

TOWN OF HILTON HEAD ISLAND

# Strategic Action Plan 2023 - 2025





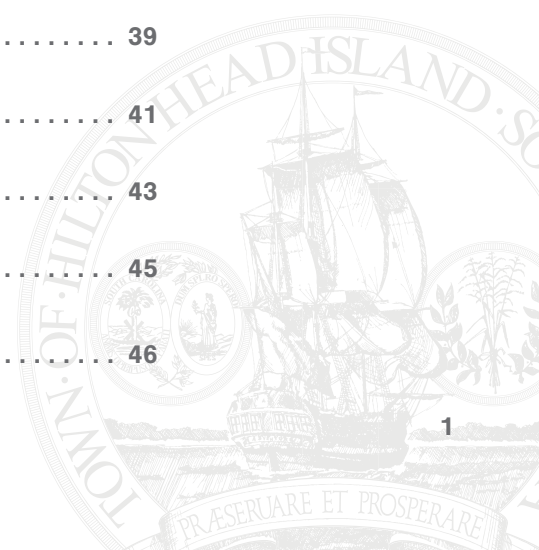




# Table of Contents

A Word from the Mayor .....	2	Town of Hilton Head Island	
Town Council .....	3	Mission and Vision .....	7
A Word from the Town Manager .....	4	Our Ideals of Excellence .....	8
Introducing the Town of Hilton Head Island Staff .....	5	Core Values and Focus Areas .....	10
		Introduction to the Strategic Plan.....	12

STRATEGY #1		GROWTH MANAGEMENT STRATEGY .....	17
STRATEGY #2		WORKFORCE HOUSING FRAMEWORK .....	19
STRATEGY #3		MAJOR CORRIDORS/STREET ENHANCEMENTS .....	21
STRATEGY #4		WILLIAM HILTON PARKWAY GATEWAY CORRIDOR.....	23
STRATEGY #5		GULLAH GEECHEE HISTORIC NEIGHBORHOODS COMMUNITY DEVELOPMENT CORPORATION.....	25
STRATEGY #6		SWOT OF ISLAND RESILIENCY .....	27
STRATEGY #7		CAPITAL IMPROVEMENT PROGRAM .....	29
STRATEGY #8		LAND ACQUISITION MANUAL UPDATE .....	31
STRATEGY #9		SWOT OF SOLID WASTE AND RECYCLING .....	33
STRATEGY #10		DESTINATION MARKETING ORGANIZATION MANAGEMENT.....	35
STRATEGY #11		ALTERNATIVE REVENUE SOURCES AND FUNDING .....	37
STRATEGY #12		SHORT-TERM RENTALS .....	39
STRATEGY #13		GULLAH GEECHEE TASK FORCE.....	41
STRATEGY #14		ST, JAMES BAPTIST CHURCH RELOCATION.....	43
STRATEGY #15		BEACH PARK ENHANCEMENTS .....	45
Additional Initiatives for 2023–24 .....			46



ALAN PERRY

## A Word from the Mayor



As a Town, it is essential that we move in the right direction to enhance our quality of life. In January, the Town Council and Town staff convened for a two-day strategic planning session to set the agenda for Town government in the months ahead. We emerged with a list of 15 priorities around which we are building action plans and formulating strategies.

This Strategic Action Plan represents our work to promote safe and healthy neighborhoods that foster a strong sense of community and facilitate a thriving business climate. It also reflects our desire to achieve operational excellence in Town government, from the day-to-day services we provide for our residents to fiscal responsibility.

As we move this plan forward, we hope it will be the foundation for us to engage with our constituents and build a connected community with properly maintained infrastructure, facilities, parks, and pathways. Our Town Council and Town Staff are committed to addressing our challenges and delivering quality municipal service to our residents, but we always need your support. We are proud of this strategic action plan and the breadth of projects that will enhance the quality of life for our residents, now and into the future. We encourage you to stay engaged with us and follow the progress of our priorities. Thank you for allowing us the opportunity to serve you.



# Town Council



**David Ames**  
Ward 3  
Mayor Pro-Tem



**Alex Brown**  
Ward 1



**Patsy Brison**  
Ward 2



**Tamara Becker**  
Ward 4



**Steve Alfred**  
Ward 5



**Glenn Stanford**  
Ward 6





MARC ORLANDO, ICMA-CM

# A Word from the Town Manager



It is my pleasure to present our Strategic Action Plan for the fiscal years 2024 and 2025. It clearly articulates how we plan to preserve our beautiful environment, celebrate our culture, build economic diversity, embrace new projects, and drive our community forward.

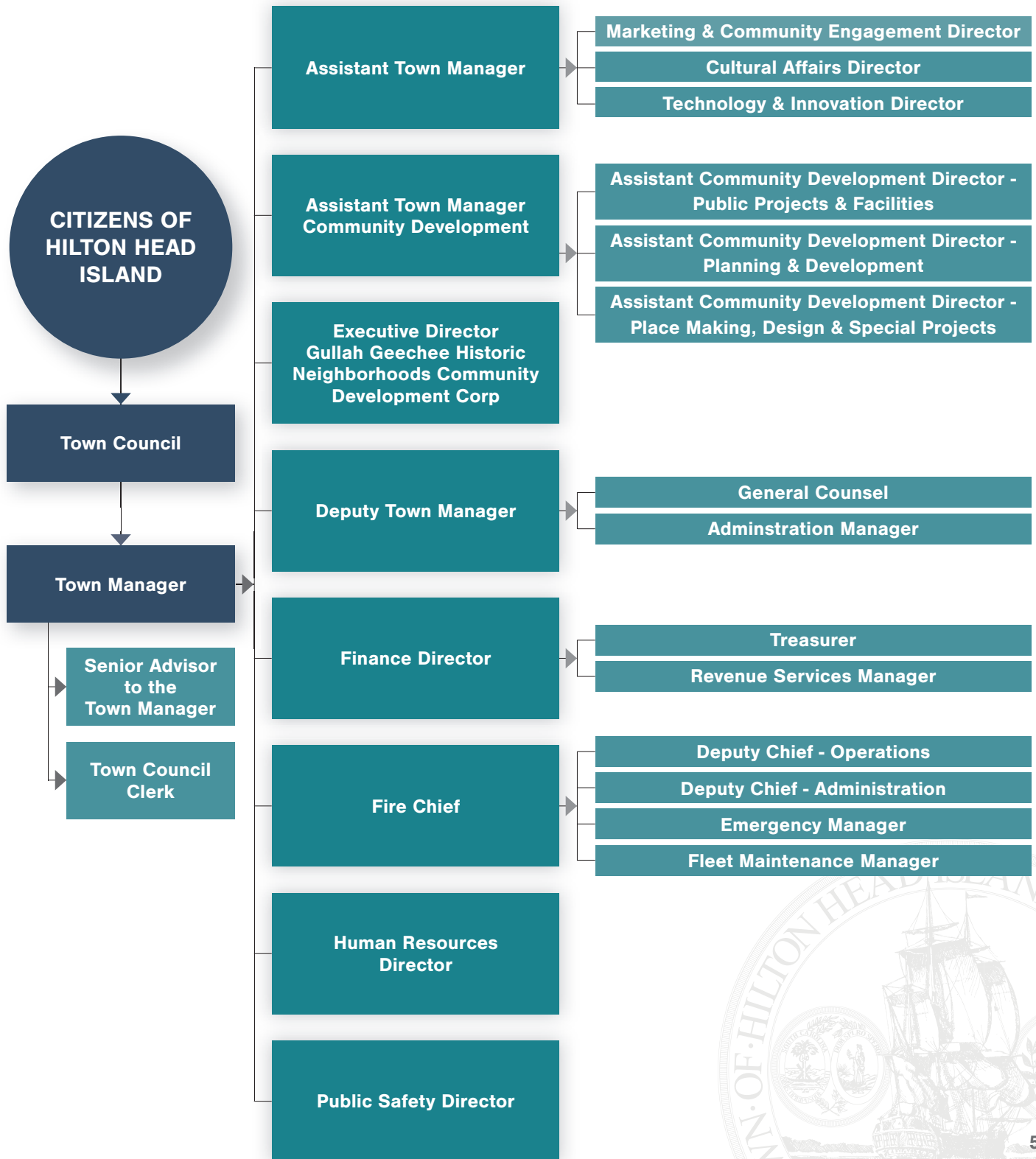
As a guiding document, the Strategic Action Plan focuses on the top priorities for our Town-growth management, workforce housing, solutions for traffic and transportation, infrastructure enhancements, economic development, resiliency, recreation, and public safety. It gives Town leaders, staff members, and residents a blueprint of the Town’s work plan while providing a framework for budgetary and policy decisions to advance our identified priorities.

