



**The Town of Hilton Head Island
Planning Commission
Comprehensive Plan Committee Meeting**

**Wednesday, August 28, 2013
1 PM in Conference Room Three**

AGENDA

As a Courtesy to Others Please Turn Off All Cell Phones and Pagers during the Meeting.

1. Call to Order

2. Roll Call

3. Freedom of Information Act Compliance

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

4. Approval of Agenda

5. Approval of Meeting Notes for August 21, 2013

6. Old Business

7. New Business

A. Begin the process of analyzing and prioritizing input to develop a preliminary list of recommendations to Town Council for 2014 Targets for Action.

8. Action Items

9. Next Meeting – TBD

10. Adjournment

Please note that a quorum of Planning Commission or of Town Council may result if a majority of their members attend this meeting.

Comprehensive Plan Committee of the Planning Commission

Meeting Notes

August 21, 2013

1:00 PM

Conference Room Three Town Hall

Comprehensive Plan Committee Members present: David Bennett, Terry Ennis (Chairman), Bryan Hughes, Gail Quick

Planning Commissioners present: Alex Brown, Judd Carstens,

Community Development Staff present: Shea Farrar, Shawn Colin

- Chairman Ennis called the meeting to order at 1:00 PM
- Meeting agenda was approved by general consent.
- Meeting notes from the October 3, 2012 meeting were approved by general consent.
- Chairman Ennis began by discussing the planning for Targets for Action by explaining the process through which the recommendations are developed. The process has evolved over the last couple years. It begins with a review of the prior year recommendations and what Town Council has achieved thus far to determine if any of the recommendations should be carried forward/revised/eliminated or others added. The goal is to get input from the various knowledge groups on the Island as to incorporate early in the process.
- Chairman Ennis discussed the timeline associated with the project.
- Ms. Farrar presented the prior year's recommendations with status updates. There are two main categories of recommendations: "Economic Development" and "Enhance the Island Brand".
- Many recommendations involve the Economic Development Corporation (EDC) that has just been formed. The Committee discussed the status of the EDC.
- A summary of the inputs that had been provided to date was reviewed and public comments were taken. Chairman Ennis clarified that the purpose of this was to simply get the input. Analyzing and prioritizing will be the next meeting. Representatives from various knowledge groups shared their comments.
- Chairman Ennis suggested that the Committee should focus on developing the top five goals through this process.
- Mr. Ennis adjourned the meeting at approximately 3:00 PM.

Submitted by: _____

Chairman: _____

Meeting Date: August 28, 2013

Memo

To:	Comprehensive Plan Committee
VIA:	Shawn Colin, AICP, Comprehensive Planning Manager
VIA:	Shea Farrar, Senior Planner
FROM:	Terry Ennis, Chairman , Comprehensive Plan Committee
Date:	August 22, 2013
Re:	2014 Targets for Action Recommendations– 2 nd Meeting in Series

The following information outlines the process for the Comprehensive Plan Committee to develop recommendations for the Planning Commission to consider for Town Council's 2014 Targets for Action.

Review and Recommendation Process:

Meeting One: On August 21, 2013, the CPC met for the first meeting in a series of meetings to begin the process of developing recommendations for Town Council to consider when planning the 2014 Targets for Action. At this meeting, the process for developing these recommendations was reviewed and updates were provided on the recommendation from last year. Prior to the meeting input was provided by a number of community members/groups on the status of their current efforts and recommended goals for the Town next year, which is included as Attachment "A" to this memo.

Meeting Two: On August 28 2013, the CPC will meet a second time to begin the process of analyzing and prioritizing the inputs that have been received in order to develop a preliminary list of recommendations for the 2014 Targets for Action. Prior to this meeting, staff will provide a draft that incorporates all knowledge gained to date that will be further refined by the Committee.

CPC Meeting Three: TBD, the CPC will meet to finalize a list of recommendations to forward to the Planning Commission.

