- Discuss new initiatives for inclusion/removal for Fiscal Year 2023/2024 and beyond.

B. Discussion of new initiatives for the Fiscal Year 2022/2023



ADJOURNMENT