This Strategic Action Plan also follows our comprehensive plan, *Our Plan*. It incorporates *Our Plan*’s mission, vision, and core values: the pursuit of excellence, environmental sustainability, revitalized economy, inclusive community, connected community, regional focus, right-sized infrastructure, parks and recreation, and town organization. Our comprehensive plan, budget and firm commitment to providing world-class municipal services for our community underlies every strategic objective. As we navigate our future, this document will guide us on where, when, and how to use our Town’s resources to meet the needs of our community.

I am privileged to work with and lead our talented staff as we execute our Strategic Action Plan. I am also grateful to our residents and business owners for their support in advancing our objectives. Thank you for allowing my team and me to serve you.



# Town of Hilton Head Organization Chart



# Town Staff

## Executive

Marc Orlando, ICMA-CM . . . . . Town Manager  
Joshua A. Gruber, JD, MPA . . . . . Deputy Town Manager  
Angie Stone, IPMA-SCP . . . . . Assistant Town Manager  
Shawn A. Colin, AICP . . . . . Assistant Town Manager—Community Development  
Executive Director (vacant). . . . . Community Development Corporation  
Ben Brown. . . . . Senior Advisor to the Town Manager  
Kim Gammon. . . . . Town Clerk

## Departments

Chris Blankenship. . . . . Fire Chief  
Bob Bromage . . . . . Director of Public Safety  
Andrew Davis . . . . . Director of Marketing & Communications  
Natalie Harvey. . . . . Director of Cultural Affairs  
Lisa Stauffer . . . . . Director of Human Resources  
Tommy Sunday . . . . . Technology & Innovation Director  
John Troyer . . . . . Finance Director





## Setting Our Goals

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

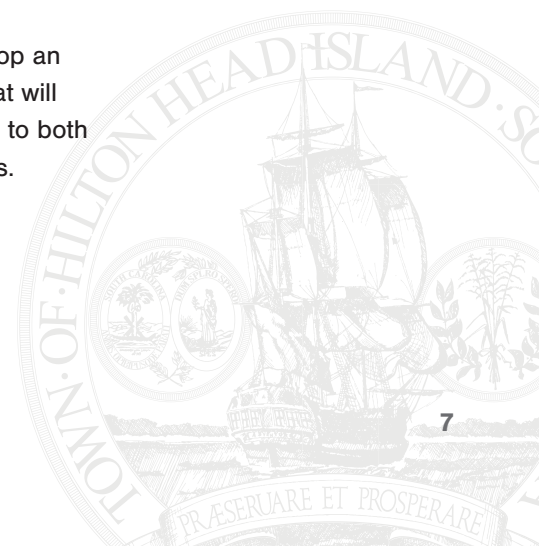
The Town of Hilton Head Island adopted *Our Plan*, the 2020 to 2040 Comprehensive Plan, as a dynamic policy development tool that reflects many integral components of the Island's community fabric. It is intended to be used as a guide book for the Town and community leaders as they seek to

strengthen and preserve the Island character while effectively overseeing the Island's growth and development. In developing *Our Plan's* goals, emphasis was placed on revitalizing and modernizing the Island's economy and infrastructure while at the same time building an inclusive and diverse community.

**Our 2020-2040 vision:** To reinvent sustainability...again. To focus on revitalization and modernization, and to build an inclusive and diverse community.

Achieving these goals will result in a community that is balanced in the areas of viable economic development, a resilient built environment, and equitable social conditions. In order to achieve many of the goals identified within

*Our Plan*, it is necessary to develop an effective Strategic Action Plan that will clearly engage and communicate to both internal and external stakeholders.



## What Kind of Community Do We Want to Be?

A community that...

...is welcoming, inclusive, safe, values diversity, and is focused on people

...is recognized as an excellent place to live, work, and visit

...reserves, values, and recognizes our history

...attracts businesses and residents who appreciate our ideals and core values

...is recognized as a best-in-class destination that welcomes visitors and values tourism

...protects the natural environment as a unique quality of our identity

...prioritizes the greater good

...attracts a diverse residential population with competitive live-work options

...recognizes the benefit and value of arts, culture, recreation, healthy living, and education

...fosters transparency and inclusion when resolving concerns or planning for the future

...considers sustainability paramount when developing environmental and economic projects and policies

...fosters a spirit of inspiration and leads by example

...uses innovation and learning to continually develop and apply best practices and standards for processes and projects

...continually adapts the Core Values and Comprehensive Plan to meet the needs of the present and future



# Key Community Goals

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

1 ▶

Adopt and pursue **Our Ideals of Excellence.**

2 ▶

Protect and preserve the **natural environment.**

3 ▶

Manage **evolving growth** while maintaining the Island's unique aesthetic.

4 ▶

Provide **exceptional quality of life offerings** in arts, culture, and recreation with best-in class facilities and programming.

5 ▶

Develop **creative revenue sources** to fund the delivery of capital services, maintenance, operations, and projects meeting the needs of the Town, residents, and visitors.

6 ▶

Recognize, respect, and promote **multi-dimensional diversity** on the Island.

7 ▶

Promote **efficient and secure public services** to meet current and future needs.

8 ▶

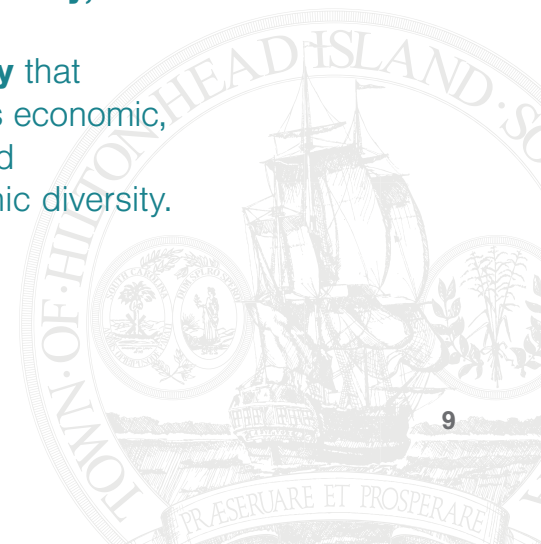
Plan for and mitigate the effects of **climate change, environmental or health concerns,** and natural disasters.

9 ▶

View the **region as a partner,** not a competitor.

10 ▶

Foster a **healthy, self-sustaining community** that encourages economic, cultural, and demographic diversity.