Following approval by the Committee, it will then be provided to the Planning Commission for consideration. Following the approval of the Planning Commission, the list will be provided to Town Council in advance of their annual retreat.

**Comprehensive Plan
Committee
August 21, 2013**

2014 Targets for Action
Recommendations

Community Input Summary

Community Foundation of the Lowcountry

- Continued funding and support of
Public Art Program.

Center for Service Leadership

- "To stimulate and promote a culture of service excellence throughout the Lowcountry". Our initial thrust is understandably with the Hilton Head Island-Bluffton community.
- Certification to levels of EXCELLENCE
 - Standards of performance
 - Qualified reviews
 - Branded awards and recognition
 - Competitive growth & enhancement

Experience Green and the Sustainability Advisory Committee

1. What are your or your group's main objectives?

- Formalize and launch organized efforts of commitment to advance sustainable community development
- Garner buy in and support of sustainability as a high priority by the leadership of our Town

2. What projects/efforts are you currently working on?

- Funding efforts to conduct a Baseline Sustainability Assessment project that will provide quantitative data about where Hilton Head Island is as a sustainable community today, in order to determine where we might go tomorrow - the opportunities where we might improve and/or highlight existing success. The results will help guide planning and decision making based on long term implications versus short term considerations.

3. What near-term goals or actions would you recommend that Town Council achieve in 2014?

- Ensure that the comprehensive Baseline Sustainability Assessment spearheaded by the Sustainability Advisory Committee and Experience Green be completed
- Adopt a formal environmental sustainability policy
- Acknowledge the Sustainability Advisory Committee as a Mayor/Town Council appointed advisory group
- Create a stand-alone sustainability plan for the Town of Hilton Head Island based on the results of the Baseline Sustainability Assessment

David White

- There is no need for a Redevelopment Authority. Our elected officials should be held accountable for the board's decisions, rather than persons who hold an appointed position. Maintain the commission, but it should not be given condemnation powers.
- Where possible, cell towers should not be visible from single family homes and major/minor arterials.
- The identification of investment zones are critical on the Island; however, more attention should be focused on "tired" commercial areas on the north end, namely, Northridge Plaza, Port Royal Plaza and Pineland Station.
- In addition, there is a need to fund a study to determine the reasons for high commercial vacancies on the island, likely successful reuses, uses that should, or should not be encouraged given the weakness of demand, and what types of development/redevelopment are likely to succeed on the island, given the growth trends and opportunities on the island and on the Mainland.

David White Continued

- Northridge Plaza, Port Royal Plaza and Pineland Station should be included in the review process.
- This strategy should be expanded to ensure more economic diversity on the island, especially moving to a more knowledge- based economy. For example, it could be better targeted, e.g., to broadening opportunities for medical/health related companies, clean/green technology companies, think tanks, and software related entities to establish corporate headquarters on Hilton Head Island.
- This strategy should be expanded to ensure more economic diversity on the island, especially moving to a more knowledge- based economy. For example, it could be better targeted, e.g., to broadening opportunities for medical/health related companies, clean/green technology companies, think tanks, and software related entities to establish corporate headquarters on Hilton Head Island.

David White Continued

- The concept of working on a regional traffic model is commendable. However, we need to look internally at traffic issues on Hilton Head Island. Specifically, a plan should be developed and implemented to pave dirt roads on our island. Furthermore, the town should move to:
 - (1) create parallel access or frontage roads to move local, short-run traffic off Rte. 278,
 - (2) create dedicated bike lanes on major and minor arterials,
 - (3) allow pedestrian traffic to move freely in designated intersections by stopping traffic in all directions for safer biker/pedestrian crossings,
 - (4) provide incentives to existing and future businesses to create connectivity from one commercial property to another, and
 - 5) create an alternative for bikers to move from the main roads to the beaches, by creating a “Bikeable Beach” Initiative with access across causeways and creeks with broad boardwalks that would allow the free flow of pedestrians and bikers along the full expanse of HHI beaches from Port Royal Sound to South Beach and beyond. The ultimate goal would be the ability of pedestrians and bikers to circumnavigate the island away from Rte. 278 traffic.
 - (6) Finally, staff or consultants should visit other parts of the country to identify tastefully constructed pedestrian/biker overpasses and flyovers that could be applied at strategically placed locations across Rte. 278.