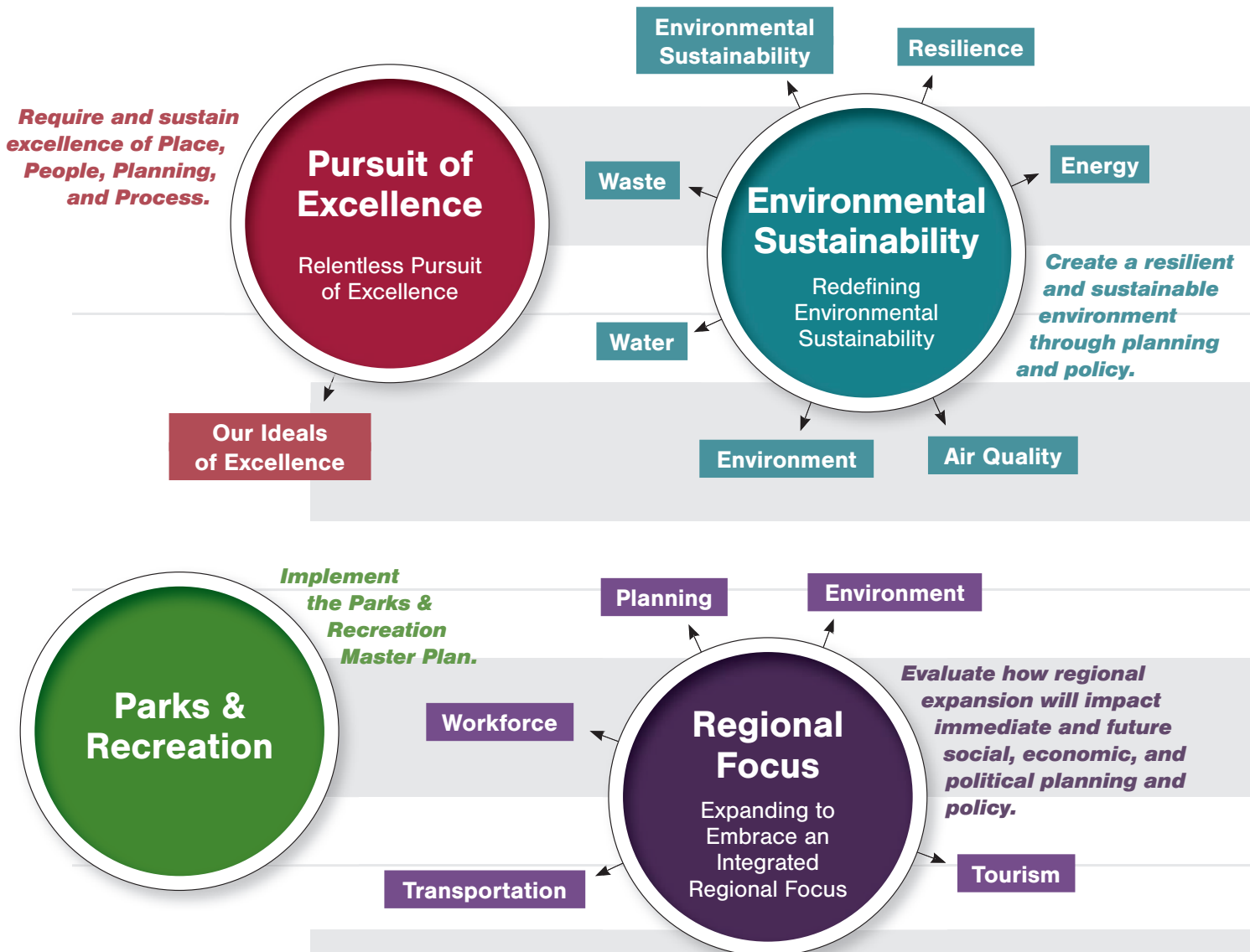


OUR IDEALS OF EXCELLENCE

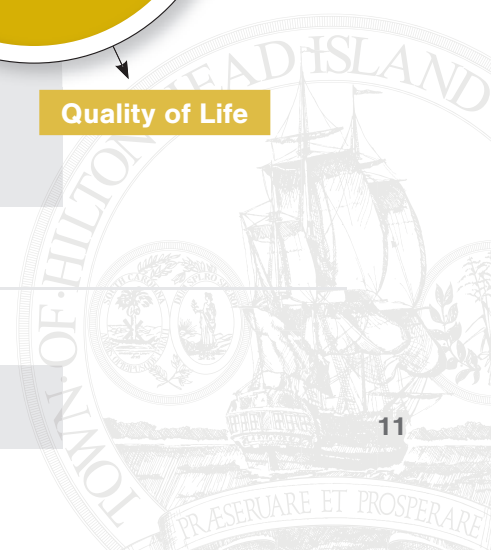
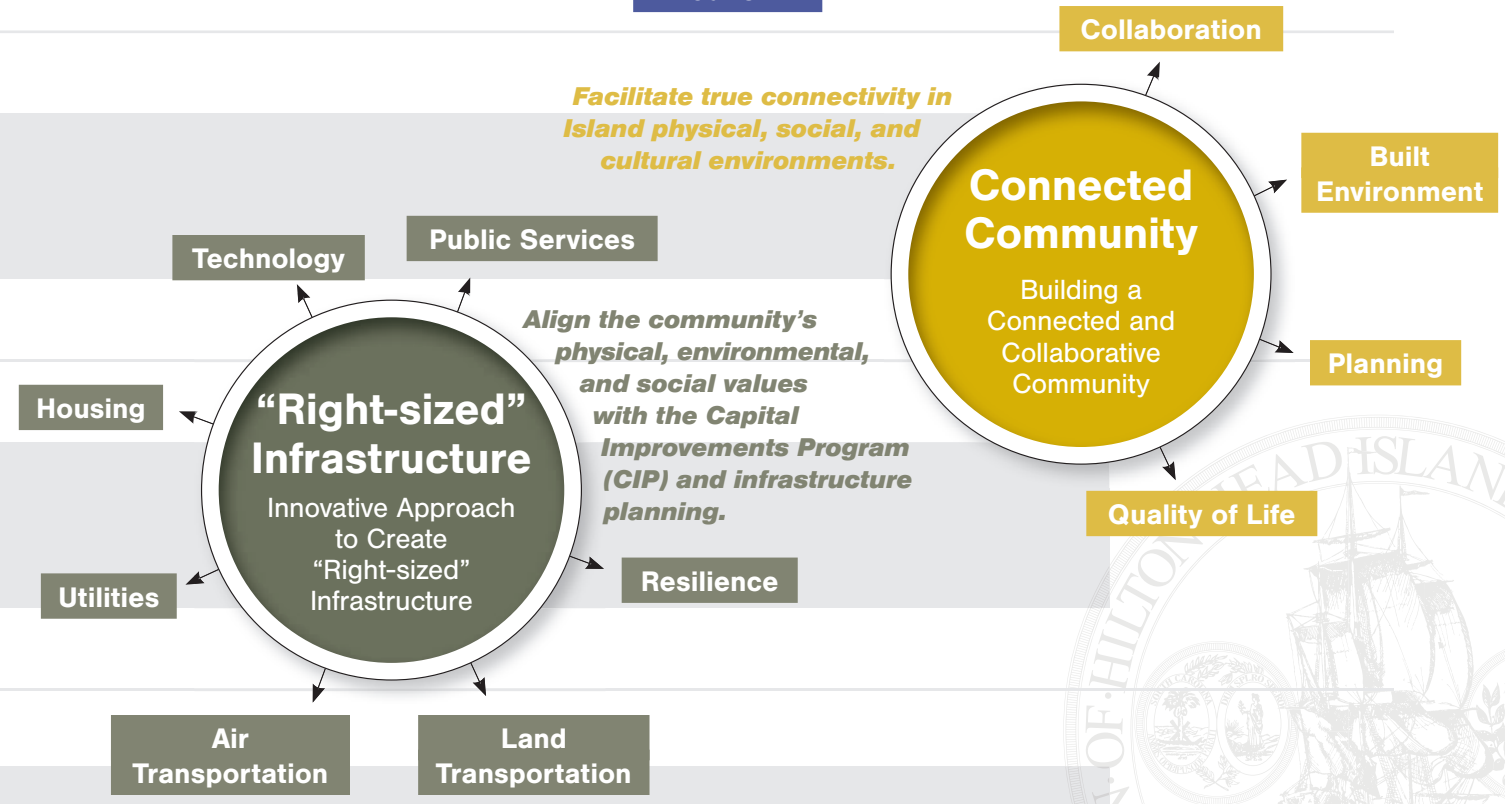
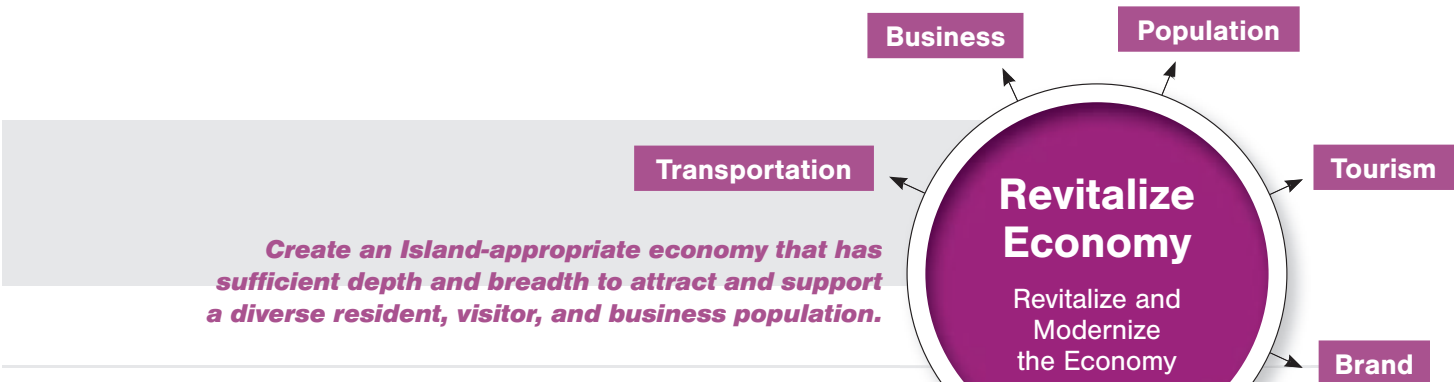
# Core Values & Focus Areas

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

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







## Purpose of the Strategic Action Plan

A strategic action plan presents in sufficient detail the intended activities of staff and associated agencies necessary to successfully implement the policy directions of Town Council in furthering the Town's

Mission. By clearly identifying agreed upon Focus Areas in this Plan and the corresponding Strategic Initiatives within these Focus Areas, the Town will be able to:





## How the Plan Will be Used

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

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

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



## Summary

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

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



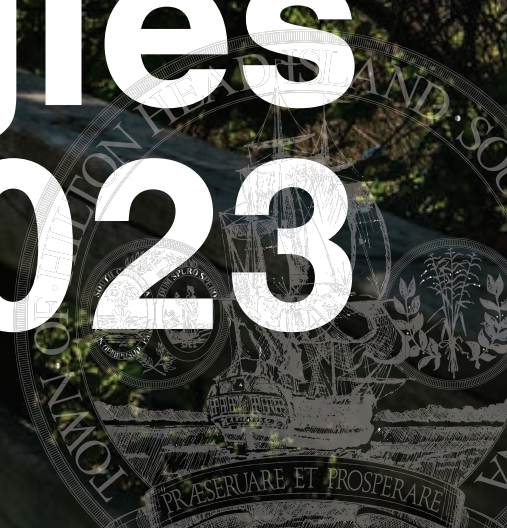








# Top 15 Strategies for 2023











## STRATEGY #1

# Establish a Growth Management Strategy

### FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

Successfully manage increasing and evolving future growth patterns in a manner that will ensure sustainability of Hilton Head Island’s unique character. Additionally, the Town must monitor economic and demographic trends, undertaking a comprehensive list of future planning activities, and proactively protecting the Island’s rich natural resources through appropriate design, regulation, and capital investment practices.

- ❑ 1.1 Conduct a Hilton Head Island Conditions and Trends Assessment
- ❑ 1.2 Establish a Growth Framework Map
- ❑ 1.3 Identify District Plan Boundaries and Prioritization
- ❑ 1.4 Create and Adopt District Plans
- ❑ 1.5 Create a Future Land Use Map
- ❑ 1.6 Create an Island Master Plan
- ❑ 1.7 Amend the Land Use Element of *Our Plan*
- ❑ 1.6 Implement the Mid-Island District Plan
- ❑ 1.9 Adopt Zoning Map Amendments
- ❑ 1.10 Amend the Land Management Ordinance
- ❑ 1.11 Establish a Development Review Improvement Program
- ❑ 1.12 Align Capital Improvement Plan with Growth Framework Strategies









## STRATEGY #2

# Implement the Workforce Housing Framework: *Finding Home*

### FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

Workforce housing affordability has been a growing challenge on Hilton Head Island and this negative trend has been accelerating over the last five years. Without deliberate action to counteract these trends, the Town will continue to lose its valuable share of workforce housing, home-by-home, or family-by-family. The Workforce Housing Framework is a commitment to preserve and expand workforce housing options on Hilton Head Island through the adoption of four (4) foundational pillars: Community, Planning, Management, and Revenue. Collectively, these pillars establish the enabling structure to assign future policy, programs, organizational capacity, resources, and management.

#### ❑ 2.1 Community

❑ 2.1.1 Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.

❑ 2.1.2 Engage with a Housing Action Committee to coordinate with community groups in the housing space, while cultivating an ongoing housing dialogue, engagement with the community in housing education, planning, innovation and provide advice and recommendations.

#### ❑ 2.2 Planning

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

#### ❑ 2.3 Management

❑ 2.3.1 Commit to adding dedicated staff to provide coordination and planning.

❑ 2.3.2 Commit to explore the creation of a professionally managed housing organization.

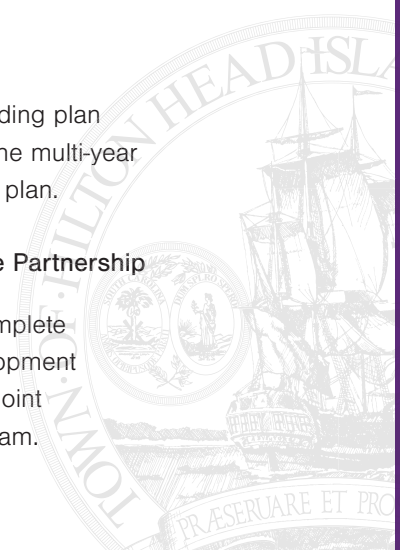
❑ 2.3.3 Commit to and maintain a dashboard of core metrics.

#### ❑ 2.4 Revenue

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

#### ❑ 2.5 Northpoint Public-Private Partnership

❑ 2.5.1 Successfully complete the execution of a Development Agreement for the Northpoint Workforce Housing Program.











STRATEGY #3

# Adopt Major Corridors/Street Enhancement Policies

**FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE**

The Town has prepared a Major Thoroughfare Corridors Plan which when implemented, will address improvements to the Island’s major thoroughfares including William Hilton Parkway, Main Street, Pope Avenue, New Orleans Road, Arrow Road, and Palmetto Bay Road. These improvements will be aimed at improving safety, beautification, and consistency to include landscaping and aesthetics, pathways, intersections, roadways, transit, and wayfinding.

❑ 3.1 Adopt Major Corridors Improvement Plans for:

- William Hilton Parkway
- Palmetto Bay Road
- Pope Avenue
- New Orleans Road
- Main Street
- Sea Pines Circle/Greenwood Drive
- Arrow Road
- Others/TBD

❑ 3.2 Implement Corridor Safety and Beautification Enhancement Projects

❑ 3.3 Adopt a Complete Streets Policy

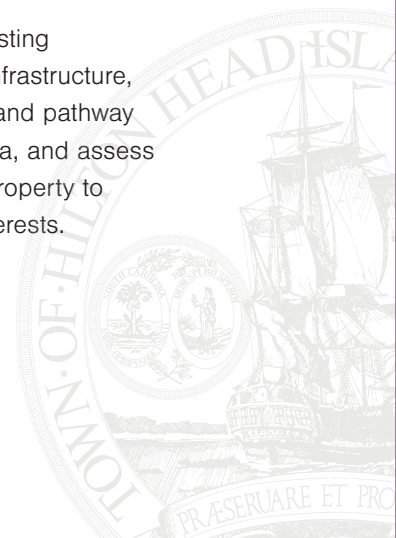
*Purpose:* Adopt a Complete Streets policy that will look at planning, designing, building, operating, and maintaining streets in a manner that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

❑ 3.4 Adopt a Traffic Calming Policy

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

❑ 3.5 Assist with Cross Island Parkway Toll Booth Removal & Reconfiguration

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









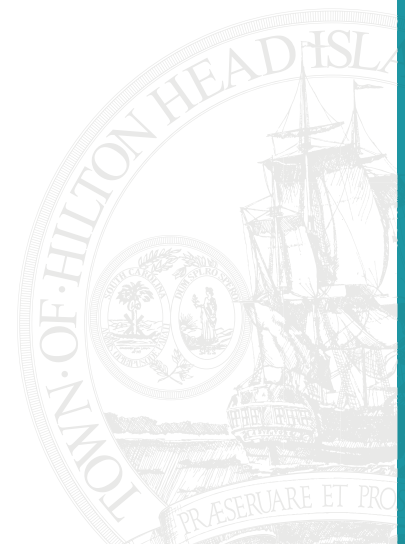
## STRATEGY #4

# Develop William Hilton Parkway Gateway Corridor Plan

### FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

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.