David White Continued

- The HHI Land Trust, the Baygall POA, and the historical churches along Beach City Road have requested that the town create a Historic District beginning at the intersection of Beach City Road and Mathews Drive, continuing along Beach Road to include the Historic African-American Churches, Fort Howell, The Cherry Hill School, Fish Haul Creek Park (the future home of Historic Mitchelville) and all other areas of historic Mitchelville, including a portion of Palmetto Hall. The Town of HHI should investigate and implement this community request, with community input.
- The affordable housing program should provide incentives for developing affordable housing units throughout the island. This would include the conversion or identification of current housing units that could be converted to affordable housing, but with a limit on the percentage of such units (i.e., 10-15%) within any housing development. This also could include the development of future units in mixed-income developments only. That is, the maximum percentage of affordable units could not exceed 10-15% of the development. Create an initiative that would provide incentives for the replacement of distressed manufactured homes throughout the island. Under no circumstances should the town create areas of concentration of affordable rental units, similar to the area created by the tri-communities.

Technical College of the Lowcountry

1. What are your or your group's main objectives?
 - Workforce development through education and training
 - Community engagement in the education process
2. What projects/efforts are you currently working on?
 - a. Participation in the SC Work Ready Communities project encompassing TCL's four county service area
 - Specific goals were set for each county
 - Economic development prospects will have public access to the data about Beaufort County and other counties
 - Technical colleges are integral partners across the state in each county
 - b. Outreach to the immigrant population for Deferred Action for Childhood Arrivals (DACA) eligible students
 - Education and training for DACA eligible students are available at other technical colleges
 - Students completing programs will provide a more skilled workforce
3. What near-term goals or actions would you recommend that Town Council achieve in 2014?
 - a. Encourage participation by businesses in the SC Work Ready Communities project
 - b. Support using Work Keys as a tool in the hiring process
 - c. Identify and promote employment opportunities by sector with realistic numbers for openings and amounts for wages

Tom Barnwell

- Roadway Safety and Access on Dirt Roads
- Use of TIF funds in Squire Pope Area to purchase housing
- Focus on Rowing and Sailing
- Water Transportation
- Gullah Geechee Corridor

Additional Comments from Meeting

- Consider having two more years in the educational process. Go from K-12 to K-14
- Complete Streets
- Public Shuttles
- Support for signature trail in Chaplin (Chaplin Linear Park)

Re: GIC Input to the Town's '14 Targets for Action

Per the Town's request, GIC is pleased to provide input to the planning process. The GIC Steering Committee received input on a variety of potential "Targets," analyzed each, and then prioritized them. Please find attached GIC's recommended "Targets" with accompanying analysis in priority sequence:

Attachments

- A - Telecommunication
- B - Corporate Hospitality
- C - Coordinated Marketing
- D - Connectivity & Circulation (Transportation)
- E - Healthcare & Knowledge-based Businesses

Telecommunications and Transportation are time sensitive and long lead.

These are a work in progress from the GIC Steering Committee and should be considered preliminary until reviewed by the GIC Executive Committee. Individual initiatives may be refined and resubmitted.

GIC also identified Economic Development as a priority "Target." GIC's suggested "Targets" each have an economic development component. GIC elected to provide input in the future recognizing that providing input now may be premature as the Town is in the process of establishing an Economic Development Commission. GIC has an interest in providing input to the Commission at the appropriate time in the following areas;

1. Establishment of an early stage, "angel fund," investment activity
2. Recruitment of new businesses
3. Redevelopment of the Island

Other areas of interest to GIC include:

1. **Sustainability**: GIC has invested in the effort which is one of the eleven recommended areas for action from the Mayor's Vision Task Force. GIC is pleased to see the progress of Experience Green to advance Sustainability and encourages Community and Town support.
2. **Education**: GIC's Education and Workforce Committee has been granted \$150,000 to execute a program to change the attitudes of parents and youth toward the importance of education. There will be an opportunity in the future to involve the Town.