- ❑ 4.1 Coordinate with project partners and various community stakeholders to deliver design element recommendations to enhance the overall project consistent with the guiding principles and community values.
- ❑ 4.2 Identify land use strategies and solutions that can be incorporated into multimodal transportation corridor plan.
- ❑ 4.3 Influence the conversion of William Hilton Parkway Gateway from a highway corridor to a well-articulated boulevard through application of context sensitive design solutions consistent with local values and expectations.
- ❑ 4.4 Work with project partners and property and business owners to identify mitigation opportunities to potential project impacts.
- ❑ 4.5 Support Town Council in their discussion and overall deliberation of these elements once identified so as to formulate a formal Town Council position on the municipal consent of the gateway corridor project as required by current South Carolina law.
- ❑ 4.6 Implement Town of Hilton Head Island/Beaufort County adopted MOA.
- ❑ 4.7 Establish a Citizen Review Committee for End-to-End Analysis.









STRATEGY #5

# Commence Operations of the Gullah Geechee Historic Neighborhoods Community Development Corporation

**FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY**

The Gullah Geechee Historic Neighborhoods Community Development Corporation has been formed with a goal of stabilizing, protecting, and promoting historic and culturally sensitive communities on Hilton Head Island. It will create strategic programs related to, but not necessarily limited to, economic development initiatives, affordable housing, streetscaping, neighborhood planning, targeted capital investment, resident education, and other community support service opportunities.

- ❑ 5.1 Facilitate community redevelopment within the Gullah Geechee Historic Neighborhoods for the benefit of its Residents.
- ❑ 5.2 Foster and promote redevelopment within the Historic Neighborhoods by focusing on promoting cultural resources, protecting cultural assets, and enhancing quality of life.
- ❑ 5.3 Prevent gentrification through the preservation of housing opportunities and supporting economic opportunities that allow for existing community residents to remain within their Neighborhoods.
- ❑ 5.4 Facilitate business attraction, expansion, and retention as well as providing land planning and development assistance.
- ❑ 5.5 Pursue affordable housing opportunities.
- ❑ 5.6 Facilitate economic prosperity and advancement opportunities for local businesses and residents within the Neighborhoods and provide such other services that are associated with fulfilling the CDC's mission.









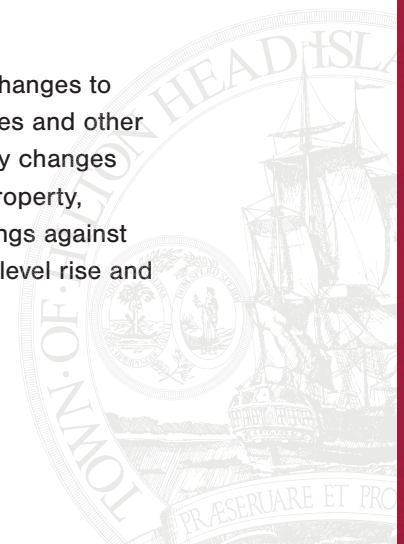
## STRATEGY #6

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

### FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

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

- ❑ 6.1 Establish Hilton Head Island tide gauge and participate in statewide sea level monitoring program.
- ❑ 6.2 Facilitate partnership discussions with local, state and federal agencies regarding data sharing, grant funding.
- ❑ 6.3 Identify critical infrastructure facilities.
- ❑ 6.4 Identify all Town ordinances and regulations that could be modified to increase future protections of property, infrastructure, and buildings.
- ❑ 6.5 Develop a Resilience Plan that models future sea level rise and storm scenarios to identify inundation impacts and a menu of mitigation actions, each with benefit costs analysis associated with varying levels of protection.
- ❑ 6.6 Evaluate and consider changes to zoning and building codes and other ordinance and regulatory changes that will better protect property, infrastructure and buildings against future impacts from sea level rise and climate change.







- ❑ 6.7 Develop recommendations and projected budget needs for future mitigation and protection projects, based on near, mid and long-term implementation schedule.
- ❑ 6.8 Identify and fund proactive investments in public actions which enhance resistance to and recovery from environmental challenges.
- ❑ 6.9 Continue to maintain and replenish appropriate levels of Town disaster relief funds.





## STRATEGY #7

# Implement the Capital Improvement Program (CIP)

### FOCUS AREA: “RIGHT-SIZED” INFRASTRUCTURE

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 upcoming 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 FY23-24 budget.

#### ❑ 7.1 Beach Program Implementation

- ❑ 7.1.1 Beach Management & Monitoring
- ❑ 7.1.2 Beach Renourishment

#### ❑ 7.2 Pathway Program

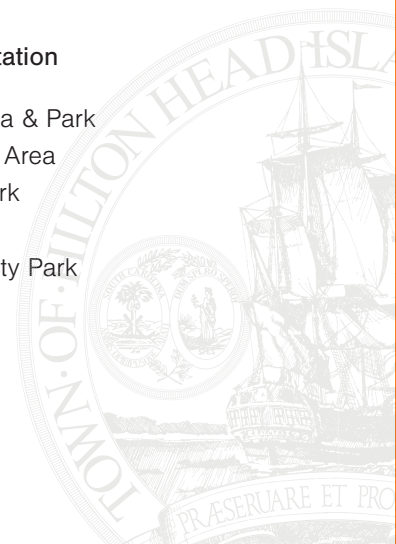
- ❑ 7.2.1 Pathways Accessibility & Safety Enhancement
- ❑ 7.2.2 New Pathway Segments
  - Shelter Cove Lane: William Hilton Parkway to Shelter Cove Community Park
  - Phase 1: Boggy Gut Pathway: Cordillo Parkway to Office Park Road, Woodhaven Dr/Ln
  - William Hilton Parkway East Bound: BCSO to Mathews Drive

#### ❑ 7.3 Roadway Program

- ❑ 7.3.1 Dirt Road Improvement Program
- ❑ 7.3.2 Additional William Hilton Parkway Enhancements
- ❑ 7.3.3 Pope Avenue Enhancements
- ❑ 7.3.4 Main Street Enhancements

#### ❑ 7.4 Park Program Implementation

- Mid Island Initiative Area & Park
- Coligny Beach Parking Area
- Chaplin Community Park
- Crossings Park
- Shelter Cove Community Park
- Chaplin Linear Park
- Patterson Family Park







**7.5 Facility and Equipment Management Implementation**

7.5.1 Town Hall Security & Facility Enhancements

7.5.2 Coastal Discovery Museum Capital Project

7.5.3 IT Equipment & Software

7.5.4 Fire/Medical Systems Equipment

7.5.5 Security Cameras: Shelter Cove Community Park

7.5.6 Automobile Place/Modern Classic Motors Site Enhancements

7.5.7 Fire Hydrant Expansion

7.5.8 Arts Campus Feasibility Study

7.5.9 Stormwater Projects

**7.6 Fleet Management Implementation**

7.6.1 Town Vehicle Replacement

- Vehicle Outfitting

7.6.2 F+R Apparatus & Vehicle Replacement

- Engine/Pump Replacement/Quint Company Replacement
- Fire Rescue Specialty Vehicles
- Staff Vehicle Replacement
- Firefighting Foam for Trucks

**7.7 Land Acquisition Program Management Implementation**

Soft costs such as surveying, appraisals, and legal fees associated with the acquisition of property to preserve and protect the Island's character.