GIC took a leading interest in establishing the Hilton Head Institute, which is one of the eleven Vision Task Force recommended actions. It has the potential to become a signature event on the Island. It is being launched this fall and an update to Town Council may be appropriate at the time of its Retreat. The Institute is worthy of substantial long-term Community and Town financial support.

GIC recognizes that these Initiatives require both public and private involvement . GIC trusts that these inputs prove useful and stands ready to assist in any of these areas as appropriate.

Stu Rodman
Chairman - Greater Island Council

Attachment A
Telecommunications
(8/10/13)

2014 Recommendation: Develop a 5-Year Telecommunications Plan that:

- Catches Up in a minimum of 2 Years
- Is “world class” going forward
- Measures progress against Corporate Hospitality requirements as best benchmark

Supporting Observations:

- **HHI Economic Engine:**
 1. Attracting tourists and corporate hospitality
 2. Providing the experience that creates the strong desire to return
 3. Creating an atmosphere that encourages residency on HHI:
- **Tourism:**
 1. \$1 billion industry & growing
 2. Primary industry as it also feeds residency, HHI’s largest industry
- **Residency Includes:**
 - . Traditional Retirement and
 - . Work & Play Residency (in the emerging virtual age) which attracts:
 - Company Headquarters
 - Working people who are not tied to a physical location
- **Telecommunications Connectivity:**
 1. One of the 11 Initiatives of Mayor Vision Task Force
 2. Behind the power curve
 3. Problem recognized
 4. Initiatives under way
 5. High Risk of not catching up
- **WSJ’s Check List (per T. Ennis) for maintaining / capitalizing on the Economic Cycle:**
 1. Great Location - Check
 2. Recreation - Check
 3. Accommodations - \$300+ million being invested - Being Checked
 4. Telecommunication Connectivity - High Risk
 5. World class Airport (5,000’ Extension Underway) - Slowly Being Checked

High Risk Scenario:

1. Infrastructure (coverage & capacity) has to increase 5x in 5 years
2. HHI fails to catch up & falls further behind
3. Tourist & Corporate Hospitality:
 - Disappointed
 - Write off HHI
 - Fail to return

- 4. Residency demand sub-optimized**
- 5. Primary long-term economic driver marginalized**

Attachment B
Corporate Hospitality Development
(8/10/13)

2014 Recommendations:

1. Establish Task Force
2. Complete a SWOT Analysis:
 - Strengths - Location, Recreation, Accommodations?
 - Weaknesses - Telecommunications, Airport, Accommodations?
 - Opportunities ?
 - Threats ?
3. Develop a Value-Driven Marketing Plan

Opportunity: Expand Corporate Hospitality, a high-end tourism component which:

1. Adds a under-developed “high end” Hospitality component
2. Back fills the under-utilized “shoulder seasons” which are under-utilized
3. Promotes affluent retirement
4. Attracts “live anywhere,” working executives in the emerging virtual age

Our Economic Cycle:

1. Attracting Tourists
2. Providing a unique “Island Experience”
3. Creating the desire to return as Tourists and Retirees

Wall Street Journal’s (per Terry Ennis) Economic Cycle Check List:

1. Great Location - Check
2. Recreation (world class) - Check
3. Accommodations - \$100 million being invested - Being Checked
4. Telecommunication Connectivity - To Be Checked
 - Behind the power curve / recognized / initiatives under way
 - High Risk of not catching up / infrastructure has to increase 5x in 5 years
5. World-class Airport - Being Checked
 - 5,000’ Extension Underway

Long-Lead (catch up) Considerations:

1. State-of- the-Art Telecommunication
2. Competitive Airport

Attachment C
Coordinated Resort & Retirement Marketing
(8/10/13)