**7.8 Housing Program Management Implementation**





## STRATEGY #8

# Update the Town's Land Acquisition Manual

### FOCUS AREA: "RIGHT-SIZED" INFRASTRUCTURE

The Town of Hilton Head Island has purchased a significant amount of land throughout the Island for a variety of strategic purposes. These have included reducing traffic congestion, preserving open space, providing public access to or views of the water, and other similar actions that are in furtherance of the Town's Comprehensive Plan. However, the Land Acquisition Manual that the Town utilizes to identify and acquire real property has not been updated since 2005 and does not fully reflect that current needs and goals of the Town. The document should be amended and be brought up to date with existing practices, processes, and policies.

- ❑ 8.1 Evaluate Land Acquisition Manual updates inclusive of parks, open space, conservation, town facilities, commercial redevelopment, workforce housing, development rights, preservation of historic neighborhoods, etc.
- ❑ 8.2 Identify potential funding sources for Land Acquisition Program implementation.









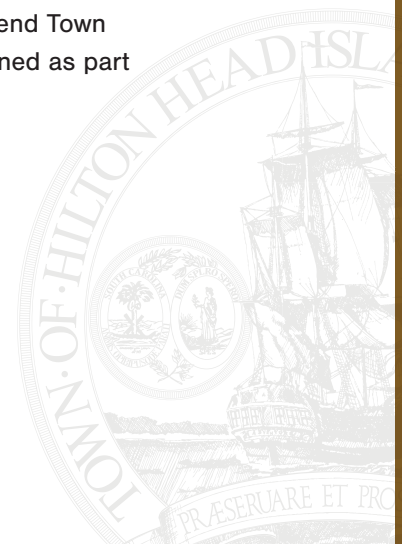
STRATEGY #9

## Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) of Hilton Head Island Solid Waste and Recycling

### FOCUS AREA: ENVIRONMENTAL SUSTAINABILITY

The Town's Our Plan document lays out several goals related to increasing capacity for 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.

- ❑ 9.1 Engage experts in the field of solid waste to assist the Town in performing a SWOT analysis.
- ❑ 9.2 Pursue promotional and educational efforts to foster recycling, composting, and litter control.
- ❑ 9.3 Engage in dialogue with Beaufort County regarding their long-range solid waste disposal and recycle programs. If they undertake revisions or updates to their long-range plans, actively participate in such discussions in order to represent the goals of the Island in these plans.
- ❑ 9.4 Propose discussions with Beaufort County regarding the potential creation of an off-Island materials processing center that would facilitate increased recycling rates from within the Town and the greater region.
- ❑ 9.5 Examine the creation of composting models at highly visible sites around the Town.
- ❑ 9.6 Evaluate the need to amend Town Code utilizing data obtained as part of the SWOT analysis.









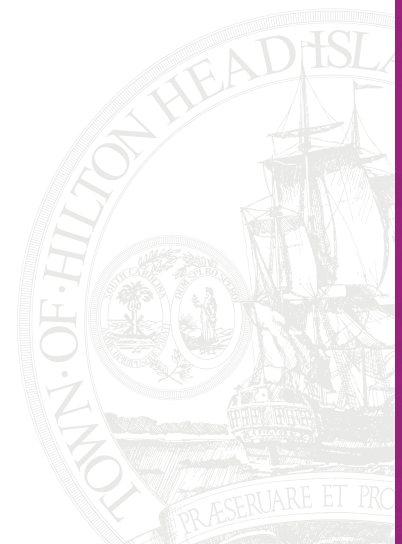
## STRATEGY #10

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

### FOCUS AREA: REVITALIZE & MODERNIZE THE ECONOMY

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

- ❑ 10.1 Survey current metrics required by the DMO contract and analyze to achieve Town goals.
- ❑ 10.2 Review any metrics recommendations/changes with DMO.
- ❑ 10.3 Support DMO Marketing Council in creation of marketing plan to ensure that correct performance measurements are being included and achieved.
- ❑ 10.4 Continue monitoring DMO performance and achievement of identified performance measures.
- ❑ 10.5 Include Ecotourism (with Assistance from USCB and others), Cultural Tourism, Wellness Tourism, and Sports Tourism into DMO Marketing Materials.









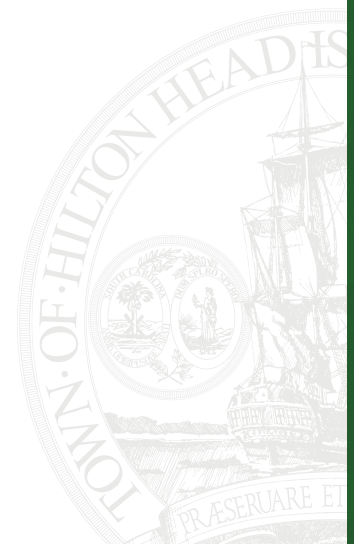
STRATEGY #11

# Assess Alternative Revenue Sources and Funding Opportunities

## FOCUS AREA: PURSUIT OF EXCELLENCE

In order to support the long-term financial stability of the Town, 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.

- 11.1 Establish Land Acquisition Funding Strategies:
  - 11.1.1 Beaufort County Greenspace Sales Tax Program
- 11.2 Assessment of Voter Referendum Questions
- 11.3 Identify Dedicated Funding for Workforce Housing Initiatives
- 11.4 Evaluate Mid-Island Tax Increment Financing (TIF) District Creation
- 11.5 Assess Development Permit Fees and Propose Necessary Adjustments
- 11.6 Conduct a Stormwater Utility Rate Study
- 11.7 Assess Municipal Bonding Capabilities
  - 11.7.1 Installment Purchase Revenue Bonds
- 11.8 Adopt an Accommodations Tax Funding Policy









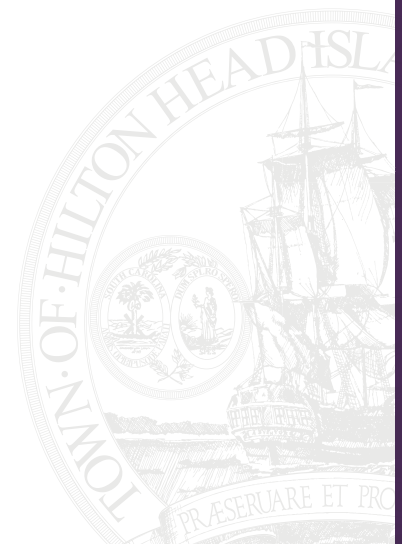
STRATEGY #12

## Short-Term Rental Assessment and Program Implementation

**FOCUS AREA: PURSUIT OF EXCELLENCE**

Conduct a Short-Term Rental program assessment that evaluates the short-term rental program effectiveness on addressing the negative impacts to neighborhoods including environmental impacts, demands on Fire and Rescue services, impacts to public utilities and infrastructure, and impacts of land use intensity. Program assessment will include data on the volume, location, type, and size of short-term rentals on Hilton Head Island in order to better understand, plan, and manage short-term rentals, and to determine if further regulation is necessary.

- ❑ 12.1 Review data obtained through the Town's short-term rental software and evaluate permits, location, and magnitude of short-term rentals within the Town.
- ❑ 12.2 Review short-term rental permit program efficacy through evaluation of reported violations of the short-term rental requirements and propose necessary adjustments.









STRATEGY #13

# Complete Implementation of the Gullah Geechee Task Force Work Plan

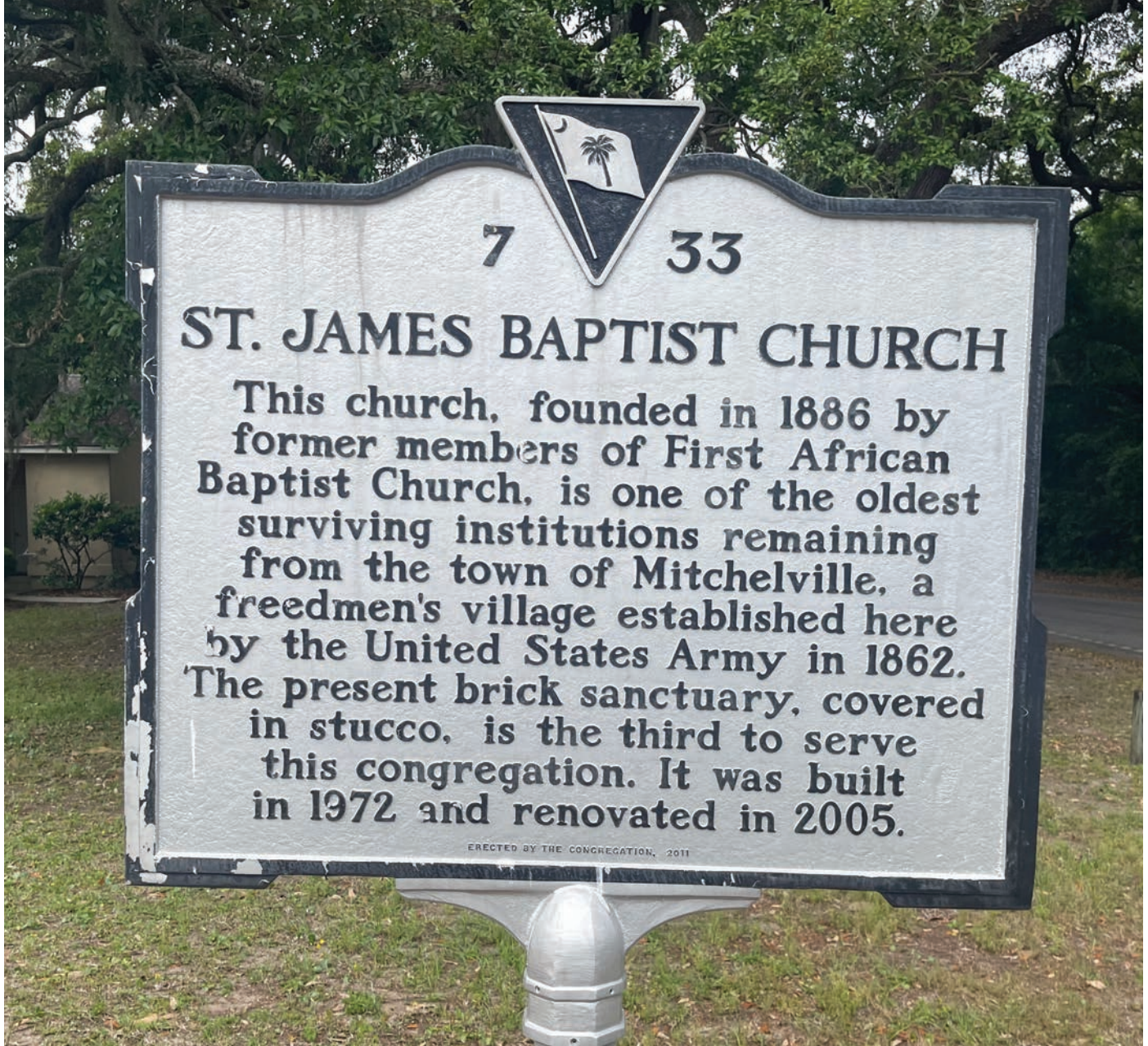
## FOCUS AREA: INCLUSIVE COMMUNITY

Implement the Framework for the Top 16 Priority Projects from the Gullah Geechee Preservation Report Recommendations as approved by Town Council in 2019. Define the critical path for the remaining recommendations from the report.

- ❑ 13.1 Develop Framework for the Top 16 Priority Projects
  - ❑ 13.1.1 Significant progress has been made on all Top 16 recommendations, 14 of which have been incorporated into ongoing operations and programs.
  - ❑ 13.1.2 Remaining recommendations are being addressed through District Planning and continuous improvement of Town resources and programs.
- ❑ 13.2 Define the critical path for remaining 20 recommendations
  - ❑ 13.2.1 Coordination and collaboration with community and cultural resources is preferred for establishing the critical path for implementing the remaining recommendations.







## ST. JAMES BAPTIST CHURCH

This church, founded in 1886 by former members of First African Baptist Church, is one of the oldest surviving institutions remaining from the town of Mitchelville, a freedmen's village established here by the United States Army in 1862. The present brick sanctuary, covered in stucco, is the third to serve this congregation. It was built in 1972 and renovated in 2005.

ERECTED BY THE CONGREGATION, 2011







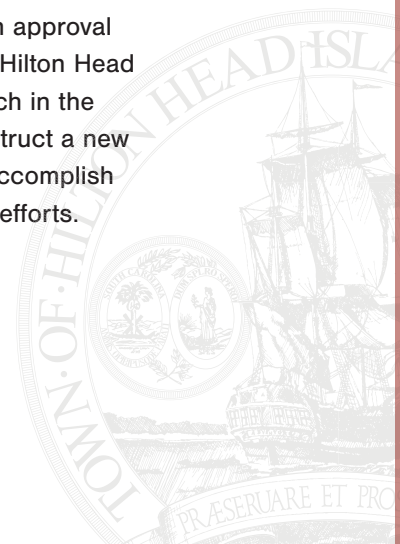
STRATEGY #14

# Facilitate Relocation of the Historic St. James Baptist Church to Mitigate Impacts Generated from Airport Operations and Corresponding Safety Concerns

**FOCUS AREA: CONNECTED COMMUNITY**

The Hilton Head Airport has been actively working to retain and attract new commercial airline services. This has included taking actions to ensure that regional business jets can operate from this facility. The Historic St. James Baptist Church has been directly impacted by the increase in airport operations that has resulted from the ability to support regional business jets. The Town has therefore committed to assisting St. James Baptist Church in the successful relocation of its congregation to a mutually agreed upon location that will meet the current and future needs of the church.

- ❑ 14.1 Work cooperatively with the leadership from the St. James Baptist Church, Beaufort County, the Hilton Head Island Airport, and the Town of Hilton Head Island to submit an agreed upon relocation plan for consideration by the Federal Aviation Administration.
- ❑ 14.2 Monitor Status of FAA submission and provide supplemental information or responses as may be necessary for continued evaluation of the joint proposal.
- ❑ 14.3 If the joint relocation plan is approved by the FAA, work with Beaufort County to provide the church with the grant funding sufficient to allow commencement and construction of the relocated facility.
- ❑ 14.4 Following relocation plan approval by the FAA, the Town of Hilton Head Island to assist the church in the steps necessary to construct a new church facility that will accomplish the approved relocation efforts.