2014 Recommendations:

- Convene a Marketing Task Force
- Develop a Marketing Plan

Opportunity:

- Marketing identified as 1 of 11 Mayor's Vision Task Force Initiatives
- Developers invested millions in Marketing Hilton Head in the early days.
- Recognized Brand (We are or we need to recreate?)
- Today Hilton Head is under-funded vs. our competition
- By and large, residents don't appreciate that tourism drives property values
- Demographics shifting to a younger age group & shorter stays
- Many point to a need for a \$.01 Sales Tax to remain competitive

Our Economic Cycle:

- First, attracting tourists and corporate hospitality
- Providing the "island experience" that creates the strong desire to return
- Assuring the atmosphere that encourages:
 1. Retirement
 2. Primary Residency in the emerging virtual age

Tourism is our Primary Driver:

- Tourism – 1st – *Brings Cash*
 1. \$1 billion industry & growing
 2. Primary industry as it also feeds retirements our largest industry
- Retirement – 2nd - *Brings Capital*. \$14 billion today
- Most come first as Tourists

Wall Street Journal's Economic Cycle Check List:

- Great Location - Check
- Recreation - Check
- Accommodations - \$100 million being invested - Being Checked
- Telecommunication Connectivity - Needs to be Checked
- World-Class Airport - Slowly Being Checked

Emerging Marketing Opportunities:

- Mitchellville - Birthplace of Freedom in America for All - on HH
- Emerging Gullah - Geechee Corridor - Beaufort County in the Middle
- Civil War
- Sustainability - Hilton Head was "green" before green became popular
- Parris Island - across Port Royal Sound:
 - 1st Spanish & French settlements in the USA
 - Generations before Plymouth Rock

Attachment D
Connectivity & Circulation
(8/12/13)

2014 Recommendations:

- Convene a Task Force
- Analyze the Transportation Needs of the Community including:
 1. Connectivity
 2. Circulation
- Prepare a comprehensive Plan

Task Force Considerations:

- The goal is to develop a future-friendly, multi-modal transportation system
- Federal, state and local investments, both public and private, are opportunities
- Alternate forms of transportation and associated changes in behavior should not be overlooked

Analysis Considerations:

- The needs of the elderly, infirmed and others without access to a personal automobile
- Residents, tourists, employees and commuters both off and on Island
- Those who desire to walk or bicycle for recreation and exercise
- Public transit opportunities
- Circulation in centers of activity
- Connectivity to and within gated communities
- Mainland connectivity
- Airline demand, private and commercial
- Ferry service for connectivity with Savannah, Daufuskie Island, NOB
- Multi-use Pathways for bicyclists and pedestrians
- Metrics for obtaining bike and pedestrian counts
- Types of cyclists; active, commuters, recreational, off-road etc.
- Need a bike/ped master plan (ALTA)
- Parking Requirements; bike and motor vehicle
- Flow and circulation of bicyclists, pedestrians, motor vehicles and public transit
- What's working, what's not, what's needed?
- The potential for HHI to assume responsibility for HHI's non-arterial streets from SCDOT.
- Adopting a "Complete Streets" policy
- Balancing mobility needs, adjoining land use, environment and community interests
- Policy implications

Proposal Considerations:

- Multiuse Pathways Master Plan
- Parking; vehicles and bikes
- Public transportation; land, sea, air
- Integration of all of the above into a multi-modal solution
- Recognition that multi-modal systems:
 - Shift the focus away from cars and roads and
 - Allocate more resources to safe and reliable walking, biking and public transit alternatives

Attachment E
Healthcare & Knowledge Flow
(8/10/13)

2014 Recommendation: Establish Economic Development Job #1's:

- Healthcare &
- Knowledge Flow

Rationale:

- The digital / virtual world changing how people learn, socialize & work
- HHI Quality of Life ideal for recruiting:
 - First Career
 - Second Career
- Residents Provide:
 - Talent Pool
 - Investment & Referral Capital
- Common Denominators - Healthcare, Knowledge Flow, Education & Technology:
 - Rapidly Growing, High Tech Industries
 - Free to locate anywhere on the planet
 - Linked & Converging
 - Embryonic & Entrepreneurial
 - Require Support & Incubation
 - Likely to Cluster
 - Quality Healthcare important for attracting & retaining Retirees
 - Increasingly utilize:
 - Distributive Management & Operations
 - Remote Management & Employees attracted to Quality of Life

Examples:

- Medical Tourism
- Healthcare Destination Marketing
- Physician Residency Programs
- Entrepreneurs attracted to develop medical solutions
- Recognition for technology centers of excellence
- Remote Medical Diagnostics (RMD)

- **Healthcare Information Technology Applications (HIT)**
- **Wide Area Network (WAN)**
- **Emerging Technologies (Genetics, Robotics, Bio, Nano, etc.)**

Telecommunications Taskforce

Functions and activities needed to ensure that our evolving communications infrastructure will keep our Island competitive and support economic growth

1. Continue the work of the Telecommunications Task Force in these areas:

- a) Maintain a strong base of communications expertise based on the technical knowledge of select volunteer Island residents
- b) Maintain the personal relationships of select residents with executives of the wireless carriers serving the Island
- c) Maintain the Town's single point of contact with carriers, tower companies, potential site owners and other Town staff members
- d) Continue to work with the various communities on the Island and to keep them informed on issues that affect the levels of service

2. Develop an ongoing measurement program

- a) Develop a semi annual report on the levels of wireless and wired services throughout the Island. This could partially be done through a Town funded drive testing program. This should address both coverage and capacity aspects of service.
- b) Measure the deployment of new technologies on the Island such as areas covered by 3G wireless service vs. 4G service on a carrier by carrier basis.
- c) Identify under served areas such as parts of Ward One for special attention.

3. Address the role and opportunities for Wi-Fi on the Island

- a) Explain the limitations of Wi-Fi and how it complements other wireless and wired technologies
- b) Identify areas where public Wi-Fi makes sense and fulfills the expectations and needs of visitors and residents
- c) Identify where privately supplied Wi-Fi should be encouraged and supported

4. Develop a clear description of user types and their expectations and needs

By Industry Group

- Hospitality
- Medical
- Real Estate
- Business Meeting/Convention
- Education
- Emergency services

By Individual User

- Family of four on vacation
- Business travelers
- Workers and others who commute to the Island on a daily basis
- Year round residents
- Businesses located on the Island
- Telecommuters and "at home" businesses
- Entrepreneurs and other remote business executives
- Second home owners
- Seasonal workers
- Elderly who depend on access to health monitoring or EMS

5. Assess the impact of new technologies as they are deployed in gated communities

- a) Survey affected residents as to their satisfaction and what changes they have made due to the capabilities enabled by access to the new technology (Verizon will deploy 4G service in Hilton Head Plantation in late 2013)

6. Benchmarks

- a) Identify communities who are recognized as having excellent communications capability
- b) Determine what strategies, procedures or relationships enabled their outcome
- c) Determine how we compare in terms of both quality of communications capability and in terms of the enablers that fostered their success

7. Anticipate new technologies and their effect

- a) on the infrastructure to provide communications services
- b) on the business and social trends they enable and the impacts associated with their implementation

8. Integration of communications considerations into all Town projects

- a) Deliberations of the Planning Commission
- b) Inclusion in the development review process
- c) Explore opportunities associated with initiatives such as Connected Nation who are working to spread the availability of Broadband to underserved communities.

9. Develop a 3 Year Plan to be updated semi annually to address where we are vs. where we need to be in order to keep the Island competitive and what initiatives need to be undertaken to get there

To be successful, this needs to be the coordinated work of a repurposed Telecommunications Task Force, the Town Staff, the Greater Island Council, the Town's new Economic Development Board, and various universities helping with research such as USBC and Clemson.