## STRATEGY #15

# Implement Beach Park Enhancements

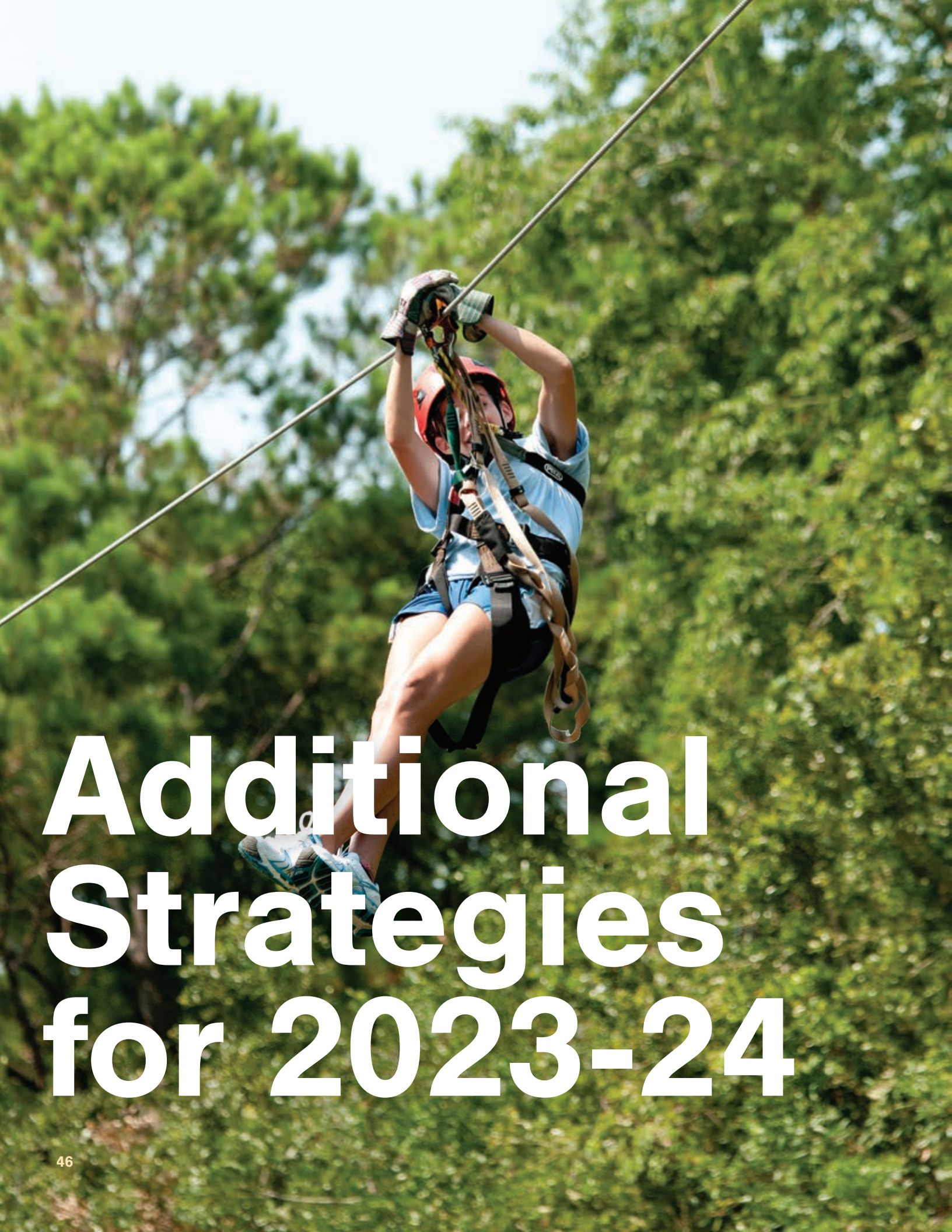
### FOCUS AREA: PURSUIT OF EXCELLENCE

The Town has over 12 miles of pristine beaches that are routinely identified as being some of, if not the best in the world. This precious resource serves one the most cherished amenities for both Island residents and visitors. The Town must ensure that it maintains the quality of the beach going experience through the development of a comprehensive enhancement plan that will identify physical infrastructure needs of its beach facilities, improvements and upgrades of existing facilities, and take steps necessary to ensure that the public experiences a safe and consistently memorable day at the beach.

- ❑ 15.1 Establish a Beach Master Plan.
- ❑ 15.2 Consider Implementation of Beach Parking Master Plan.
- ❑ 15.3 Enhance Beach Shuttle Services - Island Mobility/Connectivity to Beaches, Parking, Employment, and Businesses.
- ❑ 15.4 Consider Beach Experience Regulations - Fishing, Tents, Smoking, Emergency Access Routes, Facility Hours of Operation, Parking Management, Boat Storage on Beach, etc.







# Additional Strategies for 2023-24

# Pursuit of Excellence

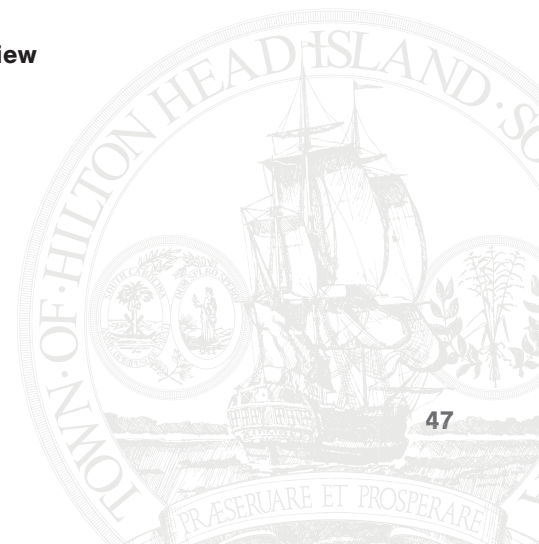
Require and sustain excellence of Place, People, Planning, and Process.

## 2023

- Implement Cultural Affairs Strategic Plan**
- Celebrate 360th Anniversary of the Hilton Head Island Siting**
- Celebrate Hilton Head Island 40th Anniversary of Municipal Incorporation**
- Develop a New Fire Rescue Strategic Plan**
- Adopt & Implement a Human Resources Strategic Plan**
- Adopt & Implement a Technology & Innovation Strategic Plan**
- Measure and Communicate Return on Public Investment**
- Improve Administrative Support Process for Boards, Commissions & Committees**
- Research Trends & Implement Best-in-Class Municipal Services Delivery**
- Implement American Rescue Plan Funding Appropriations**
- Enhance Communications Plan with Strong Social Media Emphasis**
- Create a Culture of High Organizational Performance**
- Broadcast Transition from Facebook Live to YouTube for Public Meetings**

## 2024

- Evaluate Island Vision Statement, Mission Statement, and Community Value Statement**
- Establish Island Brand Development Strategy**
- Employee Performance Review Program Improvements**





# Environmental Sustainability

Create a resilient and sustainable environment through planning and policy.

## 2023

- Work with Public Service Districts (PSDs) on Long-Term Capital Projects**
- Establish National Leadership Credibility in Environmental Sustainability & Resource Protection**
- Assess and Implement an Environmentally Friendly Landscape and Grounds Maintenance Best Practices Program**
- Host/Sponsor a Resiliency Symposium**
- Establish a Sustainable Environmental Practices Social Media Campaign**

## 2024

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











# Revitalize Our Economy

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

## 2024

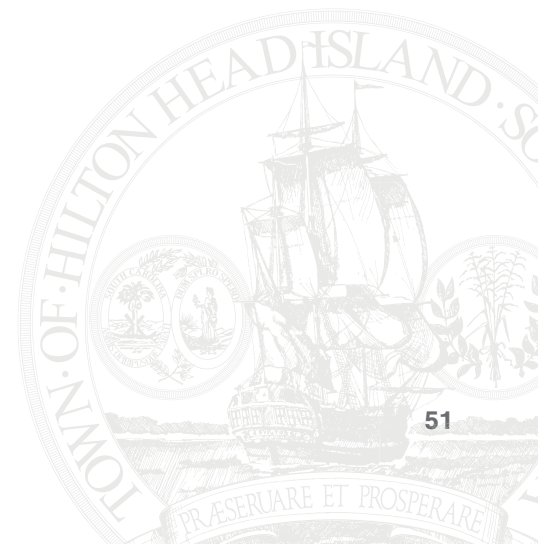
- ❑ **Establish an Economic Development Strategy**

# Connected Community

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

## 2023

- ❑ **Adopt a Food Truck Ordinance and Operational Program**
- ❑ **Conduct a Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis of High-Speed Fiber/Cellular Capabilities**





# Inclusive Community

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

## 2023

- Establish a Public Institutional Partnership with USCB to Support Arts and Cultural Organizations**
- Adopt Annual HUD/CDBG Entitlement Program**
- Conduct a Community Engagement Survey**
- Assist with Implementing Mitchelville Master Plan**
- Incorporate Public Art & Culture Projects into New & Existing Parks**

## 2024

- Develop a Landmark Protection Program**

# Regional Focus

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

## 2023

- Assess Revisions of Beaufort County Impact Fees**
- Establish Reoccurring Joint Meetings between Hilton Head Island & Beaufort County Council**

## 2024

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







# “Right-sized” Infrastructure

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

## 2023

- Acquire Main Street Right-of-Way**
- Adopt Community Addressing Ordinance**

# Parks & Recreation

Implement the Parks & Recreation Master Plan.

## 2023

- Assist with Ford Shell Ring Park Development**
- Implement the Parks and Recreation Master Plan**
- Develop a Parks and Recreation Marketing Plan**

## 2024

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















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